



Right2Grow **End of Programme** **Report** **2021 – 2025**



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Executive Summary

Between 2021 and 2025, Right2Grow worked across six countries—Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda—to address the structural drivers of undernutrition and inadequate WASH services. The programme aimed to strengthen community voice and accountability, build civil society capacity, improve multisectoral governance and financing, and amplify locally generated evidence in national and international policy spaces.

Right2Grow was implemented by a consortium of global, national and local partners, combining community-led action, social accountability, policy advocacy and continuous learning. From inception, sustainability, localisation and power shifting were treated as core design principles rather than end-of-programme considerations.

Key results and achievements (2021–2025)

Over the period 2021–2025, Right2Grow delivered results across four mutually reinforcing outcome areas that together reflect the programme’s pathways of change. These outcomes focus on (1) strengthening community voice, accountability and action on nutrition and WASH; (2) building the capacity and influence of civil society to advocate for leadership, good governance and public investment; (3) improving multisectoral coordination and policy coherence across nutrition, WASH and related sectors; and (4) amplifying locally generated evidence and civil society perspectives in national, regional and international policy and donor spaces.

The sections below summarise key achievements under each outcome across the six programme countries, combining headline quantitative results with qualitative examples that illustrate how communities moved from awareness to sustained action, accountability and co-investment in locally driven nutrition and WASH solutions, even in diverse and often fragile contexts.

Outcome 1: Stronger community voice and accountability

Right2Grow strengthened community agency and social accountability mechanisms, enabling communities—particularly women, youth and marginalised groups—to influence decisions affecting nutrition and WASH services. Through Community Voice and Action (CVA), citizen dialogues, community-led development and participatory planning, communities identified service gaps, formulated demands and engaged duty bearers to act on priority issues, while monitoring follow-up and commitments.

Over the programme period, communities formulated **1,311 concrete demands** for improved nutrition and WASH services, and **675 service delivery barriers** were successfully addressed through joint initiatives involving communities, government and, in some cases, private sector actors. By 2025, community-led accountability structures were institutionalised in multiple contexts, including CVA task forces in Ethiopia, citizen monitoring committees in Mali, and parish- and district-level dialogue platforms in Uganda. These mechanisms contributed to tangible service improvements, such as rehabilitation of water points, improved hygiene facilities, **expanded access to community nutrition services and treatment of malnutrition**, and more responsive health and WASH services.

The consortium directly supported **47 civil society organisations (CSOs)** and engaged **1,099 community-based organisations (CBOs) and grassroots organisations** across programme countries, contributing to wide-based local ownership and reach. Overall, Right2Grow directly reached nearly **one million people** and indirectly reached **over 17 million** through combined community mobilisation, advocacy and systems engagement.

Outcome 2: Strengthened civil society capacity and influence

Right2Grow significantly strengthened the technical, organisational and advocacy capacity of national and local CSOs, enabling them to navigate shrinking civic space, act as credible leaders and sustain advocacy over time in nutrition and WASH. Between 2021–2025, CSOs improved their ability to analyse public budgets, engage parliaments and local authorities, and translate community priorities into concrete policy and financing demands.

As a result, CSOs were able to systematically create and use civic and policy spaces for engagement. Over the programme period, CSOs created space for CSO demands and positions **340 times at national and international level** and **745 times at**

subnational level, exceeding programme targets in both cases. They carried out **257 advocacy initiatives at national/international level** and **512 at subnational level**, reflecting strong performance, sustained mobilisation and growing confidence across diverse and often constrained political contexts.

CSO-led Budget Monitoring and Expenditure Tracking (BMET) and advocacy contributed to substantial increases in public allocations for nutrition, food security and WASH, amounting to a combined **€6.9 billion investment** across the six programme countries during the programme period. Annual allocations increased from approximately **€794 million in 2021 to €3.3 billion by 2025**, representing a **319% increase**, based on verified government budget data. While broader political and economic factors also influenced these trends, Right2Grow's evidence-based advocacy and watchdog role helped protect, sustain and, in several cases, expand allocations, reducing the risk of reallocation away from agreed nutrition and WASH priorities.

Outcome 3: Improved multisectoral coordination and policy coherence

Right2Grow strengthened multisectoral coordination across nutrition, WASH, food security and related sectors, supporting governments and stakeholders to move beyond fragmented approaches. Across the six programme countries, Right2Grow partners contributed to the formulation, revision or improved implementation of **66 policies, strategies, action plans and legal and institutional reforms**, improving multisectoral nutrition and WASH policy coherence, accountability and alignment between humanitarian, development and peace programmes.

Concrete policy influence was achieved in all programme countries. In Bangladesh, Right2Grow supported implementation of the National Nutrition Policy and integration of nutrition–WASH priorities into Union Parishad plans and budgets. In Burkina Faso, partners strengthened multisectoral consultation processes embedded in communal development plans and contributed to the development of a Humanitarian–Development–Peace Nexus action plan in the Northern Region. In Ethiopia, Right2Grow played a recognised role in developing and securing government adoption of the Nutrition-Centred Humanitarian–Development–Peace Nexus Implementation Roadmap, aligned with the Seqota Declaration and One WASH National Programme. In Mali, Right2Grow contributed to the constitutional recognition of the right to food, water and sanitation in Mali (2023), followed by steps toward operationalisation. In South Sudan, Right2Grow supported development, adoption and dissemination of the country's first National Nutrition Policy and strengthened parliamentary engagement on WASH governance. In Uganda, the programme influenced key frameworks including the Food and Nutrition Bill, National Development Plan IV and District Nutrition Action Plans (DNAPs) and amendments to Uganda's Public Health Act (2023), improving coordination between nutrition, WASH, education and local government actors.

By institutionalising coordination mechanisms and accountability processes, Right2Grow supported governments to move from policy commitments toward implementation, financing and follow-up, even in contexts characterised by political volatility, insecurity and fiscal constraints.

Outcome 4: Local voices amplified in donor and international arenas

Right2Grow amplified locally generated evidence and civil society perspectives in regional and global policy spaces and donor engagements, promoting better coordination along the humanitarian–development–peace nexus. Engagement through platforms such as the Scaling Up Nutrition (SUN) Movement and Nutrition for Growth (N4G) processes increased visibility of the nutrition–WASH nexus and the importance of domestic resource mobilisation and civic participation. Progress under this outcome was more uneven than under Outcomes 1–3, reflecting shrinking civic space, political volatility and declining development budgets. Nevertheless, the programme succeeded in positioning civil society as a recognised contributor to international accountability processes and laid foundations for continued post-programme influence.

Cross-cutting results

Across all outcomes, Right2Grow consistently integrated gender equality, youth engagement and inclusive participation. Women led 55% of CSO committees in Bangladesh, women's leadership increased from zero to majority levels in advocacy groups in parts of Burkina Faso, and youth- and women-led CSOs played visible roles in national and global advocacy spaces. Participation of people with disabilities and other marginalised groups also improved across programme countries. Where relevant, the programme supported climate-smart nutrition and WASH approaches, recognising the growing impact of climate shocks and environmental pressures on service access and food security.

Continuous learning and adaptive management enabled the programme to adjust strategies in response to major contextual challenges, including COVID-19, political transitions, climate shocks, conflict and insecurity. These practices strengthened both

programme effectiveness and sustainability. Investment in a consortium-wide learning culture supported adaptive management and the uptake of proven approaches across countries. The outcomes of this learning culture are captured in a key legacy product: the [Right2Grow Learning Catalogue](#).

Indicator	2021-2025 target	2021-2025 achievement
Outcome 1: Right2Grow Outcome 1: Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners		
R2G.OC.1.1: # of actions in which communities formulate demands for improved (WASH and nutrition) services	n/a	1,311
R2G.OC.1.2: # of barriers to good nutrition and WASH services successfully addressed by joint community, government and/or private sector initiatives	n/a	675
R2G.OP. 1.1: # of CSOs involved in Right2Grow	47	47 (Tier 1 & 2)
Outcome 2: Right2Grow Outcome 2: Representative and empowered civil society organizations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition		
SCS031: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at national and international level	159	340
SCS032: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at sub-national level	604	745
SCS041: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national and international level	250	257
SCS042: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	519	512
SCS053: # of other CSOs with increased L&A capacities	47	47 (Tier 1 & 2) 1,099 (Tier 3)
Outcome 3: Adoption and mainstream of multi-sectoral approach to undernutrition		
SCS012: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement	22	17
SCS022: # of governmental policies for sustainable and inclusive development as a result of CSO engagement	9	49
Outcome 4: Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition		
R2G.OC.4.1: Level of success of lobby and advocacy roles by Right2Grow and its partner towards donors and international actors	High	Medium
R2G.OC.4.2: Degree of integration of the WASH-Nutrition nexus by donors along the humanitarian-development nexus to address the underlying determinants of undernutrition	High	Medium

Sustainability and way forward

Sustainability and local ownership were built into Right2Grow from the start. Rather than creating parallel structures, the programme focused on strengthening existing systems, shifting power to civil society and community actors, and embedding tools and practices within government and CSO processes. Across all countries, this has resulted in stronger local institutions, more capable and connected CSOs, functioning accountability and coordination mechanisms, and communities that increasingly act as agents of change. As detailed in this report, many of Right2Grow's core approaches will continue beyond 2025 through government uptake, sustained civil society leadership and integration into follow-on programming by consortium partners and allied actors.

Right2Grow shows that lasting progress on nutrition and WASH is possible when communities and civil society are treated as co-owners of change; when citizen-state accountability becomes part of routine governance; and when reflection and learning is actively used to adapt to political, economic, climatic and civic space constraints. These conclusions are supported by the independent End-Term Evaluation, which confirms the programme's relevance, effectiveness and contribution to

accountability, multisectoral coordination and locally led advocacy across diverse and fragile contexts (Right2Grow End Term Evaluation Report, 2026).

Looking ahead, future programmes should build on these lessons by investing in long-term, locally led partnerships that connect community action to national and global policy spaces; strengthening the institutional anchoring of accountability and multisectoral coordination; and maintaining flexible, learning-oriented approaches suited to respond to uncertain and politically constrained environments.

Overall, Right2Grow leaves behind stronger institutions, empowered civil society, functioning accountability mechanisms and measurable improvements in policies and public investment for nutrition and WASH, providing a solid and credible foundation for continued impact beyond the programme period.



List of acronyms

Acronym	Full term
ACF	Action Contre la Faim / Action Against Hunger
BMET	Budget Monitoring and Expenditure Tracking
CBO	Community-Based Organisation
CEGAA	Centre for Economic Governance and Accountability in Africa
COVID-19	Coronavirus Disease 2019
CSC	Country Steering Committee
CSO	Civil Society Organisation
CVC	Comité de Veille Citoyenne; Citizen Watch Committee
CVA	Citizen Voice and Action
CU5	Children Under Five
DSO	Social Development Department (Ministry of Foreign Affairs)
ETE	End-Term Evaluation
FSN	Food Security and Nutrition
GCC	Global Coordination Committee
GSAN	Groupe de Soutien aux Activités de Nutrition ; Nutrition Activity Support Groups
HDP(N)	Humanitarian-Development-Peace (Nexus)
IATI	International Aid Transparency Initiative
IGG	Inclusive Green Growth
INGO	International Non-Governmental Organisation
L&A	Lobby and Advocacy
L&L	Linking and Learning
M&E	Monitoring and Evaluation
MCD	Mutual Capacity Development
MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	Ministry of Foreign Affairs (Netherlands)
MoU	Memorandum of Understanding
MTR	Mid-Term Review
N/A	Not applicable
N4G	Nutrition for Growth
NGO	Non-Governmental Organisation
OH	Outcome Harvesting
OWNP	One WASH National Programme
PMU	Programme Management Unit
PoV	Power of Voices
PWD	Persons with Disabilities
QIS	Qualitative Information System
R2G	Right2Grow
SDG	Sustainable Development Goal
SCS	Strengthening Civil Society
SUN	Scaling Up Nutrition
THP	The Hunger Project
TOC	Theory of Change
UP	Union Parishad
WASH	Water, Sanitation and Hygiene

Content

Executive Summary	i
List of acronyms	v
Reading Guide.....	vii
1 Programme Overview and Context.....	1
1.1 Rationale and Programme Context	1
1.2 Vision, Objectives and Theory of Change	1
1.3 Geographic Scope	2
1.4 Country and Global Contexts and Contextual Shifts	3
1.5 Risk management and Adaptive Programming	5
1.6 Partnership and governance.....	6
2 Results and key achievements	8
2.1 Resilient communities who claim their rights and practice healthy behaviour	8
2.2 Civil society strengthened to influence, organise and take action	11
2.3 Governments held accountable and adopting multisectoral approaches	15
2.4 Local voices amplified in global forums and donor agendas.....	20
2.5 Advancing Gender Equality, Youth Engagement and Inclusive Participation	24
2.6 Local Solutions for Climate-Smart Nutrition and WASH.....	26
2.7 Contribution towards MFA's Inclusive Green Growth indicators	28
3 Monitoring, Evaluation, Accountability and Learning	31
3.1 Overview of Monitoring & Evaluation strategy	31
3.2 Research and evaluations	32
3.3 Linking and Learning approach.....	34
4 Localisation and Sustainability	38
4.1 Embedding change: how Right2Grow built for sustainability and local ownership.....	38
4.2 What will continue after 2025?	40
5 Reflections.....	42
5.1 Reflection on programme achievements	42
5.2 Reflection on collaboration	42
5.3 Lessons learned	44
5.4 Best Practices.....	46
6 Conclusions & Recommendations	49
6.1 Conclusions.....	49
6.2 Recommendations.....	50
Annexes.....	52

Reading Guide

This report presents the consolidated narrative results and learnings from the Right2Grow programme over the period 2021–2025.

Chapter 1 provides an overview of the programme rationale, Theory of Change (visualised in **Annex 1**), geographic scope, partnership structure and key contextual developments that shaped implementation across the six programme countries.

Chapter 2 presents the programme’s results and key achievements, structured around Right2Grow’s four outcome areas. It synthesises results from the Results Framework (**Annex 2**) and from six country end-of-programme reports (Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda), as well as from overarching global-level technical support and lobby and advocacy efforts. Further details on Right2Grow’s contributions to the blockage, adoption, improvement and/or implementation of nutrition- and WASH-related policies are provided in Chapter 2 and **Annex 3**.

Chapter 3 describes the programme’s approach to Monitoring, Evaluation, Accountability and Learning (MEAL), including the use of Outcome Harvesting and other learning-oriented methods that supported adaptive management and evidence-based advocacy. Outcome Harvesting was used throughout the programme as a core methodology for documenting change. An extensive Outcome Harvesting logbook is available upon request.

Chapter 4 reflects on sustainability and the programme’s legacy, outlining which approaches, partnerships and practices are expected to continue beyond 2025 and offering forward-looking recommendations for future programming.

Chapter 5 provides a consolidated reflection on programme achievements, collaboration within the consortium, and key lessons learned across the programme period.

The findings in this report should be read alongside the independent **End-Term Evaluation** report which provides an external assessment of the programme’s relevance, effectiveness, coherence and sustainability. The evaluation report will be available on the websites¹), of Right2Grow and The Hunger Project once finalised.

Six country end-of-programme reports are available online for readers seeking more detailed country-level information. The link to these six country reports is included in **Annex 4**.
A separate financial report will be published at a later stage.

¹ Impact House (2026) Right2Grow End Term Evaluation – Overarching Evaluation Report. Available on www.right2grow.org once ready for publication.

1 Programme Overview and Context

1.1 Rationale and Programme Context

Right2Grow was established to address the persistent and interconnected challenges of undernutrition and inadequate water, sanitation and hygiene (WASH) services affecting the most vulnerable people across six high-burden countries. While many countries had adopted nutrition and WASH policies, implementation gaps remained due to weak multi-sectoral coordination, insufficient local financing, limited accountability mechanisms, and restricted civic space. These constraints disproportionately affected communities most in need, including women, adolescent girls, young children, and displaced populations.

The Right2Grow programme responded by strengthening civil society organisations' (CSOs) capacity to influence decision-making, empowering communities to claim their rights, and improving government accountability for integrated, gender-sensitive and quality nutrition and WASH service delivery and programming, with communities at the centre of these efforts. Design and early implementation of Right2Grow took place during the COVID-19 pandemic, which heightened vulnerabilities and disrupted essential services. Simultaneously, climate and economic shocks, political transitions, insecurity, and fluctuating civic space in several programme countries increased the need for adaptive, locally led strategies.

Right2Grow aligned with the Sustainable Development Goals (SDG), particularly SDG 2 (Zero Hunger), SDG 6 (Clean Water and Sanitation), and SDG 5 (Gender Equality) and with Dutch MFA priorities under the Strengthening Civil Society (SCS) policy framework and the Power of Voices (PoV) grant instrument², emphasising rights-based, community-driven, and evidence-informed advocacy. The five-year partnership (2021–2025), funded by the Ministry of Foreign Affairs (MFA) of the Netherlands, brought together six global consortium partners (Action Against Hunger, CEGAA, Max Foundation, Save the Children, The Hunger Project and World Vision) and a network of 47 national and local CSOs, and more than 1,000 community based organisations (CBOs) and grassroots organisations in six countries. With a total budget of €44 million, the partnership worked to bridge the gap between community experiences, national governance systems, and global decision-making platforms, catalysing stronger multi-sectoral responses to undernutrition and poor WASH conditions in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan, Uganda and at international level.

1.2 Vision, Objectives and Theory of Change

Right2Grow's long-term vision is that **all children under five are well-nourished**, living in environments where communities, civil society, governments, and international actors jointly address the underlying determinants of undernutrition.

Right2Grow's overall objective was to strengthen multi-sectoral, gender-sensitive and inclusive governance for nutrition and WASH by improving demand, accountability, coordination and local evidence use across levels. The Right2Grow Global Theory of Change (ToC), visualised in Annex 1, outlines four interconnected pathways:

1. **Community mobilisation and behaviour change:** Communities are aware of their rights, adopt healthy nutrition and WASH practices, participate in decision-making and address barriers to basic services together with the local private sector actors.
2. **Civil society empowerment:** CSOs strengthen the capacities needed to navigate civic space, generate evidence and effectively advocate for accountable governance and service delivery.
3. **Government accountability and multisectoral coordination:** National and subnational authorities adopt and implement integrated, gender-sensitive nutrition–WASH policies, plans and budgets.
4. **Influencing global and regional actors:** Donors and international development actors align strategies, investments and policy guidance to address underlining causes of undernutrition while collaborating along the Humanitarian–Development–Peace (HDP) Nexus.

² <https://www.government.nl/documents/policy-notes/2019/11/28/policy-framework-strengthening-civil-society>

The ToC assumes that lasting progress requires empowered communities who are able to articulate demands and claim their rights, empowered civil society who able to influence decision-making processes, responsive government systems, and supportive international actors and frameworks reinforcing national commitments.

Each Right2Grow programme country contextualised the global ToC to a country ToC, adapting strategies to respond to local civic space conditions, governance structures, humanitarian settings and climate vulnerabilities. Across all contexts, core interventions included community mobilisation and monitoring service delivery, community engagement in decision making processes and accountability mechanisms, engagement with local private sector actors, strengthening capacities of local and national CSOs, strengthening CSO networks and platforms, Budget Monitoring and Expenditure Tracking (BMET), policy analysis, multi-stakeholder convening and coordination, local evidence generation for advocacy, regional and global advocacy, and bringing local voices and realities to international spaces. Target groups included women, youth, community-based organisations, local and national CSOs, private sector actors and government authorities.

1.3 Geographic Scope

Right2Grow was implemented in **six countries: Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda**. These countries were selected based on the following criteria:

- high levels of undernutrition, stunting and wasting, and unmet WASH needs;
- strong track record of multiple consortium partners in relevant subject matter and advocacy;
- readiness and willingness of both civil society and government to collaborate;
- desire to increase the ability of CSOs and CBOs to advocate effectively and influence policy and implementation; and
- coherence with Dutch Foreign Trade and Development Cooperation policy: either a 'broad SDG relationship' or specific WASH and food security objectives.

The table below provides an overview of the geographic scope per country and the implementation partners in the country. The partners listed in this table include the six global partners (1st tier partners) and the 23 local partners (2nd tier partners). Third tier partners, 1,099 in total in the six programme countries, are not included in this table.

Table 1.1 Geographical Scope and implementation partners

Country	Implementation Regions	Implementation Partners
Bangladesh	Five Upazilas in four coastal districts: Taltali (Barguna); Dumuria (Khulna); Debhata (Satkhira); Patuakhali Sadar and Golachipa (Patuakhali).	Global Partners: Max Foundation (lead), ACF, Save the Children, The Hunger Project, World Vision and CEGAA. Local partners: JAGONARI, Society Development Agency (SDA), Horizontal Learning Platform (HLP) Foundation.
Burkina Faso	Fourteen provinces in three regions (covering 55 communes): Lorum, Yatenga, Zondoma and Passoré in North (Yaadga) region; Sandbontenga (formerly Sanmatenga), Namentenga and Bam in Centre-North (Koulsé) region; Gnagna, Gourma, Komondjari, Kompienga and Tapoa in East region (later dived in three regions Sirba, Tapoa and Goulmou).	Global Partners: Save the Children (lead), The Hunger Project, ACF and CEGAA. Local partners: Association Monde Rural (AMR) and Réseau de la Société civile pour la Nutrition (RESONUT).
Ethiopia	21 Woredas in three Regional States: Amhara, Oromia, and Central Ethiopia (previously Southern Nations, Nationalities, and Peoples' Region - SNNPR). NB. The programme originally included Tigray but withdrew due to severe conflict there and shifted implementation to other woredas.	Global Partners: World Vision (lead), ACF, The Hunger Project, Max Foundation and CEGAA. Local partners: Mother and Children Multisectoral Development Organization (MCMDO), Organisation for Rehabilitation & Development in Amhara (ORDA), Gurage Development and Culture Association (GDCA).
Mali	Four regions (Kayes, Koulikoro, Sikasso and Koutiala), covering 24 municipalities (De Bafoulabé: Gounfan, Bamafele, Bafoulabe, Mahina; de Kayes:	Global Partners: ACF (Lead), World Vision (Co-Lead), and CEGAA. Local Partners: Association des Jeunes pour la Citoyenneté Active et la Démocratie (AJCAD), Association Malienne pour la Protection de l'Environnement (STOP-SAHÉL), Coalition Nationale de la

	Hawa Dembaya, Marintoumania, Segala, Khouloum; de Koulukoro : Tienlala, Sirakorola, Meguetan, Koulukoro ; de Kolokani: Nonssombougou, Ouolodo, Tioribougou et Kolokani; Sikasso, M'pessoba, N'golonianasso, Zanfigue, Koutiala et Koutiala : Denderesso, Diomatene, Kignan, and the six municipalities of Bamako .	Campagne Internationale pour l'Eau Potable et l'Assainissement (CN-CIEPA) par ailleurs Point focal SWA Société Civile, Groupe de Suivi Budgétaire (GSB), Association Malienne pour le Développement Communautaire (AMADECOM), Œuvre Malienne d'Aide à l'Enfance du Sahel (OMAES).
South Sudan	Ten counties in three States: Bor South, Akobo, Pibor in Jonglei State ; Fashoda and Melut in Upper Nile State ; and Koch, Leer, Mayendit, Panyikang, and Panyijar in Unity State . And at the national level in Juba .	Global Partners: Save the Children (Lead), ACF, World Vision Local partners: Community Initiative for Development Organization (CIDO), Child Rights Civil Society Coalition (CRC), Universal Intervention and Development Organization (UNIDOR), Support for Peace and Education Development Programme (SPEDP).
Uganda	Ten districts in four regions: Buliisa, Kamwenge, Kakumiro, Kikuube, Kabale in Western Region ; Yumbe, Adjumani, Maracha in West Nile Region ; Bugweri in Eastern Region ; Nwoya in Northern Region .	Global Partners: The Hunger Project Uganda (lead), World Vision, ACF, CEGAA Local Partners: Civil Society Budget Advocacy Group (CSBAG), Community Integrated Development Initiatives (CIDI), Food Rights Alliance (FRA), The Movement for Community Led Development Uganda (MCLD-U), Nutrition Society of Uganda (NSU).

1.4 Country and Global Contexts and Contextual Shifts

Right2Grow was implemented during a time of significant contextual change across all six countries. While the drivers differed, several common patterns emerged which affected programme implementation. The programme commenced during the global COVID-19 pandemic, which restricted in-person engagement with partners and communities, disrupted health systems, and placed additional strain on public budgets. In the post-pandemic period, economic shocks, including rising food prices and inflation, reduced household resilience and constrained governments' ability to finance nutrition and WASH services; Climate shocks, including cyclones, flooding, drought, salinity intrusion, and increasingly erratic rainfall, intensified vulnerabilities, disrupting service delivery. In several countries, political instability and conflict restricted access to communities and limited civil society's ability to gather and engage decision-makers. Civic space narrowed across countries, demanding adaptive approaches and increased reliance on local structures and new ways of working. Despite these pressures, sustained engagement of Right2Grow partners with other CSOs, communities, and government actors helped maintain momentum and created new opportunities for accountability, coordination, and policy influence as this report will present. Specific contextual events and shift per geographical location are reported below.

Bangladesh | Bangladesh's coastal districts were increasingly affected by climate shocks, particularly cyclones, tidal flooding and salinity intrusion, which disrupted livelihoods and water quality for an estimated 1.2 million households across the four programme districts. Inflation and rising food prices placed additional pressure on household food security and nutrition. In 2024, widespread demonstrations and political unrest culminated in a national political transition, creating short-term uncertainty but also opening space for renewed dialogue on local governance reforms and opportunities to strengthen community-level accountability structures, resulting in increased budget allocations for nutrition and WASH.

Burkina Faso | Burkina Faso experienced significant political instability during the programme period, marked by two coups d'état in 2022 that dissolved the National Assembly and local councils, installed transitional authorities, and triggered frequent turnover of administrative officials. Security conditions deteriorated further between 2022 and 2025, with intensified armed attacks and displacement exceeding 2 million people, making several communes inaccessible at different times. These dynamics deepened food and nutrition insecurity, with inflation rising to nearly 16%, and severely disrupted market access and delivery of basic services. Despite this, civil society platforms remained active, and as security conditions began to improve in parts of the North by 2025, Right2Grow partners and local CSOs created opportunities in national and local budget processes to advance nutrition and WASH budget advocacy and re-engage administrative authorities.

Ethiopia | Conflict in northern Ethiopia led to widespread damage to infrastructure and displacement affecting millions of people. Programme areas had to be revised, with approximately one-third of originally targeted woredas replaced after withdrawal from Tigray Region. Ongoing-armed conflicts in Amhara and Oromia not only caused unprecedented levels of vulnerability and human suffering

but also significantly affected programme implementation. This compounded the impacts of drought and inflation, contributing to rising malnutrition risks. At the same time, Ethiopia advanced important governance reforms, including steps toward establishing a National Food System and Nutrition Council and developing a multisectoral, nutrition-centric Humanitarian-Development-Peace Nexus guideline, creating new institutional entry points for coordinated action.

Mali | Mali experienced major political shifts during the programme period, including the 2021 coup d'état, the formation of the National Transition Council and the adoption of a new constitution in 2023. These transitions occurred alongside worsening insecurity, including armed activity that restricted access in several intervention areas. Climate variability and rising prices further worsened food and nutrition insecurity, with national surveys reporting persistently high chronic malnutrition rates across multiple programme regions. Despite these challenges, the constitutional reform process created a key advocacy window. Right2Grow partners engaged parliamentary networks and civil society platforms to successfully influence the inclusion of the right to food, water and sanitation in the new constitution—providing a strengthened legal basis for future multisectoral governance and accountability.

South Sudan | South Sudan remained one of the most fragile contexts globally. Flooding, conflict and displacement affected access to several counties, with over 60% of the population facing crisis-level food insecurity during some implementation years. Limited infrastructure, restricted mobility and weak government capacity continued to challenge service delivery and accountability. Despite these pressures, 2025 marked a major policy achievement with the adoption of South Sudan's first National Nutrition Policy, to which Right2Grow partners contributed, providing a strengthened foundation for multisectoral coordination and a clear framework for addressing all forms of malnutrition in the country.

Uganda | Uganda experienced rising food prices, climate variability and sustained pressure on districts hosting refugees. West Nile and Western regions in particular saw increased demand on already constrained health, nutrition and WASH services, especially in districts hosting large refugee populations such as Adjumani, Yumbe and Kikuube. Economic pressures affected household resilience, while governance shifts at district level required continuous re-engagement. Despite these challenges, strong civil society networks and multisectoral district coordination platforms remained active, and ongoing decentralisation, legislative and policy reform and budget processes created entry points for nutrition and WASH advocacy at both subnational and national levels, which Right2Grow engaged through sustained civil society collaboration, for example to advance the Food and Nutrition bill at national level and creation of ordinances and by-laws at sub-national level.

Globally, the programme operated amid post-pandemic recovery, geopolitical volatility and narrowing civic space. International assessments showed that the world remained off track on SDG targets related to hunger, nutrition and WASH, reinforcing the need for integrated food-systems approaches. Key global policy moments, including the **UN Food Systems Summit³ (2021 and the 2023 and 2025 Stocktakes)**, the **Nutrition for Growth⁴ (N4G) process**, and ongoing **Scaling Up Nutrition (SUN)⁵ Movement** engagements, as well as the **World Water Forums⁶**, the **Sanitation and Water for All⁷(SWA)** partnership and its Sector Ministers' Meetings, and **World Water Week⁸** events, kept food security, nutrition and WASH high on the global agenda. Right2Grow partners participated in these platforms to elevate community-generated evidence and strengthen civil society contributions to accountability.

At the same time, **international development budgets declined or came under pressure in several donor countries**, including the Netherlands, where Official Development Assistance (ODA) reallocations and embassy staffing reductions affected predictability of support in multiple programme countries. Decline in United States (US) development funding and uncertainty around future resource flows added to the wider trend of shrinking fiscal space for global nutrition and WASH investments. These shifts, combined with growing donor emphasis on climate resilience, food systems transformation and localisation, shaped the programme's strategic positioning in

³ <https://www.unfoodsystemshub.org/en>

⁴ <https://nutritionforgrowth.org/>

⁵ <https://scalingupnutrition.org/>

⁶ <https://worldwaterforum.org/>

⁷ <https://www.sanitationandwaterforall.org/>

⁸ <https://www.worldwaterweek.org/>

its final years and underscored the relevance of Right2Grow's multisectoral, locally -led, community-centred and "Shift the Power" approaches.

1.5 Risk management and Adaptive Programming

At design stage, the programme proposal identified several major risks that could affect progress toward outcomes. These included: limited civic space; political instability and weak governance; fragmentation of nutrition and WASH coordination structures; climate-related shocks; constrained public budgets; and ability of NGOs and CSOs to sustainably strengthen their capacities. These risks proved relevant, and many materialised during implementation, shaping strategic and operational decisions across all six countries.

Emerging and Materialised Risks

During implementation, risks intensified or took new forms. Political instability, including coups in Burkina Faso and Mali, conflict in Ethiopia, continued fragility in South Sudan, and government transitions after violent demonstrations in Bangladesh, restricted access to communities and disrupted implementation and coordination with government authorities. Civic space narrowed in several contexts, with restricted regulatory frameworks and turnover in local government affecting CSO engagement. Climate shocks, including recurrent flooding in South Sudan and Uganda, drought in Ethiopia, and cyclones and flooding in Bangladesh, damaged infrastructure, displaced households, and increased food and nutrition insecurity. Rising inflation post-COVID 19 pandemic and global market disruptions reduced household purchasing power and raised programme delivery costs, while public sector budget constraints and government transitions slowed policy processes and, in some cases, delayed implementation of multisectoral plans.

These risks had direct impacts on programme outcomes. Community mobilisation activities were delayed in hard-to-reach areas, government accountability work slowed in contexts with limited or changing administrative structures, and CSO advocacy required recalibration when policy processes stalled or access was restricted. In several countries, the geographic scope had to be (temporarily) adjusted, activities rescheduled, or interventions redesigned to respond to new realities.

Mitigation and Adaptation Strategies

At the same time, Right2Grow applied continuous risk monitoring and adaptive management to maintain progress toward outcomes. Partners used scenario planning, periodic context analysis and flexible budget revisions to adjust workplans and engagement strategies, while continuously scanning for opportunities - within compliance requirements - to adapt activities and reallocate inputs and resources where they could achieve the greatest impact.

Where civic space remained constrained, CSOs relied more on informal dialogue, media and community-level platforms. When insecurity or flooding limited physical access, countries shifted to remote facilitation, delegated activities to CSOs already embedded in local communities, postponed work until safe conditions returned, or moved activities and gatherings to safer or more accessible locations. Climate shocks triggered contingency plans such as integrating disaster risk reduction messaging, promoting climate-smart agriculture, and engaging local government in resilience planning.

Country teams also adapted programme strategies to emerging political opportunities. For example, in Mali and Burkina Faso, advocacy shifted to work with transitional authorities and parliamentary networks. In Ethiopia, programme areas were revised following conflict, and efforts to strengthen multisectoral governance increased through new technical working groups. In Uganda, inflation and climate shocks prompted revisions to district plans and strengthened collaboration with agricultural officers and water departments to protect vulnerable households. In Bangladesh, partners adopted hybrid implementation modalities during political unrest and used digital tools to sustain community engagement. And in South Sudan, partners used the policy window created by the national review of nutrition governance to contribute to the development of the country's first National Nutrition Policy.

Through these adaptations, the programme sustained progress across outcomes despite significant volatility. Continuous learning, locally led decision-making, and strong CSO partnerships proved essential in managing risks and maintaining accountability for nutrition and WASH services.

1.6 Partnership and governance

Right2Grow was implemented through a consortium of six global and regional CSOs (Action Against Hunger, CEGAA, Max Foundation, Save the Children, The Hunger Project and World Vision), working with 23 local CSOs as 2nd tier partners, and 1,099 CBOs and grassroots groups (3rd tier partners). The consortium combined complementary strengths in nutrition and WASH governance, community mobilisation, policy, budget and expenditure analysis, local evidence generation, capacity strengthening and multi-level advocacy. This structure enabled coordinated action across global, national and subnational levels, while strengthening leadership in local organisations to ensure contextual relevance and sustainability.

Consortium Structure and Ways of Collaboration

The programme operated through a layered structure of global teams and country teams including local partners. Each country team was led by one global partner serving as country coordinator, with other partners - both country offices of INGOs and national CSOs - equally participating in country-level planning, budgeting, implementation, monitoring, reporting, and learning. Country teams adapted Right2Grow's global Theory of Change to their context, developed annual plans, coordinated implementation, and facilitated collaboration and monitoring through country teams, Country Steering Committees, technical working groups and thematic focal points.

Global partners provided technical guidance and support across thematic areas, including Mutual Capacity Development (MCD), Linking & Learning (L&L), Lobby & Advocacy (L&A), Communications, Budget Monitoring and Expenditure Tracking (BMET), and Monitoring & Evaluation (M&E) and Project Cycle Management. Technical support was needs-based and driven by locally identified priorities. It included development of tools and guidance (e.g., BMET methodologies, community-led monitoring and accountability tools, capacity development frameworks), training sessions and materials, mentoring, quarterly learning exchanges and targeted support visits to countries. This technical support contributed to Right2Grow's four overall outcomes. Global technical support also helped countries address contextual challenges, including adapting to restricted civic space, political transitions and climate shocks, by aligning strategies and sharing solutions across contexts.

Governance structure and decision-making processes

Governance was guided by a shared partnership agreement, partnership principles and a multi-tier decision-making structure. The Global Coordination Committee (GCC), consisting of representatives of all six global consortium partners, and the chair from each country steering committee (CSC), set overall strategic direction, approved consolidated annual plans, budgets and reports, and endorsed major programme adaptations. Country Steering Committees (CSCs) provided national oversight, validated country plans and budgets, and ensured alignment with government and other country priorities. In the second half of the programme, the Programme Management Unit (PMU), composed of Country Leads and facilitated by the Global Partnership Coordinator and Partnership Facilitator, functioned as the central body for operational decision-making. It ensured cross-country alignment, oversaw high-level programme implementation and progress against outcomes, validated global plans prior to GCC approval, and endorsed annual technical support plans. The PMU also guided adaptive management and ensured compliance with donor requirements in collaboration with the Compliance & Project Cycle Team.

Decision-making principles emphasised consent-based processes, subsidiarity (prioritising decisions at the most local feasible level), transparency, inclusivity and shared accountability. Prior to the Mid-Term Review (MTR), operational decision-making was fragmented across multiple global groups and unintentionally concentrated significant decision-making power in global roles. Reflection in the second year and the MTR highlighted the need for clearer governance, reduced complexity and stronger leadership by programme countries in line with shift-the-power principles. In response, the consortium simplified its governance model: the PMU, with Country Leads as members, became the primary operational decision-making body; global technical roles were consolidated into an integrated Technical Support Team that provided proposals for PMU decision-making; and the Compliance & Project Cycle Team formalised its coordinating role. Countries gained greater authority in operational decision-making, and global support became more demand-driven. These adjustments strengthened collaboration, improved efficiency and enabled faster, context-responsive and country-led decision-making during the programme's final years, while also reflecting partnership's "Shift the Power" ambitions.

Role of MFA and Dutch Embassies

The Ministry of Foreign Affairs served as both the programme's donor and a strategic partner under their Power of Voices framework and this strategic partnership. MFA was engaged through annual reviews, policy dialogues and strategic reflections, and collaborated with Right2Grow around global food and nutrition advocacy processes such as the Nutrition for Growth (N4G) and Scaling Up Nutrition (SUN) agendas. Collaboration with Dutch embassies varied depending on country context, priorities and staffing. In some countries, embassies engaged in sector platforms and policy dialogues, while in other settings collaboration focused on contextual exchange, alignment and opportunities for complementarity with other Dutch-funded initiatives. Throughout the programme, Right2Grow provided embassies with regular updates on progress, contextual developments and key advocacy moments and events. This contributed to maintaining a shared understanding of programme priorities and ensuring alignment where embassy engagement was possible and appropriate.



2 Results and key achievements

Chapter 2 presents the consolidated results and key achievements of the Right2Grow programme over the period 2021–2025. Structured around the programme’s four outcome areas, the chapter synthesises quantitative and qualitative evidence from six country end-of-programme reports (Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda) alongside results from global-level technical support and lobby and advocacy efforts.

2.1 Resilient communities who claim their rights and practice healthy behaviour

Right2Grow Outcome 1: Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners

Under Outcome 1, Right2Grow focused on strengthening community voice, accountability and collective action to improve nutrition and WASH outcomes for children under five. Across the six programme countries, communities increasingly formulated demands, addressed service delivery barriers and co-invested in locally driven solutions. These results reflect a shift from awareness-raising to sustained engagement, accountability and shared responsibility for nutrition and WASH services. These community-level results also laid the foundation for subsequent gains in civil society strengthening, budget advocacy and policy influence as reported under other outcomes.

Overall Results

Cumulative achievements under Outcome 1 over the full programme period (2021–2025) are presented in Table 2.1. The figures demonstrate the scale of community mobilisation and the extent to which identified barriers were addressed through joint action by communities, government and, where relevant, private sector actors.

Table 2.1 Programme achievements across key Outcome 1 indicators

Indicator ID	Indicator	Baseline	Overall target	2025 Annual achievement	2021-2025 Cumulative achievement
R2G.OC.1.1	Number of actions in which communities formulate demands for improved (WASH and nutrition) services	0	N/A	325	1,311
R2G.OC.1.2	Number of barriers to good nutrition and WASH services successfully addressed by joint community, government and/or private sector initiatives	0	N/A	207	675
R2G.OP. 1.1	Number of CSOs involved in Right2Grow	0	47	47 (Tier 1 & 2) 1,099 (Tier 3)	47 (Tier 1 & 2) 1,099 (Tier 3)

Over the programme period, communities formulated 1,311 documented demands for improved nutrition and WASH services, and 675 identified barriers were jointly addressed with other stakeholders, including CSOs, government and local private sector actors. This scale of action, built progressively over the years into sustained engagement with more than 1,000 CSOs, CBOs and grassroots organisations across six countries, was accompanied by qualitative changes in community behaviour, service uptake and local accountability dynamics, as illustrated through the country experiences below.

Country-level results

Bangladesh | By the end of the programme in 2025, 83% of target households practiced small doable actions related to nutrition and WASH, up from a baseline of 5.3% in 2021 and exceeding the original target of 12%. In parallel, 93% of communities reported positive behavioural changes in nutrition and WASH practices (target: 24%). Access to services expanded significantly, with 96% of community members receiving nutrition and WASH services from public and private sources (baseline: 12%; target: 30%). Communities contributed

74% of total service costs (target: 71%), demonstrating strong ownership and sustainability. These outcomes were achieved despite recurring climate shocks and political instability, reflecting the effectiveness of community-led accountability and engagement mechanisms.

Burkina Faso | In a highly insecure context marked by displacement and restricted mobility, Right2Grow supported the establishment of 12 Advocacy Groups over programme period, which became central platforms for raising community concerns and guiding advocacy on nutrition and WASH. Training in social communication, the nutrition-WASH nexus and multisectoral approaches, budget analysis and outcome harvesting strengthened capacity of the Advocacy Groups and communities to engage authorities and design and implement interventions effectively. Community engagement strategies were adapted to the security context, with interactive radio programmes and micro-broadcasts replacing large gatherings when necessary. Despite persistent insecurity and the influx of internally displaced persons, these approaches contributed to sustained community engagement and resilience.

Ethiopia | In Ethiopia, Citizen Voice and Action (CVA) processes translated community engagement into concrete accountability outcomes. Between 2021 and 2025, CVA Task Forces facilitated 85 rounds of community gatherings across the 21 target Woredas, resulting in more than 102 formal community demands for improved nutrition and WASH services. Awareness sessions reached approximately 36,587 people across 136 Kebeles, focusing on service standards, rights and accountability mechanisms. These sessions aimed to strengthen community understanding of the service standards they are entitled to, with a focus on access to basic nutrition and WASH services, principles of good governance, and accountability mechanisms. The two Outcome Statements below illustrate how community-led accountability translated into concrete service improvements and co-investment by both citizens and authorities.

“Through Right2Grow, we learned how to identify our problems, organize ourselves, and work with government to bring solutions.”

Alemtsehay, Citizen Voice and Action Taskforce member, Ethiopia.
Right2Grow Ethiopia
[Read more →](#)

Two Outcome Statements from Ethiopia

On February 20, 2025, Abaya Woreda received a new ambulance vehicle from the Oromia Regional State. Previously, the Woreda relied on a single ambulance that was frequently out of service due to mechanical issues. During the 2022 interface meeting, the lack of reliable ambulance service was identified as a major concern. In response, the community actively lobbied zonal and regional officials and, and through the CVA Task Force, they went a step further by contributing over ETB 2.7 million (approximately USD 21,000) toward the purchase of the new ambulance.

On October 27, 2023, Lay Fenta Elementary School in Abeshge Woreda gained access to 14 faucet water points and 10 toilets separate for male and female and suitable for people with disabilities with the budget support from the woreda . Previously, the school had no restrooms or safe drinking water, creating serious challenges for students’ health, hygiene, and learning outcomes. This achievement was a result of the CVA workshop conducted by local partner GDCA, where community members, school representatives, and local authorities jointly identified the absence of water and sanitation facilities as a critical barrier to education and child well-being. Through the CVA process, stakeholders committed to concrete actions, which led to reshuffling the budget from the COWASH programme to address the issue.

Mali | Right2Grow contributed to improved nutrition outcomes and strengthened local governance through a multisectoral, community-led approach aligned with national priorities. Right2Grow's multisectoral approach, aligned with the four pillars of the State (territorial agri-food systems, sustainable health, social protection and WASH), has enabled communities, grassroots community organisations and the local private sector to commit to a common goal of ensuring healthy growth for children and an environment conducive to nutrition. Citizen Watch Committees (CVCs, Comités de Veille Citoyenne), Support Groups for Nutrition Activities (GSAN,

Groupes de Soutien aux Activités Nutrition) and women's groups played a key role in promoting diversified diets and healthy practices and reducing malnutrition. A nutrition officer in Bafoulabé, Mali, stated that: "[The detection rate for moderate acute malnutrition has increased by 40%, followed by a one-third reduction in cases of severe acute malnutrition in the eight municipalities supported by Action Against Hunger as part of Right2Grow.](#)" These results reflect improved community surveillance, referral and behaviour change driven by organised community structures. Additionally, the consortium set up a fair to promote peer learning, networking and empowerment of local women entrepreneurs working on local food transformation as well.

“

After struggling with a severe lack of drinking water, the knowledge gained through Right2Grow empowered us to raise our voices.

”

Manyiel, community leader from Pariak Payam
Right2Grow South Sudan
[Read more →](#)



South Sudan | In a context of fragility, displacement and flooding, Right2Grow supported community-led nutrition, sanitation and water initiatives. In the Payams of Rubkuay and Thaker, solid waste disposal committees were formed which promoted improved sanitation practices, ensuring households had access to functional pit latrines. Community members practicing open defecation were required to contribute to community-led solutions by supporting the construction of latrines for families without adequate facilities. In Melut County, community advocacy contributed to the construction of an elevated water tank and piped water system using Community Development Fund resources, improving access to safe drinking water. In Paguir, water user committees supported by Right2Grow mobilised resources for flood control, water point

maintenance and improved food availability, demonstrating integrated community action on nutrition and WASH.

Uganda | In Uganda, community engagement progressed from awareness raising to sustained accountability and co-investment. By the end of the programme in 2025, community priorities were reflected in District Nutrition Action Plans and local government budgets across multiple districts. Right2Grow collaborated with the Ministry of Trade, Industry and Cooperatives to support the establishment of District SUN Business Networks in seven districts, engaging 574 businesses to improve food safety and quality. A notable example was the activation of the Nkooko Town Council milk cooling facility, aggregating milk from local producers for supply to the Uganda Dairy Corporation. These results in Uganda demonstrate how empowered communities, working with government and local private sector actors, can drive sustained improvements in nutrition and WASH systems.

Global-level results and contributions of global technical support

Global technical support played a critical enabling role under Outcome 1. Through the development and implementation of Right2Grow's overarching advocacy approach, **Bridge4Voices**⁹, Right2Grow strengthened the advocacy skills of community representatives, supported more effective engagement with authorities, and enabled the communication of locally generated evidence in policy and accountability spaces. Tools including Citizen Voice and Action, community scorecards, participatory budget monitoring and expenditure tracking (BMET), child costing models and feedback mechanisms enabled communities to systematically identify service gaps, track progress and propose locally driven and evidence-informed solutions. Communities identified grassroots innovations, including community-managed water points and smallholder food production initiatives, and partnered with private sector actors to address market barriers such as the high cost of hygiene products and limited nutrition supply chains, integrating these solutions into regional learning and advocacy processes. These approaches supported a shift from primarily CSO-led advocacy to more genuinely community-led processes, reinforcing localisation, empowerment and rights-based engagement as community actors claimed their rights and influenced policy and service delivery.

These efforts also connected local realities to broader advocacy agendas, ensuring that government, donor and private sector interventions were responsive to community needs. Communities assumed leadership roles and contributed evidence and experiences in global policy and accountability spaces, including international nutrition and food systems forums, strengthening the visibility and credibility of community perspectives. They presented their research and BMET findings at events such as the Research4Nutrition

⁹ [Learning Brief: Bridge4Voices](#)

Conference in Paris in 2023 and the Micronutrient Forum in the Netherlands in the same year. These interventions enhanced transparency and increased community engagement in monitoring nutrition commitments. Recognition of Right2Grow by global partners, including invitations to join the Nutrition for Growth (N4G) Accountability Task Force, underscored the value of community-led advocacy in shaping policy and accountability mechanisms. As a result of Right2Grow's technical support on Mutual Capacity Development (MCD), training needs related to Outcome 1—particularly in community mobilisation, gender-sensitive engagement and nutrition–WASH basics—declined over the programme period, indicating strengthened and more self-reliant grassroots capacities across all six countries.

External evaluation perspective on Outcome 1

The End-Term Evaluation confirms that Right2Grow made a meaningful contribution to strengthening community ownership, participation and accountability in nutrition and WASH across all programme countries. The evaluation highlights that community-led approaches, such as Community Voice and Action, citizen dialogues and participatory monitoring, increased awareness, collective action and local problem-solving, particularly where they were embedded in existing community structures. While the evaluation notes variation in depth and sustainability across contexts, it concludes that Right2Grow positioned communities as active agents of change rather than passive beneficiaries, laying a strong foundation for longer-term social accountability and behaviour change.

2.2 Civil society strengthened to influence, organise and take action

Right2Grow Outcome 2: Representative and empowered civil society organizations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition

Under Outcome 2, Right2Grow focused on strengthening civil society as a central driver of accountability, coordination and policy influence for nutrition and WASH. Across the six programme countries, CSOs strengthened their capacity to organise, represent constituencies, generate and use evidence, and engage duty bearers across civic, policy and budget processes.

Overall results

Over the programme period, civil society actors increasingly assumed the **four core roles of civil society** recognised in the SCS framework:

- **representational** (articulating community priorities),
- **communicative** (facilitating dialogue and information exchange),
- **educational** (raising awareness and building understanding), and
- **cooperative** (working constructively with government and other stakeholders).

Capacity strengthening was a critical enabler of these outcomes. **Baseline, midterm and endline capacity assessments conducted across all six programme countries demonstrate measurable improvements in CSOs' technical, organisational and relational capacities**, as further documented in the Right2Grow End Term Evaluation report¹⁰. Beyond technical skills, Right2Grow supported CSOs to build confidence, legitimacy and organisational strength, enabling them to navigate constrained civic space, convene platforms, and sustain advocacy at subnational, national and international levels. Tools and approaches such as Bridge4Voices, Budget Monitoring and Expenditure Tracking, Outcome Harvesting and Citizen Voice and Action not only enhanced knowledge but transformed how CSOs engaged with communities, governments and partners.

Cumulative achievements under Outcome 2 over the programme period (2021–2025) are presented in Table 2.2. The results demonstrate a substantial expansion in both access to advocacy spaces and the volume of advocacy initiatives led by CSOs at international, national, and subnational levels.

¹⁰ Impact House (2026) Right2Grow End Term Evaluation – Overarching Evaluation Report

Table 2.2 Programme performance across key outcome 2 indicators

Indicator ID	Indicator	Baseline	Overall target	2025 Annual achievement	2021-2025 Cumulative achievement
SCS031	Number of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at national and international level	0	159	77	340
SCS032	Number of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at sub-national level	0	604	189	745
SCS041	Number of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national and international level	0	250	49	257
SCS042	Number of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	0	519	109	512
SCS053	Number of other CSOs with increased L&A capacities ¹¹ .	0	47	47 (Tier 1 & 2) 1,099 (Tier 3)	47 (Tier 1 & 2) 1,099 (Tier 3)

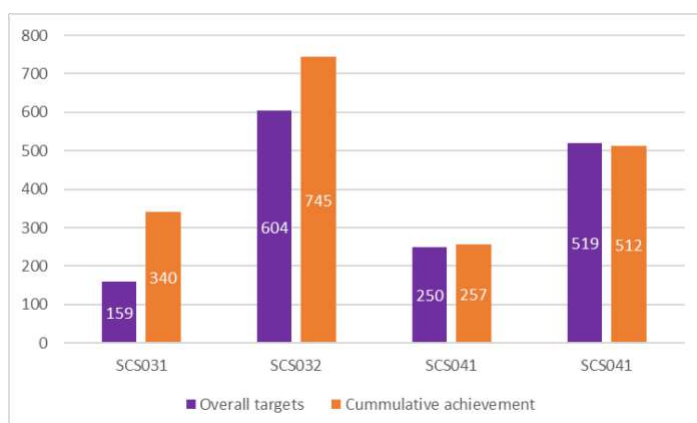


Figure 2.1 Comparison between cumulative achievements and overall targets under outcome 2

In line with the key Outcome 2 indicators, the programme demonstrated strong performance overall, with most targets met or exceeded. Over the full programme period (2021–2025), CSOs successfully created space for their demands and positions **340 times at national and international level**, more than double the original target of 159. At subnational level, CSOs created such spaces **745 times**, exceeding the target of 604. In terms of advocacy initiatives carried out by CSOs, performance closely aligned with targets. At national and international level, **257 advocacy initiatives** were implemented against a target of 250, while at subnational level **512 initiatives** were carried out, slightly below the target of 519. The comparison between cumulative achievements and overall targets on key donor indicators under this outcome is shown in figure 2.1.

Together, these results indicate that Right2Grow substantially strengthened CSOs' ability to access decision-making spaces and sustain advocacy efforts across levels, even in contexts characterised by political instability, constrained civic space and resource limitations. The combination of exceeding targets on access to advocacy spaces and near-complete achievement of advocacy initiative targets reflects not only increased activity, but also growing strategic focus, coordination and effectiveness of civil society engagement.

These figures reflect not only increased access to decision-making spaces, but also stronger coordination, credibility and strategic capacity of CSOs, as illustrated through the country experiences below. **These quantitative gains are consistent with findings from the programme's capacity assessments, which show strengthened CSO confidence, coordination and effectiveness in advocacy and engagement across all six countries.**

¹¹ CSOs strengthened were not specifically youth or women led organisations, but youth and women led CSOs were part of the CSOs whose capacities were strengthened by Right2Grow.

Country-level results



Read more →

Community member in Patuakhali Upazila, Bangladesh
Right2Grow Bangladesh

“We are grateful to the Right2Grow project for collaborating with the service provider to allow government services.”



Bangladesh | In Bangladesh, CSOs established **45 functional WASH and nutrition platforms** at Union and Upazila levels, creating structured civic space for public dialogue, accountability and policy engagement. Over the programme period, CSOs implemented **16 national-level** and **135 subnational advocacy initiatives**, submitting evidence-based demands that influenced service delivery and policy processes. Through sustained engagement and institutionalised partnerships with local authorities, CSOs evolved into credible, empowered and accountable actors capable of influencing policy, strengthening local governance processes and ensuring more equitable nutrition and WASH services. Their evidence-based advocacy and institutionalized partnerships have

created a sustainable foundation for continued action toward improved child nutrition and WASH outcomes in Bangladesh.

Burkina Faso | Despite shrinking civic space and insecurity, **32 local CSOs organised into five Advocacy Groups** strengthened their technical and organisational capacities through trainings on gender, advocacy, budget analysis and monitoring, social accountability, communication, and mobile journalism (MOJO). This supported them to professionalise their practices and improve the quality of their interventions. CSOs transitioned from marginal participation in 2021 to **over 90% effective participation** in budget planning and review sessions by 2025, positioning themselves as legitimate interlocutors with local authorities and strengthening their influence in local governance.

Outcome Statement from Burkina Faso:

From 21 to 23 May 2024 in Fada N'gourma, CSO members of advocacy groups produced evidence for the first time through budget analysis of the budgets of municipalities in the Eastern region, with the support of Right2Grow.

Ethiopia | Right2Grow played a pivotal role in leading and mobilising CSOs to bring community voices to global platforms such as the Nutrition for Growth (N4G) process. In this context, Right2Grow supported the Ethiopia Ministry of Health to review the 2021 N4G Tokyo commitments, document progress through a “green book,” and prepare new pledges for the 2025 N4G Paris Summit. The programme also facilitated Ethiopian representation at global platforms, with a focus on nutrition financing and the integration of the Humanitarian–Development–Peace (HDP) nexus toward the 2030 goals. Furthermore, Right2Grow partners led and mobilised CSOs to develop a post-N4G accountability mechanism, including an accountability framework and measurable indicators to track contributions from government, donors, CSOs, the private sector and other stakeholders. Overall, these activities strengthened CSOs’ capacities in planning and implementing advocacy initiatives, enhanced their ability to generate and use evidence for advocacy, and expanded their space and confidence to engage and advocate on priority nutrition issues within the sector.

Mali | Right2Grow fostered a more structured, influential and legitimate civil society capable of sustained engagement and dialogue with public institutions during periods of political transition. Right2Grow actively contributed to the governance of food, water and nutrition systems in Mali. Trust was built and strengthened between municipalities, Citizen Watch Committees (CVCs) and communities, supporting sustainability of advocacy and accountability efforts. The active participation of CSOs and young people has strengthened the legitimacy of advocacy actions and the transparency of public policies. Joint capacity strengthening, experience exchanges on BMET (including with Burkina Faso), development of civil society monitoring tools and a small grants mechanism strengthened organisational capacities and enabled CSOs to maintain influence after the programme ends.

South Sudan | In South Sudan, Right2Grow strengthened civil society engagement through collaboration with the Nutrition Cluster and other nutrition partners, creating coordinated entry points for advocacy and policy influence. Civil society inputs informed the

Global Nutrition Cluster Call on the South Sudan Nutrition Response Agenda in May 2024¹², enhancing the visibility and legitimacy of CSO perspectives. Furthermore, Children's parliaments, youth-led and women-led organisations were strengthened with advocacy skills, contributing to greater confidence in engaging on budgets and policy processes. Sustained collaboration with parliament supported the formation of a dedicated parliamentary committee and fast-tracked the launch of the National WASH Caucus, advancing the Water Bill. The successful launch of the caucus demonstrated the effectiveness of this collaborative approach and the strengthened capacity of civil society to influence policy processes in a highly fragile context.

Uganda | In Uganda, Right2Grow strengthened CSO capacity and coordination to influence nutrition and WASH governance through structured advocacy spaces and policy engagement. CSOs actively participated in 22 national advocacy platforms, including nutrition dialogues, technical working groups and parliamentary forums, enabling sustained engagement with government institutions. In partnership with the Ministry of Health, Right2Grow co-developed and rolled-out the Zero Stunting Campaign (2022–2025) to reduce stunting from 26% to 20%¹³. Through social and behaviour change communication, the campaign reached more than 5.4 million people, building community accountability and influencing various Ministries, Departments, Agencies (MDAs) and CSOs to adopt this strategy in their national and sub-national (work) plans. CSOs also influenced sector policies through these advocacy spaces. Right2Grow contributed to the integration of nutrition-sensitive and food security priorities in the National Agricultural Extension Policy, following sustained engagement through relevant technical working groups. In addition, a Right2Grow national partner chaired the SUN Civil Society Network, strengthening coordination among CSOs, improving alignment of advocacy priorities and amplifying calls for increased and better-targeted nutrition financing. Together, these results demonstrate strengthened CSO credibility, leadership and influence in national policy and governance processes for nutrition and WASH.

Global-level results and contributions of global technical support

Global technical support played a critical enabling role in strengthening civil society capacity and influence under Outcome 2. Through coordinated support on Lobby & Advocacy (L&A), Budget Monitoring and Expenditure Tracking (BMET), Mutual Capacity Development (MCD) and Linking & Learning (L&L), Right2Grow strengthened CSOs' ability to navigate civic space, generate and use evidence, engage decision-makers and coordinate collective advocacy across national, regional and global levels.

A central contribution of **global L&A technical support** was the co-creation and rollout (including trainings) of the **Bridge4Voices** advocacy approach, which provided a structured pathway for linking community-generated evidence to CSO-led advocacy. Bridge4Voices strengthened CSOs' representational and communicative roles by anchoring advocacy in lived community realities, increasing credibility and legitimacy in engagements with governments, donors and international actors. While operationalisation varied across countries, the technical support and use of this advocacy approach consistently enabled CSOs to move from fragmented engagement toward more strategic, coordinated and evidence-informed advocacy. There was clear progress in advocacy strategy development, media engagement and stakeholder lobbying, with partners applying learning through concrete actions such as writing budget briefs, organising public hearings and campaigning in partnership with local media.

At international and regional levels, global L&A technical support enabled CSOs to engage meaningfully in high-level policy spaces. Right2Grow-supported CSOs contributed to Nutrition for Growth (N4G) accountability processes, including the development of country position papers, tracking of commitments and participation in global dialogues. CSOs also influenced regional advocacy agendas, including through engagement at the African Union Summit, ECSA-HC Health Ministers' Conference, and regional CSO forums in Arusha and Dakar. These efforts contributed to formal recognition of civil society as a legitimate actor in nutrition governance, including ministerial calls to safeguard civic space and CSO participation. Technical support was also provided to partners

BMET global technical support significantly reinforced CSOs' technical capacity and policy influence. CSOs across all six countries were supported to analyse budget allocations, track expenditure, and translate findings into advocacy messages and policy asks. For example, in South Sudan, Right2Grow-supported CSOs worked with parliamentarians who became BMET champions, facilitating parliamentary engagement on nutrition and WASH budgeting and creating space for civil society and children to engage directly with parliament. In Bangladesh, BMET champions emerged among local government officials, with districts publicly recognised for investing, spending and demonstrating results on nutrition outcomes.

¹² https://www.youtube.com/watch?v=U_eoKI1qU24&ab_channel=GlobalNutritionCluster

¹³ <https://www.monitor.co.ug/resource/blob/5238592/b406ab91cd6857403b6f31c0daf5360f/world-food-day-data.pdf>

Global BMET guidance, tools, peer exchanges and support visits enabled CSOs to engage more confidently in national and subnational budget processes, contribute to parliamentary hearings and sector dialogues, and hold duty-bearers accountable for nutrition and WASH commitments. In several countries, BMET champions emerged among parliamentarians and local government officials, further expanding civic space for CSO engagement.

Under Outcome 2, the **Small Grants** mechanism within **Mutual Capacity Development (MCD)** played a critical role in strengthening civil society organisations, particularly community-based and youth- and women-led organisations with limited access to donor funding. Right2Grow's small grants enabled CSOs to pilot advocacy actions, strengthen organisational systems and respond to locally identified priorities. Across countries, grantees reported increased confidence, legitimacy and ability to engage decision-makers. In Mali, grants supported youth-led organisations such as AJCAD to expand digital advocacy and national visibility. In Uganda, grants enabled organisations like Touch the Heart Uganda to formalise registration and access new funding. In Burkina Faso and South Sudan, grants strengthened the continuity of budget monitoring, citizen dialogue and accountability actions in volatile contexts. Beyond immediate outputs, small grants contributed to longer-term organisational strengthening and supported CSOs to sustain advocacy and accountability roles beyond the programme period.

Capacity assessment evidence from baseline, midterm and endline **MCD assessments**¹⁴ confirms that these forms of technical support contributed to measurable improvements in CSO confidence, coordination and effectiveness. CSOs demonstrated stronger strategic planning, advocacy positioning, coalition-building and communication capacities, enabling them to fulfil the four core civil society roles (representational, communicative, educational and cooperative) more effectively across contexts.

The **Linking & Learning (L&L)** global team further strengthened Outcome 2 by reinforcing CSO legitimacy and voice within the consortium and beyond. Through trainings, learning platforms, peer exchange and documentation support, national and local CSOs were positioned as knowledge holders and contributors, rather than solely implementers. L&L training strengthened CSOs' ability to document evidence, capture informal and community knowledge, and use learning products to support advocacy and adaptive management and improve programming. This contributed to more confident engagement in policy processes and enhanced sustainability of advocacy capacities beyond the programme period.

Together, these global technical contributions transformed CSOs from participants in advocacy spaces into strategic actors capable of shaping agendas, influencing policy and sustaining collective action, even in fragile and constrained civic contexts. These strengthened civil society capacities and coordinated advocacy efforts directly enabled more targeted and strategic engagement with duty-bearers, laying the groundwork for the policy, budget and institutional changes described under Outcome 3 in the next paragraph.

External evaluation perspective on Outcome 2

According to the End-Term Evaluation, Right2Grow achieved consistent and substantive progress in strengthening the capacity, legitimacy and influence of civil society organisations at local, national and regional levels. The evaluation finds that targeted investments in advocacy skills, evidence generation, coalition-building and accountability tools enabled CSOs to engage more effectively with duty bearers, even in politically constrained environments. While ongoing challenges related to civic space and funding remain, the evaluators conclude that Right2Grow enhanced CSOs' ability to sustain advocacy, navigate political complexity and act as credible representatives of community priorities beyond the programme period.

2.3 Governments held accountable and adopting multisectoral approaches

Right2Grow Outcome 3: Adoption and mainstream of multi-sectoral, inclusive and gender-sensitive approach to undernutrition

Under Outcome 3, Right2Grow focused on strengthening government accountability and advancing multisectoral adoption of nutrition and WASH policies, plans and budgets. Over the five-year period, the programme supported governments and civil society actors to move from policy commitments toward improved implementation, financing and institutionalisation of integrated nutrition–WASH

¹⁴ Detailed results from the MCD assessment have been documented in the Right2Grow End Term Evaluation Report.

responses. Across all six countries, Right2Grow contributed to stronger collaboration between CSOs, government institutions and, where relevant, local private sector actors, embedding evidence-based, gender-sensitive and multisectoral approaches in policy frameworks and budget processes.

Overall results

By the end of the programme, **17 government policies were better implemented** as a result of Right2Grow CSO engagement, exceeding the original target of 12. Additionally, **49 laws, policies, and norms were blocked, adopted or improved**, more than doubling the target of 19. These results reflect a clear shift from participation in policy dialogue toward concrete institutional change affecting how nutrition and WASH policies are designed, financed and implemented.

Table 2.3 Progress across key Outcome 3 indicators

Indicator ID	Indicator		Baseline	Overall target	2025 Annual achievement	2021-2025 Cumulative achievement
SCS012	Number of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement		0	12	10	17
SCS022	Number of laws, policies blocked, adopted, improved for sustainable and inclusive development		0	19	15	49
R2G.OC.3.3	Percentage of public budgets allocated and implemented for nutrition and WASH services (increased funding). ¹⁵	Bangladesh	1.45%	6%	N/A	18%
		Burkina Faso	N/A	20%	N/A	76%
		Ethiopia	N/A	N/A	N/A	1-6% rise at the woreda level.
		Mali	Nutrition: less than 0.7% of the health budget in 2018; WASH: 3.62% in 2020;	Nutrition: 0,9% WASH: 3,7%	N/A	Nutrition: 0,25% WASH : 0,006%
		Uganda		FSN: >10% WASH: 110%;		FSN: >10% WASH: >10%;

Improved implementation of policies

Across countries, “better implementation” translated into tangible governance improvements. In **Bangladesh**, this included operationalising nutrition and WASH priorities at Union Parishad level through revised planning guidelines and integration into Annual Development Plans. In **Burkina Faso**, CSO engagement supported implementation of the National Multisectoral Nutrition Policy

¹⁵ This was an optional indicator to be achieved through BMET and advocacy efforts. Some countries were able to set targets and track progress on a regular basis, while others did not set targets but conducted annual budget analyses. Progress on this indicator is reported in percentages, while absolute figures are presented in Table 2.4, demonstrating notable achievements resulting from budget advocacy efforts.

through strengthened parliamentary oversight and budget follow-up. In **Ethiopia**, multisectoral coordination mechanisms under the Seqota Declaration and One WASH National Programme were reinforced, including clearer roles for non-state actors. In **Mali**, constitutional recognition of the right to food, water and sanitation was followed by steps toward operationalisation through institutional studies and advocacy with transition authorities. In **South Sudan**, the adoption and launch of the first National Nutrition Policy established a multisectoral framework where none previously existed. In **Uganda**, improved implementation included revisions to national strategies and legal frameworks, such as amendments to the Public Health Act and progress on the Food and Nutrition Bill, alongside strengthened district-level ordinances.

Policies, laws and norms blocked, adopted or improved

The 49 policies, laws and norms that were blocked, adopted or improved include constitutional provisions, national policies, sector strategies, regulations, by-laws and parliamentary motions that together strengthened the enabling environment for nutrition and WASH governance. In several contexts, this also involved preventing rollbacks of commitments or ensuring that draft policies incorporated civil society evidence and community priorities. More details from the countries are reported below, and full details of these policy changes and Right2Grow's specific contributions are provided in Annex 3.

Increased public budget allocations for nutrition, food security and WASH

In parallel with policy and institutional reforms, Right2Grow supported sustained increases in public budget allocations for food security, nutrition and WASH across programme countries between 2021 and 2025 through systematic policy advocacy, Budget Monitoring and Expenditure Tracking (BMET) and watchdog engagement. As documented through BMET analyses and summarised in Tables 2.3 (above) and table 2.4 (below), **total public allocations for food security, nutrition (FSN) and WASH across the six programme countries increased substantially between 2021 and 2025.**

Table 2.4 Summary of FSN and WASH related budget allocations during Right2Grow implementation period

Country	Baseline (2021)	2025 annual budgets	Budget allocation between 2021 and 2025	Budget allocation between 2021 and 2025 in local currency	Years captured
Bangladesh (40 UPs only)	€ 287,548	€ 313,674	€1,435,294	BDT 169,138,662.00	2021/22- 2025/26
Burkina Faso (National)	€ 25,761,811	€ 52,457,725	€ 166,754,132	105,890,000,000 CFA	2021/22 - 2024/25
Ethiopia (National)	€ 99,545,457	€ 268,536,524	€ 492,431,840	Br 492,431,840.49	2021/22 - 2023/24
Mali (National)	€ 15,301,867	€ 8,543,336	€ 39,131,790	25,062,660,200 CFA	2021/22 - 2024/25
South Sudan (National)	€ 71,900,931	€ 2,249,436,070	€ 3,153,186,879	SSP 441,778,432,377	2021/22 - 2024/25
Uganda (National)	€ 563,428,502	€ 703,492,229	€ 3,096,450,091.83	UGX 12,652,010,000,000	2021/22 - 2025/26
Total	€ 794,342,568	€ 3,327,016,997	€ 6,949,389,028.84		

Source: Right2Grow country briefs and BMET results presentations, converted to Euros using annual average exchange rates for 2021, 2022, 2023, 2024 and 2025. Exchange rates sourced from London Stock Exchange Group (LSEG) Financial Markets Infrastructure and Data.

Between the start of the programme (2021/2022) and its final years (up to 2025/2026, depending on budget cycles), governments across the six countries allocated a combined total of approximately **€6.9 billion** to food security, nutrition and WASH. Annual allocations increased from an estimated **€794 million in 2021** to approximately **€3.3 billion by 2025**, representing a **319% increase over the programme period**, based on available and verified budget data^{16,17}. As a result, total allocations (particularly for 2025) are likely conservative estimates.

The budget figures presented are drawn from governments' own approved budget statements and were verified through internal reviews by government officials and validation meetings with relevant stakeholders, providing a robust and credible evidence base for the trends observed. While figures vary by country and level (national versus subnational), the overall trend reflects strengthened political attention and fiscal prioritisation of nutrition, food security and WASH, even in contexts characterised by fiscal constraint, economic shocks and political instability.

These increases reflect strengthened accountability and the effective **leveraging of multisectoral policy commitments** across government systems. Right2Grow programme experience and data show that countries increasingly addressed undernutrition through multiple sectors, with resources for food security and nutrition primarily allocated through ministries of agriculture, fisheries, livestock and health, and WASH investments channelled through ministries responsible for water, irrigation and natural resources. Right2Grow's advocacy and budget tracking helped leverage these existing policy commitments into concrete financing decisions, reinforcing multisectoral coordination and implementation.

At the same time, attribution must be treated with caution, as public budget allocations are influenced by broader political and economic dynamics beyond the programme's direct control. While Right2Grow does not claim sole attribution for these increases, its contribution lies in **leveraging, protecting and, in several cases, expanding allocations** through evidence-based advocacy, BMET analyses, parliamentary engagement and continuous monitoring of budget formulation and execution. By translating budget and expenditure evidence into concrete policy and financing asks, Right2Grow's CSO-led advocacy helped ensure that nutrition and WASH resources were less likely to be reallocated away from agreed priorities and more likely to be implemented in line with policy commitments.

Country-level results

Bangladesh | Right2Grow supported the institutionalisation of multisectoral nutrition and WASH governance at national and subnational levels in Bangladesh. Right2Grow partners shared six evidence-based research documents and four priority policy issues with policymakers, strengthening integrated service delivery and accountability. At national level, collaboration with the Bangladesh National Nutrition Council (BNNC) and Local Government Division (LGD) under the Ministry of Local Government, Rural Development and Co-operatives (MoLGRDC) contributed to revisions of the National Nutrition Policy and the Third National Plan of Action for Nutrition (NPAN3), including formal recognition of Right2Grow's recommendations on of union-level nutrition platforms and child profiling and costing tools. By 2025, all 40 participating Union Parishads had integrated nutrition and WASH priorities into their Annual Development Plans, achieving the target by 100%. Through participatory budgeting led by CSOs, community priorities were incorporated into planning and expenditure tracking using the BMET tool, institutionalising local accountability mechanisms. Public allocations for nutrition and WASH at Union level increased from 1.45% in 2021 to 18% in 2025, well above the 6% target, with improved expenditure rates of 93%, reflecting institutional ownership and commitment beyond targets.

Burkina Faso | Right2Grow supported implementation of the Burkina Faso National Multisectoral Nutrition Policy (PNMN) through strengthened parliamentary engagement, civil society oversight and budget follow-up, despite political instability and insecurity. Right2Grow partners acted as lead technical partner for the Technical Secretariat for Nutrition, and mobilised alliances and collaboration with strategic partners such as the Network of Parliamentarians for Nutrition Security (REPASEN) and journalist networks, to monitor implementation, amplify nutrition messages and advocate for sustained financing. Right2Grow has promoted the training

¹⁶ Budget figures are based on approved government budgets and BMET analyses for 2021/22–2025/26. Some years and countries are excluded due to unavailable or unaudited data; where 2025 budgets were not yet published, 2024 figures were used.

¹⁷ Bangladesh budget figures were based only on nutrition and WASH allocations in 40 UPs that participated in this programme, while the other countries contained figures from their national budgets.

of parliamentarians on nutrition and encouraged their support for national advocacy actions at the Transitional Legislative Assembly level, enabling continued follow-up on multisectoral commitments, even in a constrained governance environment.

Ethiopia | Right2Grow closely collaborated with the Seqota Declaration Programme Delivery Unit, providing technical and coordination support for the establishment of the National Food System and Nutrition Council in Ethiopia. This collaboration strengthened multisectoral governance and created platforms for evidence-based policy dialogue at national and subnational levels. It also enhanced the institutional capacities of both government and CSOs and increased CSO participation in coordination mechanisms across sectors and fostered trust between government and non-state actors, improving alignment in multisectoral planning, budgeting and decision-making. Right2Grow contributions aligned with and supported implementation of national frameworks, including the National Food and Nutrition Programme, Food and Nutrition Strategy, One WASH National Programme and the Seqota Declaration Programme, reinforcing integrated nutrition and WASH approaches.

Mali | Right2Grow supported a landmark institutional shift through civil society engagement and collaboration that contributed to the recognition of the right to food, water and sanitation in the new Mali constitution in 2023. Following this achievement and in collaboration with the SUN-OSC civil society network (coordinated by Right2Grow partner OMAES), the Sanitation and Water for All committee (coordinated by Right2Grow Partner CN-CIEPA), the government's technical services at national level, and members of the National Transition Council, Right2Grow supported actions, including conducting an institutional study, toward operationalisation in 2024. Right2Grow's collaboration has been crucial in energising the WASH and Nutrition journalist networks, the WASH and Nutrition parliamentarian network at the National Transition Council, and SUN and WASH champions, thereby strengthening awareness-raising efforts and political influence on nutrition and WASH issues.

South Sudan | Right2Grow played a central role in advancing multisectoral governance in South Sudan, as formal frameworks were limited at the start of the programme. Right2Grow supported the development, endorsement and public launch of the country's first National Nutrition Policy, providing a foundational framework for coordinated action across sectors. In parallel, Right2Grow supported the operationalisation of the Parliamentary WASH Caucus through development of strategic work plans. This has strengthened legislative oversight and accountability for WASH and nutrition policy financing. These efforts created sustainable institutional entry points for continued civil society engagement to address the multi-sectoral aspects of nutrition in a highly fragile context.

Uganda | In Uganda, Right2Grow contributed to improved implementation of national and subnational nutrition and WASH frameworks through continuous civil society engagement in policy and legislative processes. Overall, the programme supported the development, revision and implementation of 11 government policies and frameworks, helping to create an enabling environment for coordinated and well-resourced nutrition and WASH programmes leading to sustainable nutrition and WASH outcomes. Key achievements included the revision of the Uganda Nutrition Action Plan II (UNAP II) indicators, development of National Development Plan IV (approved), Revision of National Agricultural Extension Strategy (awaiting approval), drafting of the Food and Nutrition Bill (awaiting certificate of financial implication from the Ministry of Finance), amendment of the Public Health Act 2023 (assented to by the President). At district level, CSO advocacy supported the adoption of food and nutrition ordinances in multiple districts, strengthening decentralised accountability and translating national commitments into enforceable local action.

Outcome Statement from Uganda:

In 2023 & 2024, Food and Nutrition ordinance was passed by the Kikube, Buliisa, Kamwenge, Nwoya and Kakumiro District council for the purpose of ensuring food and nutrition security in the district as a result of Right2grow advocacy initiatives with other CSOs under the District Nutrition platform.

Contributions of global technical support

Global technical support was a critical enabler of Outcome 3, supporting countries to translate multisectoral policy commitments into concrete implementation, financing and accountability mechanisms. Through coordinated support on Lobby & Advocacy and Communication, Budget Monitoring and Expenditure Tracking (BMET), Mutual Capacity Development and Linking & Learning, global teams strengthened CSO and government capacities to monitor policy implementation, track budgets and expenditure, develop evidence-informed advocacy messages and engage decision-makers across sectors.

BMET technical support played a particularly important role in advancing government accountability. Through trainings, tools, peer exchanges and targeted technical guidance, led by Right2Grow's global partner CEGAA in close collaboration with country BMET focal points, CSOs engaged more effectively with sector ministries, local authorities and parliamentary committees. In several countries, BMET findings informed parliamentary debates, sector reviews and budget hearings, helping to protect nutrition and WASH allocations and reduce the risk of reallocation away from agreed priorities. Ethiopia's introduction of a nutrition tagging system, involving seven line ministries creating budget codes to track nutrition-related expenditure, illustrates how BMET contributed to institutionalising multisectoral accountability.

Global support also extended to advocacy communications and learning. Strategic communication tools strengthened the visibility and uptake of multisectoral approaches, such as Mali's *Beseya* mobile application reaching more than 130,000 users with nutrition information, and digital platforms in Bangladesh supporting local entrepreneurship networks on nutrition and WASH. Mutual Capacity Development further reinforced CSO and government ability to monitor policy implementation and integrate nutrition–WASH linkages, an area identified as a major capacity gap at baseline, while recognising that some challenges remain at the end of the programme period, particularly in legislative analysis and collaboration with academic institutions.

Together, these results demonstrate a clear progression from advocacy presence to influence and institutional change, embedding multisectoral, evidence-based and accountable nutrition and WASH governance across community, national and sectoral systems. Strengthened civil society engagement and accountability mechanisms translated policy commitments into concrete implementation and financing decisions, creating a robust foundation for influencing regional and global actors, investment priorities and international accountability processes, as explored under Outcome 4.

External evaluation perspective on Outcome 3

The End-Term Evaluation validates Right2Grow's contribution to improved multisectoral coordination, governance and accountability for nutrition and WASH at national and subnational levels. The evaluation highlights the programme's work in linking community-generated evidence to policy dialogue, planning and budgeting processes, and in strengthening coordination mechanisms across sectors and administrative levels. While recognising that system change is incremental and context-dependent, the evaluators conclude that Right2Grow helped institutionalise more inclusive and accountable governance practices, particularly where programme approaches were embedded within existing government frameworks and coordination platforms.

2.4 Local voices amplified in global forums and donor agendas

Right2Grow Outcome 4: Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition

Under Outcome 4, Right2Grow aimed to amplify local and civil society voices in donor and international development spaces and to strengthen coordination among humanitarian, development and peace actors to address the underlying determinants of undernutrition. The programme promoted integration of nutrition and WASH alongside the Humanitarian–Development–Peace (HDP) Nexus approach (sometimes referred to as the Triple Nexus approach), linking community and national evidence to regional and global policy dialogue, donor coordination and financing discussions. Through coordinated global and national lobby and advocacy efforts, Right2Grow supported civil society engagement in international policy processes, accountability mechanisms and donor forums, reinforced coherent advocacy narratives across countries, and elevated locally generated evidence, such as budget tracking, policy analysis and community priorities, into global debates on nutrition financing, localisation and multisectoral governance.

Overall results

Progress under this outcome varied across countries, reflecting differences in political space, donor engagement, humanitarian contexts and existing coordination mechanisms. While results were more uneven compared to Outcomes 1–3, Right2Grow contributed to increased visibility of the WASH–nutrition nexus, strengthened civic participation in donor forums, and incremental shifts toward more coordinated, longer-term approaches in several contexts. Across programme countries and at global level, Right2Grow partners engaged donors, international NGOs, UN agencies and nutrition, WASH and development platforms to promote coordination along the

humanitarian–development nexus. Civil society evidence informed donor dialogue, international advocacy spaces and global accountability processes, while programme partners contributed to regional and global discussions on nutrition and WASH financing, resilience and governance.

As reflected in Table 2.5, progress against Outcome 4 indicators reached a **medium level**, indicating partial achievement. While all countries demonstrated some improvement, the Mid-Term Review (MTR) and endline capacity assessments identified persistent capacity gaps under this outcome. A significant proportion of programme staff and partners continued to report moderate to high training needs related to donor engagement, international advocacy and influencing global policy processes. Despite, many CSOs still lacked the confidence and skills required to consistently shape donor agendas and global discourse, underscoring **the ongoing need for sustained investment in lobby and advocacy capacity, articulation of funding priorities and representation of local perspectives in international forums**, especially in this time of declining funding for development and shrinking civic space.

At the same time, and despite these constraints, the programme succeeded in maintaining engagement, developing shared tools and advocacy narratives, and positioning nutrition–WASH integration and civic participation within donor and international agendas. This laid important groundwork for continued civil society influence beyond the programme period, even where measurable shifts in donor behaviour remained incremental.

Table 2.5 Programme performance across key outcome 4 indicators

Indicator ID	Indicator	Baseline	Overall target	2025 Annual achievement	2021-2025 Cumulative achievement
R2G.OC.4.1	Level of success of lobby and advocacy roles by R2G and its partner towards donors and international actors	Low	High	Medium	Medium
R2G.OC.4.2	Degree of integration of the WASH-Nutrition nexus by donors along the humanitarian-development nexus to address the underlying determinants of undernutrition	Low	High	Medium	Medium

Country-level results

Bangladesh | Right2Grow positioned the consortium as a reference point for humanitarian–development coordination in nutrition governance. Through sustained engagement with donors and development actors, the programme contributed to improved alignment around integrated nutrition and WASH approaches and strengthened national ownership of nutrition financing discussions. While progress was slower than anticipated under this outcome, these efforts laid groundwork for a more coherent and accountable WASH and nutrition financing architecture.

Burkina Faso | Right2Grow contributed to the structuring of humanitarian–development–peace dialogue through participation in forums and scientific conferences that brought together humanitarian actors, development partners, private sector actors, academics and technical and financial partners. These spaces supported convergence of interventions and strategic dialogue on nutrition. By programme end, the consortium successfully supported UNDP to take leadership in coordinating the finalisation of a regional Triple Nexus action plan for the Northern (Yaadga) Region. Once finalised, this plan will be presented to the Regional Governor for implementation. The work of the Task Force, of which Right2Grow Partners The Hunger Project Burkina Faso and AMR are members, is continuing under the leadership of the UNDP. This ensures continuity beyond Right2Grow.

Outcome Statement from Burkina Faso:

For the first time in June 2025, humanitarian, development and peace actors in the North Region were able to develop a plan to operationalise the Triple Nexus for the region thanks to Right2Grow.

Ethiopia | Right2Grow made a significant contribution to operationalising the nutrition-centred HDP Nexus in Ethiopia by strengthening national and regional coordination for integrated nutrition and WASH programming. In collaboration with the Seqota Declaration Programme Delivery Unit and the Ministry of Health, Right2Grow supported the development of the Implementation Roadmap for Nutrition-Centric Humanitarian, Development and Peace Nexus Operationalisation in Ethiopia, which has since been formally adopted by the government¹⁸. The Ministry of Health explicitly recognised Right2Grow's contribution to this roadmap, which now guides multisectoral planning, financing and coordination across humanitarian and development actors. These efforts positioned Ethiopia as a frontrunner in translating HDP commitments into practical, government-led frameworks that bridge humanitarian response with longer-term development and peacebuilding efforts to sustainably address root causes of undernutrition.

Mali | In Mali, Right2Grow supported donor coordination and international engagement through the 2023 multisectoral nutrition review, advocating for integration of the triple nexus and women's empowerment, including through agroecology. The programme strengthened functionality of the Intersectoral Technical Committee on Nutrition and the National Sanitation and Water for All (SWA) Committee, improving coordination with donors such as GIZ, UNICEF, the Embassy of the Netherlands and the Embassy of Germany. Right2Grow also supported Mali's participation in multiple international forums (N4G Tokyo 2021 and Paris 2025, World Water Forum 2022, SWA Ministerial meetings), and contributed to mobilisation of funding for the Multi-Sectoral Nutrition Action Plan (PAMN), including commitments from Global Affairs Canada and the EU, with 15% co-financing from the Malian government. This commitment secured the resources needed to implement nutrition and food security actions, contributing to the fight against malnutrition and the establishment of intersectoral nutrition coordination mechanisms in Mali. These efforts secured resources for nutrition and food security actions, strengthened intersectoral coordination mechanisms, improved budget accountability, and enhanced harmonisation between humanitarian and development actors. Engagement of parliamentarians and local authorities further reinforced the sustainability of Mali's financial commitments to nutrition and WASH.

South Sudan | In South Sudan, Right2Grow supported donor and international engagement through the ENOUGH Campaign of Right2Grow partner, by convening senior government officials (including the Vice President of South Sudan and the Minister of Gender, Child and Social Welfare), donors, INGOs, the Right2Grow consortium and community partners during launch events in 2024. Sustained engagement with donors emphasised the need to harmonise humanitarian and development funding streams to address undernutrition beyond emergency response. Strong collaboration with the Embassy of the Netherlands enabled organising a successful donor roundtable attended by the Dutch Embassy, the German and British Embassies, and USAID and civil society partners, strengthening alignment around longer-term nutrition and WASH priorities in the country.

Uganda | Right2Grow partners engaged actively in donor and government coordination platforms, becoming recognised contributors to the Development Partners' Coordination Group. Through this group, CSO evidence from programme districts fed into high-level donor dialogues, shaping donor positions and policy discussions through at least eight formal opportunities, including the 2024 Presidential WASH Dialogue and the 2023 Nutrition Symposium. Ugandan partners also contributed to regional and global forums, including the Food Systems Summits (2021, 2025), Nutrition for Growth (Tokyo 2021; Paris 2025), the post Malabo Agenda, SWA Ministerial Meetings, UN Water Conference 2023 and AidEx 2024. In refugee-hosting districts in Uganda (Yumbe, Adjumani, and Kikuube), Right2Grow facilitated collaboration between humanitarian actors (UNHCR, WFP, UNICEF) and development partners, to align nutrition and WASH interventions. By 2023, Right2Grow-supported CSOs had brokered at least 5 joint initiatives where humanitarian programmes integrated into district planning cycles, ensuring continuity of services once emergency funding phased out. In Adjumani, this approach resulted in harmonised nutrition outreach schedules between UN agencies and the District Health Office, benefiting both refugees and host communities.

Global lobby and advocacy results

In parallel with country-level engagement, Right2Grow implemented a coordinated global lobby and advocacy (L&A) strategy (including Dutch L&A) to amplify country-level evidence, shape donor narratives and strengthen international coordination on nutrition, WASH and the HDP nexus. Global L&A prioritised sustained agenda-setting, alignment and relationship-building over one-off visibility,

¹⁸ Government of Ethiopia, Ministry of Health (2024). Implementation Roadmap for Nutrition-Centric Humanitarian, Development and Peace Triple Nexus in Ethiopia. <https://www.dpgethiopia.org/wp-content/uploads/2024/07/Implementation-Roadmap-for-Nutrition-Centric-Humanitarian-Development-and-Peace-Triple-Nexus-in-Ethiopia.pdf>

deliberately linking community-generated evidence, Budget Monitoring and Expenditure Tracking (BMET) findings and policy outcomes from the six programme countries to international policy dialogue and accountability processes between 2021 and 2025.

A central pillar of global L&A was engagement with the **Scaling Up Nutrition (SUN) Movement**, which provided an established ecosystem to elevate community and civil society perspectives into global and national nutrition governance. Right2Grow partners actively engaged with the SUN Civil Society Network (CSN) at global and country levels, contributing evidence from community-led accountability, WASH–nutrition integration and budget monitoring to SUN consultations, position papers and thematic priorities. Through SUN platforms, Right2Grow consistently advocated for multisectoral nutrition-WASH approaches, domestic resource mobilisation, transparent budgeting and meaningful CSO participation. Because SUN structures are nationally anchored, this engagement created pathways for sustained influence beyond the programme period, strengthening the role of local CSOs within national SUN platforms after 2025.

Global L&A efforts also converged around the **Nutrition for Growth (N4G)** process as a strategic accountability moment. Following the Mid-Term Review, Right2Grow deliberately aligned global advocacy with country priorities by consolidating multisectoral evidence, convening regional civil society accountability workshops in East and West Africa, and supporting the development of country-specific N4G position papers. At the 2025 N4G Summit in Paris, Right2Grow translated this work into coordinated engagement: presenting the Bridge4Voices approach, co-organising civil society spaces, contributing three members to the N4G Accountability Task Force, and exhibiting in the Solutions Village as one of a limited number of CSOs. Importantly, Right2Grow treated N4G not as a one-off event, but as a pivot toward post-summit accountability, continuing to support CSOs to track commitments through BMET and community-led monitoring in 2025 and beyond.

Across other global platforms, including **Food Systems Summits, Sanitation and Water for All (SWA) processes, African Union policy spaces, UN-linked forums and regional dialogues in Arusha and Dakar**, Right2Grow reinforced coherent advocacy asks rather than fragmented messaging. Global L&A deliberately aligned country evidence with shared messages on localisation, multisectoral collaboration, nutrition and WASH financing and accountability, ensuring that civil society perspectives were consistently represented across donor, UN and multilateral discussions.

A crucial element of Right2Grow's global L&A was its **locally led advocacy model**. Through the Bridge4Voices approach, local CSOs, community groups, youth and women's organisations generated and shaped the evidence used in international advocacy. Global teams focused on accompaniment rather than substitution—supporting partners with analysis, positioning and preparation, while ensuring that advocacy narratives reflected lived realities. Community representatives and local CSOs directly contributed to global dialogues, presenting BMET findings, policy analysis and community priorities at events such as the **Research4Nutrition Conference** (Paris, 2023), the **Micronutrient Forum** (Netherlands, 2023) and **AidEx Nairobi** (2024).

Collectively, these efforts strengthened the legitimacy and credibility of civil society as a policy actor at international level. Rather than ad hoc participation, Right2Grow-supported CSOs increasingly engaged as recognised contributors to accountability mechanisms, donor dialogue and policy formulation, particularly within SUN and N4G processes. While results under this outcome could be further improved, global L&A was able to strengthen coherence between national and international advocacy, increased the visibility of locally grounded evidence in donor and foreign policy discussions (including in the Netherlands), and contributed to incremental but meaningful shifts toward more coordinated, accountable and locally informed approaches to nutrition and WASH governance.

Contributions of global technical support

Global technical support played a key enabling role under Outcome 4 by strengthening partners' ability to engage donors and international development actors more strategically and to voice locally grounded evidence and priorities in regional and global policy spaces. Building on technical support across Lobby & Advocacy (L&A), Communication, Budget Monitoring and Expenditure Tracking (BMET), Linking & Learning and Mutual Capacity Development, global teams worked alongside country partners to identify and analyse advocacy opportunities, refine strategies and messages, align country priorities with global processes and track and respond to global level commitments at country level. This support was delivered through regular input to annual country planning, targeted coaching, and cross-country learning, helping partners navigate complex coordination environments and engage more effectively on the nutrition–WASH nexus and the HDP/Triple Nexus approach.

A core contribution of global L&A technical support was the development and rollout of practical tools and accompaniment that strengthened the quality and consistency of advocacy. This included the Bridge4Voices course, common templates for advocacy planning and positioning, and communications products that helped partners translate evidence into clear messages and “asks” for donors and multilateral actors. Global staff also supported partners in preparing evidence, drafting talking points and presentations, and engaging confidently in policy platforms such as SUN Movement processes, N4G-related consultations and accountability mechanisms, UN Food Systems Summit dialogues, and other relevant regional and global convenings. In combination, these efforts strengthened the coherence and credibility of Right2Grow’s advocacy across countries and levels and helped ensure that community evidence (including BMET findings, policy analysis and community priorities) was more consistently visible in donor and international discussions, even where influence on donor behaviour remained incremental and context dependent.

External evaluation perspective on Outcome 4

The End-Term Evaluation notes more uneven progress under Outcome 4, reflecting external constraints such as shrinking civic space, political volatility and declining international development funding. Nevertheless, the evaluation concludes that Right2Grow made relevant and credible contributions to donor dialogue, international advocacy and visibility of the nutrition–WASH nexus, particularly by amplifying civil society voices and grounding advocacy in country-level evidence. The evaluators emphasise that while attribution at this level is inherently limited, the programme successfully positioned nutrition- and WASH-related accountability and multisectoral approaches within donor and international policy discussions, laying groundwork for continued influence beyond the programme lifecycle.

2.5 Advancing Gender Equality, Youth Engagement and Inclusive Participation

Across all programme countries, Right2Grow placed gender equality, youth engagement and inclusive participation at the centre of its interventions and engagements. The programme recognised that sustainable progress on nutrition and WASH requires not only multisectoral approaches, but also the meaningful involvement and leadership of those most affected by undernutrition and service gaps, including women, young people, persons with disabilities and other marginalised groups. Right2Grow deliberately moved beyond symbolic participation toward strengthening voice, representation and influence within accountability, policy and financing processes at community, national, regional and global levels.

Gender equality, youth engagement and inclusion functioned as cross-cutting enablers across all programme pathways. Right2Grow strengthened the participation of women, youth and community actors in decision-making spaces, amplified locally generated evidence, and helped ensure that policies, budgets and accountability mechanisms increasingly reflected diverse priorities and lived realities. While progress varied across contexts, women and young people increasingly assumed leadership roles within CSOs, community structures and advocacy platforms, and persons with disabilities gained greater access to planning, monitoring and budget processes. These shifts contributed to stronger civic participation, more inclusive accountability processes and improved responsiveness of nutrition and WASH governance at subnational and national levels.

Inclusive accountability, learning and capacity strengthening

Inclusive accountability mechanisms were a key entry point for advancing participation. BMET and Citizen Voice and Action (CVA) created structured spaces for women, youth and marginalised groups to engage duty bearers on budget priorities and service delivery gaps. In Uganda, BMET intentionally targeted women, youth and persons with disabilities for capacity strengthening. Follow-up analysis revealed that gender norms continued to frame financial and budget processes as male-dominated spaces, prompting partners to adopt more intentional strategies to support women’s engagement, particularly at local government level where women already play central roles in nutrition and WASH service delivery.

Learning & Linking further reinforced inclusive participation by ensuring balanced representation of women and men in trainings and by encouraging female focal points. Ten learning briefs on women’s empowerment, youth engagement and inclusion were produced, while locally led research explored gender inequalities shaping nutrition and WASH outcomes in Uganda and the role of women

entrepreneurs in private-sector engagement in Bangladesh¹⁹. These processes ensured that programme learning was grounded in lived experience and fed back into advocacy and policy dialogue.

Mutual Capacity Development mainstreamed gender and inclusion across scholarships, small grants, trainings and leadership opportunities. Uganda implemented a dedicated gender training for CSOs, while the MCD scholarship programme prioritised women applicants, increasing female representation from organisations in Burkina Faso, Mali and Uganda in regional and global policy spaces. Youth leadership was also strengthened, including through youth co-leadership of the Global MCD process and support to youth-led organisations to formalise and strengthen their organisational capacity.

Inclusive (global) advocacy

Right2Grow advanced gender equality, youth engagement and inclusive participation through a deliberately locally led advocacy model. The Bridge4Voices approach and an open, transparent internal application system for international advocacy opportunities prioritised women and youth and enabled CSOs and community representatives to nominate themselves for attending global nutrition and WASH events and to shape advocacy narratives based on local evidence. Rather than global teams determining positions, community-generated evidence, including budget tracking and policy analysis, formed the basis of advocacy at national, regional and global levels.

Youth engagement was a central feature of this approach. Youth representatives from programme countries actively contributed to regional and global advocacy initiatives, including the Nutrition for Growth (N4G) Summits, UN Food Systems Summits and the Micronutrient Forum. Through international platforms such as the United Nations Water Conference and the Research for Nutrition Conference, Right2Grow amplified youth voices and the perspectives of women and community representatives. Participants helped shape international declarations, policy positions, and the Civil Society Declaration ahead of and following the N4G Summit, demonstrating the effectiveness of inclusive approaches in influencing both policy and implementation. Young people shared experience from community nutrition research, budget advocacy and local governance, ensuring that youth priorities informed policy dialogue. Engagement with the Netherlands Ministry of Foreign Affairs further enabled youth perspectives to contribute to Dutch policy discussions.

Inclusive participation was also strengthened at regional forums such as AidEx Nairobi and learning workshops in Arusha and Dakar. These spaces enabled women, youth and community-based actors to engage directly with donors, humanitarian and development actors, strengthening confidence, visibility and legitimacy in policy and accountability processes.

In Right2Grow's final year, 12 CSO representatives participated in major international events, including the Paris N4G Summit, the Addis Ababa UN Food Systems Summit and the Africa Food Systems Forum in Senegal, ensuring that community-led, gender- and youth-sensitive solutions were well represented in global policy discussions.

Learnings and remaining gaps

Despite these advances, structural barriers persist. Endline capacity assessments show that men continue to dominate many CSO leadership structures, with limited representation of young women in senior decision-making roles. While participation expanded significantly, these findings confirm the need for longer-term investment in leadership pipelines for women and youth, sustained accompaniment and continued attention to power dynamics within civil society and governance systems. More details on learnings around gender, youth and inclusion can be found in the Right2Grow Learning Catalogue.

Country examples on inclusion

Country experiences demonstrate how gender equality, youth engagement and inclusive participation translated into tangible governance and accountability outcomes.

Bangladesh | Gender and social inclusion were embedded across programme components through dedicated Gender Action Plans. By 2025, 55% of CSO committee leaders were women, and 21 women were elected to Union Parishad Standing Committees, where they influenced nutrition and WASH planning and budget decisions. Youth engagement was equally strong: more than 300 young people

¹⁹ [Learning Brief: Locally-led research for advocacy and 'Trio Fantastico' model](#)

led awareness campaigns reaching over 60,000 people, contributing to increased attention to nutrition and WASH priorities in all 40 participating Union Parishads. Persons with disabilities participated in around 70% of planning and budget sessions, supported by accessibility audits that informed more inclusive service design.



Binta Sawadogo, Ouahigouya
Right2Grow Burkina Faso
[Read more](#)

“
Our joy as women is immense today. This workshop allowed us to sit around the same table with traditional authorities and finally have the right to speak in order to advocate for women. This is a rare thing.
”

Burkina Faso | A gender and power dynamics study informed programming and led to intentional inclusion of women-, youth- and disability-focused CSOs in Advocacy Groups. In the Eastern Region, women’s leadership increased from 0% in 2021 to approximately 60% by 2023. Women leaders spearheaded advocacy on food security, social protection and access to services, while youth-led CSOs used radio and social media to amplify nutrition and WASH messages. In the North/Yaadga Region, CSOs representing women, youth and persons with disabilities successfully advocated for vulnerability-based food stock quotas and land allocation for community gardens, including for internally displaced women.

Ethiopia | inclusive governance was embedded from the outset. Citizen Voice and Action (CVA) Task Forces included 35% women, 10% youth and 8% persons with disabilities. Separate scorecard discussions for women, men and youth enabled open dialogue and fed into joint action plans with service providers. The programme also promoted inclusive infrastructure, such as disability-adapted sanitation facilities and accessible school toilets, alongside support to women and youth entrepreneurs through market linkages.

Mali | Inclusion was treated as a governance principle, guided by a gender analysis and alignment with Law 052, which mandates a 30% quota for women in decision-making bodies. Youth and women used the Bèsèya digital platform, reaching over 133,000 users (approximately 60% young people), to share local solutions and advocacy messages. Citizen Monitoring Committees supported municipalities to allocate land for women’s market gardening, strengthening both economic empowerment and nutrition outcomes.

South Sudan | Right2Grow strengthened links between nutrition, gender equality and protection in highly fragile contexts. Women and men participated equally in water committees, farmer groups and hygiene campaigns. In Akobo and Pibor, the Gender Action Learning System (GALS) supported joint household planning and decision-making, while inclusive Disaster Risk Management Committees—bringing together women, youth, persons with disabilities and community leaders—advanced community education on nutrition, resilience and gender equality.

Uganda | women, youth and persons with disabilities increasingly moved into leadership roles. By 2023, approximately 50% of CVA group leaders were women, while youth-led groups played a prominent role in school WASH advocacy. Women- and youth-led CBOs, including COCENET and AID, secured external funding following organisational strengthening under Right2Grow. Collaboration with the *We Are Able* programme improved disability inclusion, resulting in accessible latrines and handwashing facilities, and persons with disabilities participated directly in district budget conferences. At national level, the National Children’s Parliament amplified children’s voices on school feeding guidelines, the Food and Nutrition Bill and the importance of meaningful child participation.

2.6 Local Solutions for Climate-Smart Nutrition and WASH

Across programme countries, Right2Grow increasingly addressed climate change as a structural driver of undernutrition and inadequate WASH, recognising that climate shocks, such as droughts, floods and environmental degradation, directly undermine food systems, water availability and service continuity. While climate action was not a standalone outcome area, climate resilience was progressively integrated across community and government engagement and advocacy. Right2Grow promoted locally led, climate-smart solutions as essential to protecting nutrition and WASH outcomes, particularly for vulnerable households living in fragile, conflict-affected and climate change exposed contexts.

Community-level climate-smart practices and adaptation

At community level, Right2Grow supported practical adaptation measures that strengthened household resilience while improving nutrition and WASH outcomes. In **South Sudan**, where recurrent flooding and conflict severely disrupt food production, Right2Grow partners piloted and scaled climate-smart agriculture approaches, including floating s, lowland rice cultivation, drought- and flood-tolerant crop varieties, seed bulking and banking, and women-led kitchen gardens. By 2022, communities had established 17 floating gardens, harvested 500 bags of rice seed for scaling, and cultivated approximately 250 feddans using eco-friendly ploughing technologies. These practices improved dietary diversity, reduced malnutrition admissions among children under five, and strengthened community ownership of climate-resilient food systems, as documented in the South Sudan learning brief on climate-smart agriculture²⁰.

Similar locally grounded solutions emerged elsewhere. In **Bangladesh**, climate resilience was deliberately embedded across programme components in highly climate-exposed coastal zones. Communities adopted raised tube wells, flood-resistant latrines and rainwater harvesting, while over 700 smallholder farmers shifted to saline-tolerant crops, floating gardens and terrace farming. Following Cyclone Remal in 2024, Right2Grow partners contributed to rapid humanitarian response with longer-term resilience measures, reaching 10,000 households with support while reinforcing climate-resilient WASH infrastructure.

In **Burkina Faso**, local CSOs promoted climate-smart agriculture such as crop diversification, soilless cultivation, household gardens and improved water management. Advocacy led to community commitments to allocate land for women and internally displaced persons for market gardening, rehabilitate water points and strengthen Water User Associations, helping sustain food and water access amid increasing climate variability.



Recurrent droughts, failed rains and flooding significantly affected food security, nutrition and WASH services in **Ethiopia** during the programme period. Right2Grow integrated a climate lens into nutrition and WASH governance through its engagement in the HDP nexus, supporting water-saving practices and climate-resilient sanitation at community level. At national and regional levels, Right2Grow elevated climate–nutrition linkages through policy dialogue and advocacy spaces, including the 2023 national workshop on Climate Change and Nutrition Security and participation in N4G accountability and East, Central and Southern Africa Health Community (ECSA-HC) platforms, reinforcing climate-responsive, multisectoral nutrition planning in Ethiopia.

In **Mali**, communities responded to worsening floods, land degradation and deforestation through agroecology, reforestation drives, environmental campaigns and citizen monitoring. Climate priorities were increasingly reflected in municipal development plans (PDESCs), linking environmental stewardship to nutrition and WASH governance.

In **Uganda**, districts facing prolonged droughts and floods integrated climate-resilient agriculture and water governance into District Nutrition Action Plans, while CSOs successfully advocated for reduced co-financing requirements for small-scale irrigation systems, from 25% to 10%, improving uptake of climate-smart technologies by smallholder farmers.

Governance, budgets and advocacy for climate-responsive systems

Although **Budget Monitoring and Expenditure Tracking (BMET)** did not explicitly target climate budgets, it indirectly supported climate resilience by strengthening accountability for nutrition and WASH financing that should, by policy, incorporate climate-smart elements. Routine budget tracking, combined with evidence-based advocacy, helped protect and sustain public investments in resilient food systems and WASH services, particularly in contexts where climate shocks risked diverting resources to short-term emergency response.

²⁰ [Learning Brief – Climate Smart Agriculture in South Sudan](#)

Through **Lobby & Advocacy**, Right2Grow consistently highlighted how climate change exacerbates malnutrition, water scarcity and service disruptions. Climate risks featured prominently in advocacy messaging, policy briefs and N4G accountability processes. Countries including **Ethiopia, Uganda, South Sudan, Mali and Burkina Faso** produced position papers calling for increased investment in climate-resilient WASH infrastructure, diversified food systems and integrated service delivery, helping embed climate priorities within renewed Nutrition for Growth commitments.

At **regional and global levels**, Right2Grow advanced the Humanitarian–Development–Peace nexus as a practical framework for addressing climate-related shocks affecting nutrition and WASH. In forums such as the African Union Summit, ECSA-HC Health Ministers’ Conference, SUN Anglophone convenings and regional CSO accountability workshops (Arusha and Dakar), Right2Grow partners emphasised that climate impacts disproportionately affect the most vulnerable households and require coordinated, multisectoral responses. These engagements contributed to regional outcome documents calling for climate-responsive nutrition strategies, stronger cross-sector collaboration and protection of civic space for CSO accountability.

In the **Netherlands**, Right2Grow advocated for coherence across climate, nutrition, WASH and food-security policies, ensuring that climate vulnerability remained visible in parliamentary debates and donor discussions despite reductions in development budgets. These efforts helped elevate the **WASH–nutrition–climate nexus** within Dutch engagement in N4G and SUN processes and reinforced the relevance of community-driven climate-smart nutrition and WASH solutions in international cooperation.

In summary, across all six countries, Right2Grow demonstrated that climate resilience is not a parallel agenda but a core component of effective nutrition and WASH programming. By combining community-level climate-smart practices, strengthened local governance, evidence-based advocacy and regional and global engagement, the programme helped position climate resilience as integral to safeguarding nutrition and WASH outcomes. While approaches and intensity varied by context, the cumulative experience shows how locally led climate-smart solutions, supported by accountable governance and coordinated advocacy, can strengthen the capacity of communities and institutions to anticipate, absorb and adapt to climate shock, protecting gains in nutrition and WASH beyond the programme period.

2.7 Contribution towards MFA's Inclusive Green Growth indicators

Since 2023, and at the request of the Inclusive Green Growth (IGG) department of MFA, Right2Grow aligned selected programme results with relevant IGG indicators from the Food and Nutrition Security and WASH results frameworks. This reporting request was introduced midway through programme implementation, after the Right2Grow results framework and indicators had already been finalised during the inception phase.

From the outset, country ownership and leadership were central principles of the Right2Grow consortium. In addition to mandatory donor indicators from the SCS framework, country teams were deliberately given the autonomy to define country-specific indicators aligned with national priorities, policies and monitoring systems. This approach ensured relevance and usability of data at country level but also meant that not all countries systematically tracked indicators that map directly onto the IGG framework, even where programme contributions were evident.

As a result, Right2Grow does not report against identical IGG indicators or definitions and also not on identical indicators across all countries. Instead, Right2Grow reports on its contribution to IGG indicators using comparable programme indicators, where available in country monitoring systems, as detailed in Annex 2. The figures presented should therefore be understood as conservative estimates, likely underrepresenting the programme’s full contribution.

Within these parameters, **Right2Grow made substantial contributions to IGG objectives** across programme countries. A summary of contributions is presented in Table 2.6, followed by country examples per IGG indicator.

Table 2.6: Right2Grow contributions towards IGG indicators

IGG indicator	Right2Grow contributions
Number of people directly reached with activities aimed at temporary/partial improvement of their nutritional situation	975,455
Number of people indirectly reached	17,357,585
Number of companies engaged in inclusive agribusiness	745
Number of drinking water points constructed	6,057
Number of sanitary facilities constructed	33,187
Number of health centres with improved drinking water facilities	181

IGG indicator: Number of people directly and indirectly reached

Right2Grow directly reached at least an estimated 975,455 people and indirectly reached 17,357,585 people through integrated nutrition, WASH, governance and advocacy interventions. Examples:

- **Bangladesh** directly reached over 325,148 people and indirectly more than 770,465 community members benefited through advocacy, service delivery and awareness initiatives. Within these overall figures, inclusive governance and social equity programming accounted for 31,681 people reached directly and 112,170 reached indirectly, with strong participation of women, youth and marginalised groups.
- In **Burkina Faso**, 5,256 people have been reached directly through nutrition practices and household gardens, and 8,318,457 people were reached indirectly through broadcasting of micro-programmes to raise awareness of good nutritional practices for children, in particular the use of Ready-to-Use, Therapeutic Foods (RUTF), organised throughout the country.
- **Ethiopia** reached 603,535 people directly and 2,913,288 people indirectly across target kebeles through integrated nutrition–WASH interventions and community–government collaboration.
- In **Mali**, 17,748 children were reached directly through treatment in malnutrition treatment units between 2024 and 2025, and 1,195,211 people reached indirectly through workshops, awareness campaigns, radio broadcasts, sessions of Local Committee for the Orientation, Consultation and Monitoring of Development Actions, the impact of rural fairs on private sector actors, etc.
- **Uganda** directly reached 23,768 people and through a combination of targeted awareness and engagement activities, and an estimated 3,609,090 individuals (1,713,767 Males and 1,895,323 Females) indirectly across the 10 implementation districts. These individuals were engaged through radio talk shows disseminating nutrition, food security and WASH related messages, strategic meetings with district leadership to promote community level nutrition actions, and the installation of signposts bearing key nutrition awareness messages at prominent public institutions such as hospitals. Due to mass media campaigns for Zero Stunting', the indirect reach in Uganda is much larger compared to other countries.
- **South Sudan** indirectly reached 551,074 people between 2024 and 2025 through combined nutrition, WASH, livelihoods, climate-smart agriculture and governance interventions.

IGG indicator: Number of companies engaged in inclusive agribusiness

Right2Grow supported engagement of 745 private sector actors in inclusive, nutrition- and WASH-relevant value chains. These engagements strengthened local food systems, expanded economic opportunities for women and youth, and supported environmentally sustainable practices.

- In Uganda, 574 local businesses were engaged through District SUN Business Networks to improve food safety, quality and market access.
- In Ethiopia, 40 private sector actors were engaged in inclusive agribusiness initiatives linked to nutrition-sensitive livelihoods.
- In Bangladesh, collaboration with 33 private sector partners advanced eco-friendly hygiene products, nutrition innovations and women-led entrepreneurship.
- In Mali, 98 product processing groups are now operational, strengthening local food production and resource development capacities.

IGG indicator: *Number of drinking water points constructed*

Across the six countries, communities and local authorities constructed 6,057 drinking water points, improving access to safe water and supporting environmental sustainability.

- In Bangladesh, communities themselves built **5,880 new water points**. Community-led investments also included raised tube wells, rainwater harvesting systems and a community water plant producing 2,000 litres per day in climate-vulnerable areas.
- In Ethiopia, 88 new drinking water points were constructed through joint community–government action.
- In Uganda, advocacy contributed to construction of 35 new boreholes and initiation of a multi-million-euro piped water scheme in Buliisa.
- In Burkina Faso, access to basic social services such as nutrition, WASH and food security has improved in all regions through advocacy activities for the rehabilitation and maintenance of water points and the promotion of good hygiene and nutrition practices.
- In South Sudan, the construction and rehabilitation of 54 drinking water points resulted from Right2Grow’s community engagement, complemented with funding from community contributions, the Community Development Fund, and other programmes.

IGG indicator: *Number of sanitary facilities constructed*

Right2Grow’s advocacy efforts supported construction of 33,187 sanitary facilities, including household and communal latrines, waste disposal facilities and climate-resilient sanitation infrastructure.

- Ethiopia accounted for establishment of 9,414 sanitation facilities, including communal latrines and waste management systems.
- In Bangladesh, communities themselves constructed 22,791 sanitation facilities, often integrating flood-resilient designs in coastal zones.
- In South Sudan the construction of 322 latrines resulted from Right2Grow’s community engagement, complemented with funding from other programmes.
- Similarly in Uganda, the efforts led to the construction of 660 sanitary facilities aimed at enhancing hygiene and public health standards

IGG indicator: *Number of health centres with improved drinking water facilities*

Right2Grow contributed to improved water supply in 181 health centres, strengthening service quality and environmental health outcomes.

- In Ethiopia, 36 health centres received improved water supply.
- In Bangladesh, 92 health centres were upgraded contributing to safer community health services and environmental sustainability.
- In Uganda, Health Unit Management Committees (HUMCs) were motivated to prioritize water infrastructure in their planning and allocate portions of Primary Health Care (PHC) funds toward the construction and rehabilitation of water sources. This included installing piped water taps, drilling boreholes, and setting up water storage tanks at key service delivery points in 53 health facilities.

Beyond advocacy for improved infrastructure and service access, Right2Grow contributed to IGG indicators by strengthening governance and policy frameworks aligned with MFA FNS and WASH frameworks, in addition to the SCS Policy Framework. These policy improvement results have been described in detail in other sections in this chapter. In summary, these results demonstrate that Right2Grow made **substantial, measurable contributions to Inclusive Green Growth objectives**, despite challenges related to differences in indicator definitions and monitoring systems. By combining community-led action, policy and budget advocacy, and local private sector engagement, the programme supported inclusive access to services, strengthened local economies, and reinforced accountability systems that underpin sustainable nutrition and WASH outcomes.

3 Monitoring, Evaluation, Accountability and Learning

3.1 Overview of Monitoring & Evaluation strategy

Right2Grow's Monitoring, Evaluation, Accountability and Learning (MEAL) strategy was built on key principles of adaptation, usefulness, decentralisation and co-creation, combined with systemic use of both qualitative and quantitative approaches to data collection and analysis. These approaches supported reporting, learning, adaptive programming and accountability. The programme design was anchored on the Global Theory of Change (Annex 1) with implementation guided by the Global Results Framework (Annex 2). Global Indicator Guidance was developed to ensure a shared understanding across partners and countries on how to measure and report against key donor and programme indicators.

At inception, all country teams developed **performance indicators** tailored to their specific **country context**, based on their respective country-level Theories of Change. In addition, a set of **global-level indicators** was selected through a country-led process. From an initially broad list, a smaller set of indicators applicable across all countries was agreed. These indicators enabled aggregation of results and comparison over time within and across countries. They were aligned with **the Ministry of Foreign Affairs' basket indicators SCS 1–6**. While the unit of measurement for these indicators remained consistent across countries, definitions were contextualised in line with the spirit of the standard indicator. Regular capacity strengthening sessions for MEAL staff on the Global Indicator Guidance and Results Framework were organised to ensure common understanding and quality assurance in measurement and reporting. In addition to DSO/basket indicators, Right2Grow contributions towards IGG indicators were also documented from 2023, which are based on actions at country level for which progress data is available (as explained in paragraph 2.7).

Country-level baseline studies were conducted to establish the situation across key indicators and to support realistic target setting, both annually and over the full programme period. Targets were set through a participatory process informed by baseline data and guided implementation from the outset. Following the **Mid-Term Review** (MTR) in 2023, targets were reviewed and, where needed, revised to reflect contextual realities and to inform implementation during the second phase of the programme.

All countries reported on the agreed indicators at multiple points throughout the programme period. In addition to the mandatory global indicators, a set of optional global indicators was available, recognising that not all indicators were relevant in all country contexts. Country teams determined whether to report on these optional indicators and selected appropriate reporting frequencies. At global level, several SDG indicators and indicators derived from the Ministry's impact-level results frameworks were also made available, from which countries selected those most relevant to their context. In 2023, the Ministry introduced a request to reference and report on Inclusive Green Growth (IGG) indicators. These indicators were used to monitor trends over time and to inform lobby and advocacy efforts, rather than to demonstrate attributable programme impact, recognising that impact-level changes cannot be fully attributed to the consortium's work. A summary of programme performance across donor and IGG indicators is presented in Annex 2.

The consortium made deliberate efforts to ensure that the MEAL system was **gender-sensitive**. This included integrating gender analysis into baseline, midline and endline studies, collecting sex-disaggregated quantitative data where relevant, and capturing qualitative information on gendered outcomes. This approach enabled assessment of how policies, programmes and activities affected women and men differently, including changes in attitudes, behaviours and access to services.

Outcome Harvesting (OH) was applied as a key qualitative methodology to support learning, reporting and profiling throughout the programme period. Given its relatively new application for parts of the programme, targeted investments were made at global level to build capacity among country and global teams. By mid-term, at least 300 programme staff had been trained in Outcome Harvesting. These efforts led to improved documentation of outcome statements, supported by designated country and global Outcome Harvesting leads. Outcome Harvesting evidence is reflected in this report's results sections; in addition, Right2Grow maintained a detailed Outcome Harvesting Logbook with outcome statements captured over the programme period which is available upon request.

In addition to Outcome Harvesting, countries applied a range of qualitative methods to support MEAL, including **Qualitative Information System (QIS) ladders, Most Significant Change** and **Stories of Change**, among others. Quantitative methods were also used to monitor programme implementation. While often linked to outputs, quantitative data were also used at outcome level to track trends over time and complement qualitative findings. Secondary data were used where available, and in several countries household-level data collection was undertaken as part of planned or thematic studies, with results linked to relevant programme indicators.

Beyond Outcome Harvesting, country programme staff received **technical support on other MEAL methodologies**, including Qualitative Information Systems (QIS) Ladder, Most Significant Change, accountability mechanisms, qualitative data management and NVivo. The programme also developed online courses on Basic MEAL and Outcome Harvesting, which were accessed by at least 560 programme staff. Internal processes, such as monthly MEAL Working Group meetings, provided structured opportunities for joint planning, implementation, review and reflection on MEAL practices throughout the programme.

Right2Grow complied with donor reporting requirements through **annual narrative and financial reporting**, as well as International Aid Transparency Initiative (**IATI**) **reporting**. In addition, internal semi-annual reporting processes were used to assess programme progress, document achievements, identify areas for improvement and define corrective measures as part of adaptive management.

3.2 Research and evaluations

During programme inception, country-based baseline surveys were conducted to validate key elements and assumptions of the Global Theory of Change. In all engagements with communities, government officials and other stakeholders over the first months of 2021, the underlying and systemic issues that Right2Grow addresses - lack of community voice in decision-making, accountability gaps, and poor coordination in implementation, among others - consistently emerged. The baseline studies were instrumental in refining the results framework of Right2Grow at all levels and were crucial for subsequent detailed planning exercises in all countries to sharpen priorities and set agendas for lobby and advocacy. They also strengthened consortium cohesion, as partners jointly planned and conducted the baselines and reflected on the findings, which helped deepen shared understanding of both the possibilities and limitations of Right2Grow as a consortium.

An initial capacity assessment was conducted as part of the baseline. The assessment revealed that all six countries had the highest capacity strengthening needs under Outcome 3—particularly in reviewing legislation and budgets, identifying policy implementation gaps and formulating evidence-based recommendations. For Outcome 1, four countries identified gaps in engaging community-based private sector actors. Under Outcome 2, priorities focused on strengthening skills in Budget Monitoring and Expenditure Tracking (BMET) and in communication and media engagement. For Outcome 4, five countries highlighted the need to strengthen capacities for donor lobbying and multisectoral advocacy. These shared capacity needs were addressed through an aligned global plan, emphasising exchange among consortium partners, peer learning and mutual capacity strengthening. Following the Mid-Term Review (MTR), a Technical Support Team was established to ensure more coordinated capacity strengthening, and improved alignment with country priorities and advocacy agendas. This reinforced a consortium-wide approach grounded in identified needs, locally led agenda-setting and alignment with country priorities.

In 2023, a comprehensive MTR²¹ was conducted at both country and global levels, culminating in consolidated reporting and reflection workshops at country and global levels. The MTR confirmed that the Right2Grow Theory of Change remained relevant and appropriate, and that it was being used effectively by consortium partners, including local CSOs, to guide programme planning, implementation, monitoring and evaluation. While progress was observed across all outcomes despite challenging political contexts and the impacts of COVID-19, the MTR identified the need to adjust some ambitious targets, particularly under Outcome 4.

The MTR highlighted increased community awareness of nutrition, food security and hygiene, tangible advocacy results leading to improved service delivery, strengthened CSO capacity for policy engagement, and effective collaboration with government actors. At the same time, it identified constraints related to insecurity, delayed implementation, capacity gaps, staff turnover and resource limitations, resulting in targeted recommendations to strengthen collaboration, capacity development, governance and realism in

²¹ [Right2Grow Mid-Term Review Report \(2023\)](#)

target-setting, which were integrated into an adjusted governance structure and in the work plans for the second half of the programme.

Throughout implementation, Right2Grow undertook several thematic studies, most notably **locally led research** in Bangladesh, Mali and Uganda using the “Trio Fantastico” model - bringing together a local researcher, an advocacy expert and a community knowledge holder²². This approach ensured community involvement throughout the research process and enhanced relevance for advocacy and policy engagement. In **Uganda**, research examined how gender dynamics influence access to and use of nutrition and WASH services and shape women’s leadership and decision-making, which was used to inform programme implementation. In **Mali**, research assessed the effectiveness of community nutrition action groups (GSANs) in reducing undernutrition among children under five and promoting healthy practices. As a result, local authorities committed to implementing recommendations, including adapting tools and training packages used by GSANs. In **Bangladesh**, a third research project focused on the role of local entrepreneurs in improving nutrition and WASH outcomes for children under five.

The research methodology was presented at the International Scientific Research for Nutrition Conference in France in 2023, and a practical guidebook was published in 2024 to support wider uptake within the international development community.

At programme end, an external End-Term Evaluation (ETE) assessed the programme’s relevance, effectiveness, coherence and sustainability. The ETE served both accountability and learning objectives, providing an independent assessment of programme contributions and generating forward-looking recommendations for future programming and partnerships and policy engagement. While this narrative report focuses on consolidated programme reporting and reflection from the consortium perspective, the ETE provides an independent analysis of effectiveness, sustainability and partnership coherence.

The evaluation concluded that Right2Grow was relevant to local, national and global priorities, addressing structural drivers of undernutrition and WASH gaps through approaches that were adapted to shifting political and climatic realities. Right2Grow converted community awareness into practice and demand, strengthened CSO capacity and legitimacy for evidence-based advocacy, and catalysed institutional use of data for multisectoral planning and budgeting. Sustainability prospects are strongest where community ownership is coupled with institutionalised participation and budgetary practice; in fragile settings, sustainability will require continued accompaniment, simplification of coordination demands and resourcing for routine functions. Internal partnership coherence improved through structured learning and more focused advocacy strategies; external coherence was strongest where Right2Grow worked through established governance platforms and collaborative coalitions, and weaker where civic space was volatile or where coordination ambitions outpaced realistic pathways.

The findings imply that future programmes should double down on the mechanisms that consistently drove outcomes across contexts: informal and peer-to-peer learning that translates knowledge into practice; structured citizen–state interfaces that convert practice into shared accountability; evidence generation that legitimises civil society and depoliticises advocacy; and the institutionalisation of participatory planning and budget oversight that anchors accountability in routine government processes. Programmes should also calibrate ambition to context: in highly fragile settings, invest in trusted intermediaries, simplified tools, and protective coalitions; in semi-open systems, prioritise institutional embedding of data, multisectoral planning and fiscal norms. Sustainability depends on resolving systemic bottlenecks, such as parallel coordination demands, staff turnover and thin fiscal space, and on equitable burden sharing, particularly for women whose leadership can be increased without reproducing unpaid workload. Finally, global and donor facing advocacy is most impactful when it amplifies verified country evidence, channels clear, timebound asks, and tracks commitment to implementation pathways rather than primarily convening.

In order to sustain the gains made and adjust programming approach, where possible, the following recommendations were made:

²² [Learning Brief: Locally-led research for advocacy and ‘Trio Fantastico’ model](#)

- Programmes of this magnitude and scope need clear targets for shifting leadership, decision-making, and resources to national and community-based organisations, supported by structured capacity development and transparent annual reporting;
- Government ownership is critical for long-term sustainability. Citizen scorecards, participatory audits, and public budget hearings should be embedded in local governance frameworks in order to ensure government ownership for long-term sustainability;
- Donors, including the Dutch MFA, should support programmes that link policy influence with tangible service improvements;
- Private sector engagement must become more strategic. Incentives for affordable nutrition and WASH products, co-financing arrangements, and climate-smart technologies should be expanded;
- Cross-cutting priorities include establishing formal multi-actor coordination platforms, adopting shared indicators and data systems, and institutionalising gender-transformative approaches.

3.3 Linking and Learning approach

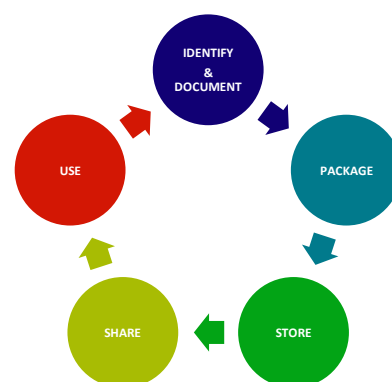
3.3.1 Establishing and Embedding a Learning Culture

Linking & Learning (L&L) was designed as an approach rather than a standalone set of activities. It focused on shifting ways of working to achieve long-lasting impact by embedding regular critical reflection, learning, sharing and adaptive management throughout the programme cycle. The L&L vision and five-year strategy centred on behaviour and mindset change: **“Within the next five years, capturing and sharing knowledge from communities and Right2Grow partners will take place in a fluid, systematic and sustainable way. Learnings will be easily accessible and the continuous integration of learning to increase impact in programmes and policies will be part of the ways of working of all Right2Grow partners.”** This vision translated into three intended outcomes: **learning is captured; learning is shared; and learning is used.** Initially, implementing partners were the primary target group; over time, local communities and third-tier partners were progressively engaged and trained to use learning tools, participate in learning cycles and contribute to products such as learning briefs.

The Linking & Learning trajectory followed a structured and progressively deepening approach to cultivating a learning culture across the consortium. In the early programme years, coinciding with the COVID-19 pandemic, efforts focused on developing the five-year strategy, defining the learning framework based on baseline findings and building a shared understanding of informal knowledge, its value and the behavioural shifts expected from partners. A **learning cycle** with five steps with dedicated tools for each step was developed and supported by a **learning toolbox** to help teams operationalise the strategy.

Once this conceptual foundation was in place, country meetings were held to jointly identify one to three priority learning themes relevant to each country context. L&L focal points were nominated in each country, teams were **trained** and the emphasis shifted toward active learning: producing learning products, facilitating national learning sessions and ensuring that learning informed programme adaptation. Regular reflection meetings, thematic exchanges and annual review workshops enabled teams to analyse progress, identify challenges and adjust strategies across community mobilisation, civil society strengthening, multisectoral coordination and locally-led advocacy. As learning practices matured, they became embedded in project cycle processes. Cross-country learning contributed directly to programme results by enabling adaptation or refinements by learning from others, for example drawing from other countries' community-led monitoring tools or advocacy strategies in similar (fragile) contexts or during political transitions. These adaptations strengthened programme responsiveness and contributed to more effective implementation and collaboration across diverse contexts.

Technical support for learning was coordinated by the global L&L team, which provided guidance to country teams on learning methodologies, facilitated cross-country learning processes, supported documentation efforts and ensured quality and consistency across learning products. Countries received tailored support to embed learning into annual workplans, produce country-specific learning products, strengthen capacities in storytelling and evidence packaging, and share lessons learned to internal and external



audiences. This combination of global facilitation and country-driven learning fostered a collaborative learning culture that enhanced adaptive management and strengthened the programme's contribution to nutrition and WASH governance.

The L&L team created a culture of learning, sharing of learning, and adaptation. This learning culture was taken up by the entire consortium, and all partners participated through activities at their own level to strengthen the learning culture and adaptive management approach. WhatsApp groups enabled quick and informal sharing of information among Right2Grow's partners, whilst the Grow platform provided a space for more in-depth exchanges and information/resources/e-learning sharing. The Right2Grow website and the development of the Right2grow Learning Catalogue played a central role in ensuring visibility of local learnings and access to Right2Grow's knowledge legacy.

3.3.2 Initiatives, Products Platforms and Milestones for Learning

To ensure that learning was a participatory and ongoing process rather than an end-of-programme exercise, the L&L team developed a set of learning tools, products and platforms. Some of the key milestones are described here below:

GROW platform | Launched in 2022, Right2Grow's online learning platform, called "Grow" served as the consortium's central online hub for informal information sharing, cross-country and global-country exchange and collaboration. With over 300 users by the end of the programme, it offered thematic communities, a shared knowledge repository and access to tailored online trainings, helping partners to share experiences, access resources and connect across countries.

Grow Together sessions | Regular online "show and tell" sessions were organised to boost cross-country exchange. In these one-hour sessions, one country presented its experience on a specific topic, such as advocacy in volatile contexts, communication initiatives and media engagement, or private sector engagement, followed by discussion and questions from partners in other countries.

Learning Briefs and the Right2Grow Learning Catalogue | A key output of the L&L approach was the continuous development of learning briefs, which synthesised evidence and experience across countries on topics such as community-led monitoring, advocacy and approaches serving advocacy, CSO coalition-building, BMET, gender, climate adaptation and multisectoral governance. By the end of the programme, **60 learning briefs**, produced in both French and English, had been written, reflecting a wide range of best practices, lessons learned, successes and recommendations. These briefs, together with more than **300 resources** were consolidated into the **Right2Grow Learning Catalogue**, a unique programme repository that brings together the most significant programmatic learnings and provides tested approaches, tools, case studies and curated insights for partners, donors and external actors. It supports ongoing uptake of effective practices and demonstrates the depth and diversity of learning generated across the consortium. It is available on the Right2Grow website²³ and, for sustainability purposes, has also been made accessible on the ACF website²⁴ to ensure continued availability after the programme website goes offline. Local voices were also amplified through the dissemination of the Learning catalogue and our learnings. The Right2Grow Learning Catalogue was presented to Partos members, the French Water Partnership, to the Water Coalition, to the Francophone African Alliance for Water and Sanitation, Action Against Hunger Network, in a webinar organized by ELHRA on community engagement, and in other stakeholder meetings and close-out events.

Right2Grow Learning events | At country level, teams organised annual learning workshops (30 in total over five years) to take stock of progress, discuss what needed to be adapted or improved, and integrate learning into the following year's plans. In addition, each country organised additional learning and sharing events, and convened at least one end-of-programme and/or sustainability learning event, using learning briefs as a basis to reflect on five years of implementation and to inform future directions.

MFA and other external learning events and products | In Uganda and Bangladesh, Right2Grow partners also actively participated in the **Power of Learning** initiative from MFA, that facilitated learning and exchange among different strategic partnerships funded by MFA. In 2024, MFA also organised three regional learning events in which Right2Grow actively participated, In Cotonou, Right2Grow Mali and Burkina Faso presented our work on the right to food and water in the new Mali constitution and advocacy through Mobile

²³ <https://right2grow.org/en/learning-catalogue/> (website remains live until 31 december 2026)

²⁴ <https://www.actioncontrelafaim.org/en/our-expertise/research/right2grow-learning-catalogue/>

Journalism in Burkina Faso. In Nairobi/Naivasha, Right2Grow Uganda and South Sudan presented on BMET, Citizen Voice and Action, and the engagement of children and parliamentarians in budget processes. Right2Grow Bangladesh also presented the BMET approach to other MFA Strategic Partnerships during a Strengthening Civil Society Dialogue hosted by MFA in November 2024. Additionally, Right2Grow presented its work and results during many other externally organised events, including several Partos Strategic Partnerships Learning Lab meetings, the Research for Nutrition Conference in France, the Partos Innovation Impulse Event. Right2grow was also an active member of the working group led by Partos who developed a joint publication reflecting on five years of the Dutch Ministry of Foreign Affairs' Strengthening Civil Society policy framework: "[The Power of Partnerships, 27 Stories of Civil Society Driving Change](https://partos.maglr.com/the-power-of-partnerships/cover)"²⁵. Right2Grow's BMET work is featured in the publication on page 7. Additionally, Right2Grow's work in Ethiopia was featured in the Power of Voices special from Vice Versa Magazine (2024)^{26,27}.

Global Learning Week | A major milestone was the Global Learning Week, organised in November 2023 after completing the midterm review. COVID-19 had limited in-person exchanges in the first two years, and the Global Learning Week was designed to unlock the full potential of cross-country and cross-team learning and fertilisation. Eighty participants from 27 organisations across the six countries and colleagues from the global team met in Uganda for a week of reflection, inspiration, adaptation, planning and networking. The objectives were to share and learn from each other, be inspired by others' successes, learn from the MTR results, and adapt country Theories of Change accordingly, strengthen relationships across different countries and teams, and further align ways of working for greater impact.

The week combined sessions on midterm evaluation takeaways, acknowledging achievements and learning from failure, peer learning and networking, and a focus on key programme approaches and principles such as Bridge4Voices, BMET and Shifting Power. Particular emphasis was placed on normalising discussion of challenges and failures as a basis for improvement. Participant feedback highlighted the value of in-person, participatory learning and rated the event highly. The week strengthened trust and relationships across the consortium, inspired replication of good practices (for example, interest in adapting Burkina Faso's mobile journalism approach) and reinforced the link between learning, adaptive management and Theory of Change revisions.

3.3.3 Results of the Linking & Learning Approach

Right2Grow Linking & Learning's long-term objective was that capturing and sharing knowledge from communities and partners would become fluid, systematic and sustainable, and that continuous integration of learning into programmes and policies would be part of the ways of working of all Right2Grow partners. This was unpacked into three outcomes—learning is captured, learning is shared and learning is used—and endline evidence indicates that these objectives were largely achieved:

Learning is captured | The endline L&L survey showed that around 90% of respondents consider learning to be more intentional than at the start of the programme, indicating that a learning culture has taken root and is embedded in the programme cycle. Country teams prioritised and invested in documenting lessons learned, revising tools to make them context-appropriate and integrating learning requirements into terms of reference and activity reports. This contributed to a sustained increase in the number and quality of learning briefs over time and a very rich Learning Catalogue.

Learning is shared | Approximately 94% of respondents reported an improved understanding of learning and sharing. In-person exchanges, such as Learning Week, country learning events and cross-country visits, were consistently rated as the most impactful channels. Learning Week was an important learning milestone and a powerful accelerator for change. These opportunities helped build a stronger sense of community across the consortium and fostered a lasting network of partners who continue to share experiences and insights.

Learning is used | Strong emphasis was placed on the link between learning and adaptive programming. Learning briefs were used to reflect on programming and adapt approaches (for example, refining the Healthy Village approach in Bangladesh), to strengthen critical

²⁵ The Power of Partnerships, 27 Stories of Civil Society Driving Change, Partos, 2024. Available at: <https://partos.maglr.com/the-power-of-partnerships/cover>

²⁶ <https://viceversaonline.nl/2024/09/23/hoe-de-ommezwaai-tot-stand-kwam/>

²⁷ <https://right2grow.org/site/assets/files/1492/vice-versa-translated-english-2.pdf>

reflection within teams, to inspire work in other countries (such as South Sudan drawing on Uganda's children's parliament experience), to support advocacy with field-based evidence, and to inform exit and sustainability discussions during closing events. Around 95% of respondents indicated that documenting learnings at country level had helped them improve the programme. Staff across the consortium now report feeling equipped to work with a learning mindset and an adaptive management approach, and to champion these practices in future programming.

Overall, the three objectives of the L&L strategy (documenting, sharing and using learning to improve impact) were achieved and contributed to continuous programme adaptation for greater effectiveness.



4 Localisation and Sustainability

4.1 Embedding change: how Right2Grow built for sustainability and local ownership

Right2Grow approached sustainability and local ownership as **design principles** to be implemented from inception, rather than as exit considerations to be addressed at programme end. The consortium deliberately focused on strengthening existing systems instead of creating parallel structures, shifting power to communities and civil society organisations at country level, and institutionalising multisectoral nutrition and WASH governance within national and subnational government systems²⁸. The Mid-Term Review (MTR) served as a critical stocktaking and reflection moment, enabling the consortium to assess early sustainability signals and deliberately refine and sharpen sustainability strategies for the second half of the programme as closure approached.

Across the six programme countries, sustainability was pursued by embedding capacities, behaviours, tools and accountability mechanisms directly within the institutions and communities that shape nutrition and WASH outcomes. While pathways differed according to political, institutional, and civic space contexts, the programme consistently prioritised local leadership, institutional anchoring and community ownership as preconditions for lasting change.

Working through systems, not around them | A defining feature of Right2Grow’s sustainability approach was its choice to work through existing government and coordination systems. In relatively stable governance contexts, this resulted in deep institutional integration. **Bangladesh** institutionalised tools such as the Child Profile Estimates and Costing Model, the digital BMET app and participatory planning mechanisms within Union Parishads and Upazila committees. **Uganda** embedded District Nutrition Action Plans (DNAPs) and BMET processes within district planning and budget cycles. **Ethiopia** aligned programme interventions with national frameworks such as the Seqota Declaration and the One WASH National Programme, embedding accountability mechanisms within woreda-level systems. **Mali** integrated nutrition and WASH priorities into PDESCs and formalised Citizen Monitoring Committees through an inter-ministerial decree. In more fragile settings, sustainability was pursued through strengthening or revitalising existing but weaker systems. **Burkina Faso** rebuilt multisectoral consultation frameworks at commune level and embedded advocacy roles within local structures, as documented in more detail in one of the Right2Grow Learning Briefs²⁹. In **South Sudan**, sustainability was anchored at national level through support to the development of the first National Nutrition Policy and the establishment of a Parliamentary WASH Caucus, creating durable reference points within a highly volatile context.

Shifting power to local civil society and community actors | Localisation and power shifting were central to Right2Grow’s programme principles and sustainability strategy. Rather than positioning international actors as primary drivers of change, the programme invested in strengthening the leadership, legitimacy and influence of national and sub-national CSOs and community structures. Global partners provided technical support in response to locally identified needs and priorities, while country teams led planning, budgeting and adaptive programming and implementation, including the definition of advocacy agendas and technical support priorities.



“The discussions on Water, Sanitation and Hygiene opened my eyes. I learned the direct link between open defecation, contaminated water and my children’s constant attacks of diarrhea.”

Mutesi Erina, CVA practitioner from Kikungu village, East Uganda
Right2Grow Uganda
[Read more](#)

Uganda and **Ethiopia** illustrate strong systematic power transitions, with third tier CSOs and CVA Task respectively assuming leadership roles within advocacy and accountability processes and formalising CVA task forces into legally recognised local CSOs. **Bangladesh** focused on strengthening community-rooted CSOs through national linkages and resource mobilisation skills. **Burkina Faso** emphasised CSO networking and diversification of funding sources. **Mali** invested in strengthening influential CSOs capable of leading adaptive programming amid political volatility. In **South Sudan**, sustainability efforts centred on enabling CSOs and communities to operate effectively within constrained civic space, enabling them to meaningfully engage in country budget processes, advocate for policy adoption, and mobilize community-led actions such as water point maintenance.

²⁸ [Right2Grow Learning Brief: Building more equitable partnerships – localisation and “Shift the Power”](#)

²⁹ [Right2Grow Learning Catalogue \(2025\), Application of the “Shift the Power” approach in Burkina Faso](#) (Learning Catalogue additional chapter 2025, page 109).

Sustaining knowledge, skills and practices | Right2Grow's endline capacity assessment indicates that sustainability is strongly linked to how capacities were developed and embedded. **Ninety-five percent (95%) of respondents reported confidence that skills and knowledge gained would continue to be applied**, reflecting three reinforcing dynamics: integration into daily professional practice; cascading knowledge transfer through Training-of-Trainers and peer learning; and institutional uptake within CSO strategies and government processes. Across countries and partners, approaches such as Bridge4Voices, Community Voice and Action (CVA), Budget Monitoring and Expenditure Tracking (BMET), Outcome Harvesting and storytelling are no longer treated as project tools but as standard ways of working across partner organisations and networks.

Community ownership and social accountability | Across all six countries, communities were positioned as drivers of long-term change rather than beneficiaries. Community accountability mechanisms, citizen dialogues and participatory monitoring strengthened ownership and reinforced local problem-solving, as illustrated by country results. Bangladesh's community members have adopted sustained WASH and nutrition behaviours and invested personal resources in hygiene improvements, creating a self-reinforcing norm. In Ethiopia, 114 CVA task forces took ownership of scorecards, interface meetings, and follow-up actions, independently addressing more than 500 service delivery barriers. Burkina Faso institutionalized BMET and citizen dialogues so communities can hold municipalities accountable. Mali's citizen monitoring committees increased local tax collection by 24%, showing tangible governance improvements driven from below. South Sudan's communities embraced new roles such as Budget Monitoring Committees and Participatory Budget Clubs, enabling them to directly influence planning and budgeting. In Uganda, community voice was scaled through both physical platforms (parish and sub-county dialogues) and digital innovations like the Citizen Feedback Platform, which is now anchored in the Office of the Auditor General.



Institutional anchoring and local leadership | Institutionalisation of tools, platforms and leadership was a crucial sustainability factor. Across countries, Right2Grow contributed to embedding accountability mechanisms, coordination platforms and leadership roles within formal and informal governance structures. **Uganda** embedded BMET into district budget processes, enabling local governments to independently track allocations. **Bangladesh** formalized gender-responsive CSO engagement with Union Parishad committees. **Ethiopia** integrated knowledge-sharing structures like the Triangle of Knowledge into local governance systems. **Mali** secured legal status for community governance structures through a national decree. **Burkina Faso** embedded advocacy responsibilities into local advocacy groups and **South Sudan** institutionalized national policy

reforms (nutrition policy, WASH caucus, Water Bill review) that will shape governance far beyond the programme's lifespan.

Women, youth and local CSO leaders emerged as central actors in sustaining momentum, with notable gains in leadership representation and advocacy capacity across all countries. **Bangladesh** saw women leading 55% of CSO committees and influencing Union Parishad budgets. **Burkina Faso** moved from zero to majority women's leadership in advocacy groups in several regions. **Ethiopia's** task forces improved leadership skills in lobbying and multisector collaboration. **Mali** elevated youth organisations like AJCAD as national agenda setters. **South Sudan** strengthened the voice of children and young people through participatory mechanisms. **Uganda** strengthened Tier 3 CSOs and youth leaders who now shape both district and national policy dialogues.

Together, these elements demonstrate that **Right2Grow embedded sustainability by strengthening systems, shifting power, institutionalising accountability and anchoring leadership locally**. The programme established the conditions under which change can last after the programme ends, leaving behind stronger local institutions, empowered CSOs, functional accountability and coordination mechanisms, and **communities that see themselves as active agents of change**, confirming that sustainability and local ownership were foundational pillars of Right2Grow's design. These sustainability pathways are consistent with the End-Term Evaluation findings, which identify institutional anchoring, CSO leadership and community ownership as key drivers of perceived sustainability, while also noting that durability varies by political context and financing environment³⁰. The next section describes how specific interventions, tools and approaches will continue, scale or be taken forward after 2025 by governments, civil society actors and Right2Grow partners.

³⁰ Impact House (2026) Right2Grow End Term Evaluation – Overarching Evaluation Report

4.2 What will continue after 2025?

Across all six Right2Grow programme countries, the consortium deliberately invested in interventions, tools and governance arrangements that are expected to continue, scale or be taken forward beyond 2025. While sustainability plans differed by country, three key continuation strategies can be identified: (1) uptake and institutionalisation by government at national and subnational levels; (2) sustained leadership and implementation by national and local CSOs and networks; and (3) integration of proven Right2Grow approaches into future programming by consortium partners. The sections below outline which elements are continuing now that the programme has ended.

Continuation through government systems and public institutions

Key Right2Grow interventions have been formally embedded within government structures, policies or planning cycles, providing a strong basis for continuity. **Bangladesh** demonstrates a high level of formal government uptake. Tools such as Budget Monitoring and Expenditure Tracking (BMET), participatory planning mechanisms, and the Child Profile Estimation and Costing Model are embedded in Union Parishad and Upazila processes and endorsed by the Local Government Division for further expansion. National institutions such as Bangladesh National Nutrition Council (BNNC) and Institute of Public Health Nutrition (IPHN) are adopting and scaling selected Right2Grow tools, particularly those related to nutrition planning, costing and accountability. **Ethiopia** has institutionalised multisectoral coordination through Food and Nutrition Councils operating under the National Food and Nutrition Policy framework. Accountability tools and CVA mechanisms supported by Right2Grow are embedded within woreda systems, while national ownership is reinforced through alignment with the Seqota Declaration and the One WASH National Programme. Government commitment provides a clear pathway for scaling to additional woredas beyond the programme period. **Uganda** shows strong subnational continuity. District governments have committed to continuing BMET processes, with district planners taking the lead and integrating findings into budget cycles. District Nutrition Coordination Committees (DNCCs), Health Unit Management Committees (HUMCs) and Water Boards continue to serve as coordination platforms where nutrition–WASH priorities are addressed beyond Right2Grow support. **Mali** has embedded nutrition and WASH priorities into Economic, Social and Cultural Development Programs (PDESCs), and Citizen Watch Committees have been formalised through decentralisation reforms, ensuring their continued role in local governance and accountability. Nutrition governance reforms are further supported through Scaling Up Nutrition Civil Society platform. **Burkina Faso** has anchored nutrition, WASH and food security priorities in municipal development plans and functioning multisectoral committees, providing continuity at commune level even in a volatile context. **South Sudan** presents a more fragile pathway due to higher donor-dependence, but national-level continuity is supported through the Ministry of Health commitment for continuing dissemination of the National Nutrition Policy and operation of the Parliamentary WASH Caucus using existing coordination platforms.

Continuation through civil society leadership and networks

Civil society actors strengthened through Right2Grow emerge as key custodians of Right2Grow approaches after 2025, particularly in advocacy, accountability and community mobilisation. As described under Outcome 2, the Small Grants mechanism contributed to organisational strengthening and leadership of local CSOs. Several grant recipients are continuing advocacy, accountability and service oversight activities beyond 2025, leveraging strengthened legitimacy, skills and access to new funding streams.

Burkina Faso's Advocacy Groups stand out as a strong model of sustainability. These groups possess legitimacy, technical skills and motivation to continue budget monitoring, citizen dialogue and advocacy independently, maintaining pressure on local governments. **Bangladesh's civic platforms**, such as Payra Sushil Samaj, illustrate consolidation of community-rooted CSOs into broader advocacy coalitions capable of sustained engagement on nutrition and WASH governance. **Ethiopia's CSO networks**, notably ECSC–SUN and CCRDA, will continue advancing evidence-based advocacy, BMET and accountability, building on their strengthened role in national coordination platforms. **Mali's CSOs and community structures**, including Citizen Watch Committees (CVCs) and women-led producer groups, are now recognised actors in local governance and livelihoods, combining accountability with economic resilience. **Uganda's CSOs**, now strongly embedded in district coordination mechanisms, are well positioned to continue advocacy and accountability work and to mobilise future funding. **South Sudan's CSOs and community groups** will continue operating within constrained civic space, drawing on strengthened skills to engage in county budget processes, policy advocacy and community-led service maintenance.



Continuation at community level and sustained behaviour change

Community-level continuity is one of the most consistent legacies across all countries. Groups that drove Right2Grow implementation, including, women's groups, youth networks, water committees, CVA task forces, mother-to-mother support groups and farmer groups, are expected to continue operating independently. For example, the continued operation of kitchen demonstration gardens, village savings and loans associations and support groups in South Sudan, sustained Healthy Village practices and community monitoring in Bangladesh, ongoing citizen dialogues in Burkina Faso, CVA task forces in Ethiopia; women processors and community nutrition groups (GSAN) in Mali; and WASH–nutrition focal teachers and school-based initiatives in

Uganda. These practices are now embedded in local routines rather than dependent on external programme support.

Local private sector engagement and market-based continuity

In addition to government and civil society pathways, Right2Grow invested in locally embedded private sector actors as contributors to sustained nutrition and WASH outcomes. Rather than promoting stand-alone market solutions, the programme focused on strengthening inclusive, small-scale and community-linked enterprises that support service delivery, maintenance, livelihoods and access to affordable products. In several countries, Right2Grow-supported private sector engagement is expected to continue beyond 2025, particularly where it is embedded in local markets and governance structures. In **Bangladesh**, local entrepreneurs producing and maintaining sanitation facilities, hygiene products and water systems continue operating, supported by sustained community demand and linkages with Union Parishads. In **Uganda**, small-scale food and WASH businesses engaged through district platforms and the SUN Business Network are expected to continue contributing to food safety and service delivery within existing regulatory frameworks. In **Mali**, women-led food processing groups remain operational, strengthening local food availability and household incomes. Across more fragile contexts in South Sudan, Burkina Faso and Ethiopia, private sector engagement remains small-scale and livelihood-oriented, with continuation largely driven by immediate community needs rather than formal market systems. Overall, these experiences suggest that locally embedded and inclusive local private actors can complement government and civil society pathways, where market conditions and institutional linkages allow.

Integration into future programming and partner strategies

Right2Grow partners have committed to integrating proven approaches into future programmes and funding pipelines. Ethiopia has plans to scale Right2Grow approaches to 30 new woredas under a follow-up programme model. Bangladesh partners are embedding tools such as BMET, community accountability and private-sector engagement into new nutrition and WASH programmes. Ugandan CSOs are leveraging strengthened systems and credibility to access additional funding for advocacy and service improvement. Burkina Faso and Mali plan to sustain and adapt Right2Grow tools through national CSO networks (e.g. RESONUT, SUN OSC), while South Sudan will embed key approaches within other ongoing nutrition and humanitarian programmes. Across the consortium, partners report that core Right2Grow approaches, including BMET, CVA, VCA, Bridge4Voices, social accountability, community-led advocacy and multisectoral coordination, are now treated as standard programming practice rather than project-specific innovations.

In summary, these results demonstrate that Right2Grow's sustainability is not dependent on the continuation of a single programme, but on the strength of the systems, actors and practices that now carry its approaches forward. By anchoring nutrition and WASH governance in public institutions, stronger civil society, embedding social accountability in community routines, and aligning local private sector engagement with local markets and public systems, Right2Grow leaves behind an environment capable of sustaining and further reinforcing the gains made over time.

5 Reflections

5.1 Reflection on programme achievements

Over five years of implementation in six diverse and often fragile contexts, Right2Grow achieved meaningful and measurable progress toward its objective of strengthening multisectoral, inclusive and accountable nutrition and WASH governance. Reflecting on the programme's achievements, two overarching observations stand out: first, that sustained results were strongest where community voice, civil society capacity and government accountability were deliberately connected; and second, that adaptability, local leadership and resilience were critical to maintaining momentum amid significant external shocks.

Across all outcome areas, Right2Grow succeeded in moving beyond awareness-raising toward **institutional and behavioural change**. Communities did not only increase knowledge of nutrition and WASH practices, but increasingly formulated demands, engaged duty bearers and co-invested in solutions. Civil society organisations evolved from project implementers into legitimate governance actors, able to generate evidence, navigate civic space and influence policy and budget processes. Governments, in turn, demonstrated increased responsiveness through improved implementation of multisectoral policies, stronger coordination mechanisms and rising public investments in nutrition, food security and WASH.

A key achievement of the programme lies in its **systemic approach**. Rather than pursuing isolated interventions, Right2Grow deliberately linked community accountability, CSO-led advocacy, budget monitoring and policy engagement across levels. This contributed to tangible governance outcomes, including institutionalisation of tools (such as BMET and CVA), adoption or improvement of policies and laws, and integration of nutrition–WASH priorities into planning and budget cycles. While attribution must be treated with caution, the scale and consistency of these outcomes across countries suggest that the programme contributed to shifting how nutrition and WASH governance is approached in practice.

The programme's achievements are particularly notable given the **challenging implementation environment**. COVID-19, political instability, shrinking civic space, climate shocks, conflict and economic volatility disrupted plans and constrained engagement in all countries. The progress made and sustained at the same time reflects the programme's adaptive management approach, strong collaboration with local partners embedded in communities, and willingness and possibility to adjust strategies when needed. Sometimes achievements were incremental rather than transformative, especially under Outcome 4 on donor coordination and global influence. However, even where the ambition was set too high, Right2Grow succeeded in laying foundations for longer-term engagement and accountability.

Achievements were not evenly distributed across all outcome areas or countries. Progress under Outcomes 1–3 was consistently stronger than under Outcome 4, reflecting both contextual constraints and the longer causal pathways required to influence donor behaviour and international coordination. Similarly, sustainability prospects are strongest where institutional anchoring and civic space allowed for deeper embedding of practices, and more fragile where systems remain heavily donor-dependent. These differences underscore the importance of context-sensitive targets and differentiated strategies, rather than uniform targets across countries.

Overall, Right2Grow's achievements demonstrate that **locally led, evidence-informed and system-oriented approaches can deliver results even in volatile contexts**, provided that sufficient time, flexibility and investment in civil society and their collaboration with relevant stakeholders is made available. The programme leaves behind strengthened structures and organisations, embedded practices and improved governance conditions that extend well beyond the delivery of activities alone.

5.2 Reflection on collaboration

Collaboration was both a defining feature of Right2Grow and a continuous area of reflection and learning. The programme brought together international and regional NGOs, national civil society organisations, and more than a thousand community-based and grassroots organisations, operating across multiple levels and sectors. Effective consortium collaboration required deliberate design



choices, continuous adaptation and sustained investment in trust, clarity and learning³¹. Reflecting on this experience, collaboration proved most effective when roles were clear, decision-making authority was appropriately decentralised, and learning was actively integrated into partnership practice.

Internal consortium collaboration evolved significantly over the programme period. At inception, governance and coordination structures were ambitious but complex, with decision-making processes that were, at times, overly centralised and time-intensive. The Mid-Term Review (MTR) provided a critical moment of reflection on collaboration and governance, leading

to a simplification of structures, clearer mandates and a deliberate shift of decision-making authority towards country leadership through the Programme Management Unit. This transition mirrored the programme's localisation and Shift-the-Power ambitions and proved pivotal in strengthening ownership, responsiveness and efficiency. By the second half of the programme, collaboration between country teams and global technical functions had become more demand-driven and strategic, with global roles increasingly focused on facilitation, quality assurance and learning rather than directive oversight. As documented in the learning brief, this iterative "learning-by-doing" approach to governance was essential for navigating organisational diversity, cultural differences and evolving programme needs.

Collaboration across technical support teams (Lobby & Advocacy, BMET, Communication, MEAL, Mutual Capacity Development and Linking & Learning) also strengthened over time. Improved integration of evidence generation, learning and advocacy enhanced coherence and reduced fragmentation, enabling more strategic use of data, learning products and policy engagement. However, the experience also confirmed that cross-functional collaboration requires continuous attention: staff turnover, competing organisational priorities and uneven capacities occasionally limited coordination, especially in volatile or high-pressure contexts.

Beyond the consortium, **collaboration with civil society networks and coalitions** proved central to both impact and sustainability. Where Right2Grow worked through existing platforms and strengthened collective action, advocacy outcomes were more resilient, legitimate and durable. Coalition-based approaches enabled continuity during political transitions, amplified advocacy messages and distributed leadership among actors. At the same time, coalition work required sustained facilitation, trust-building and alignment of agendas, and involved real transaction costs (budget (re)allocations).

Engagement with local **private sector actors** demonstrated added value when clearly anchored in community needs and governance processes. Rather than treating private sector engagement as a standalone pathway, Right2Grow's experience shows that small-scale, locally embedded actors can complement public systems and civil society efforts, particularly in service delivery, maintenance and livelihoods. The programme also confirmed that market-based approaches require specific skills and knowledge of the partners combined with realistic expectations, enabling conditions and clear incentives to be sustainable beyond project support.

Collaboration with **Dutch Embassies and the Ministry of Foreign Affairs** played an important enabling role, though levels of engagement varied by country and over time. Where embassies were able to engage strategically, as conveners, dialogue partners or amplifiers of community voices and evidence, this strengthened policy influence, visibility and alignment with national priorities. At the same time, staff changes, high workload and competing priorities, changing policies and shrinking development budgets limited the depth and consistency of engagement in some contexts. This highlights the importance of early, continuous and flexible collaboration models.

In the final programme year, Right2Grow deliberately used close-out meetings as spaces for reflection, learning and consolidation. **Country-level close-out events** brought together Right2Grow partners, CSOs, communities, and government actors to review results, validate learning and discuss sustainability pathways. An **internal virtual close-out meeting** enabled consortium partners to collectively

³¹ [Right2Grow Learning Brief: Partnership collaboration and global governance](#)

reflect on and celebrate achievements, discuss challenges, collaboration dynamics and sustainability efforts and milestones across the programme countries and global level. A **networking event ‘Beyond Right2Grow’ in the Netherlands** provided an opportunity to share programme results and learnings with MFA, other Dutch donors and stakeholders, celebrate collective achievements and situate Right2Grow’s contributions within broader policy and partnership debates. Together, these moments reinforced ownership of results, strengthened shared learning and supported a thoughtful transition from implementation to sustainability.

Overall, Right2Grow’s experience confirms that **collaboration is not an automatic outcome of partnership structures, but a practice that must be actively cultivated**. Trust, clarity of roles, decentralised decision-making, adaptive management and shared learning emerged as decisive factors. When these conditions were present, collaboration enabled the programme to navigate complexity, respond to shocks and deliver results that no single actor could have achieved alone.

Reflections are reinforced by the End-Term Evaluation findings, which highlights the programme’s strength in linking community-level action with system-level change, and identifies the Mid-Term Review as a turning point for improved governance, localisation and collaboration³².

5.3 Lessons learned

Across five years of implementation in six diverse, constantly changing and often fragile contexts, Right2Grow generated extensive learning on what enables strengthening civil society and effective, locally led advocacy and accountability for improved nutrition and WASH. While implementation contexts and learnings differed per partner and country, we have identified a set of overarching lessons emerged across Right2Grow

Locally led, community-driven approaches strengthen accountability and sustainability | Community-led monitoring, citizen engagement platforms and social accountability tools consistently strengthened transparency and government responsiveness. When communities were supported to generate and discuss local evidence, engagement with local authorities became more constructive and solutions-oriented. *Examples:* In **Uganda**, community monitoring insights informed district-level planning for WASH facilities, while in **Bangladesh** community scorecards encouraged union-level commitments to improve water points.

Strong civil society coalitions, at national and global level, enhance influence and resilience | Country and global level experiences showed that CSOs were more effective when working in coalitions that combined grassroots experiences, advocacy and technical expertise. CSO coalitions provided continuity during political transitions and civic space restrictions. *Examples:* In **Burkina Faso**, the nutrition civil society network remained active despite coups and administrative turnover, enabling continued advocacy on budget allocations. At global level, Right2Grow partners contributed to **SUN Civil Society Network**, **Nutrition for Growth (N4G)** and **UNFSS** processes by bringing community evidence into global debates. A key lesson was that coalition governance, internal communication and shared agenda-setting required continuous investment and commitment to common goals by coalition members.

Multisectoral coordination advances through sustained facilitation and alignment with country priorities and addressing real bottlenecks. | Multisectoral coordination mechanisms rarely improve through technical inputs alone. In all countries, progress depended on sustained facilitation by CSOs, practical tools (such as joint scorecards, budget analyses and dashboards), and active involvement of (sub)national stakeholders. Progress accelerates when coordination platforms address concrete problems identified by communities and district actors, rather than functioning as technical working groups alone. *Example:* In **Ethiopia**, new multisectoral structures were institutionalised to improve coherence between nutrition, WASH and resilience actors, partly driven by evidence from woreda-level monitoring. **Internationally**, effective influencing required aligning country evidence with global decision moments, including global debates and commitments in financing nutrition and WASH, and food systems dialogues.

Adaptive programming is indispensable in volatile, climate-affected contexts | Political instability, conflict, climate shocks and inflation required continuous adaptation of plans and strategies. Through both routine reflection cycles and ad-hoc adjustments Right2Grow was able to effectively shift strategies, timelines or engagement approaches. *Examples:* In **South Sudan**, repeated flooding

³² Impact House (2026) Right2Grow End Term Evaluation – Overarching Evaluation Report

necessitated changes in geographic coverage and remote support modalities; in **Mali, Burkina Faso**, and later also in **Bangladesh**, advocacy strategies were adjusted to engage transitional authorities.

Evidence is most influential when timely, actionable and co-created | Tools such as BMET analyses, community scorecards and learning briefs were most impactful when aligned with key decision processes (e.g., country budget cycles, annual planning processes, policy reviews) and when co-created with government and community actors. *Examples:* Local evidence produced through the *Trio Fantastico* research model in Mali and engagement of all relevant stakeholder in results validation led to the uptake of recommendations. In all countries, budget and expenditure analysis contributed to increased allocations for nutrition-sensitive actions.

Capacity strengthening works best when practical, iterative and demand-driven | The MCD and L&L approaches demonstrated that hands-on, needs based and context-specific support, combined with peer exchanges, built stronger and more durable knowledge and capacities than stand-alone trainings. Partners were not just recipients of technical support, they were co-creators and multipliers of capacity, actively engaged in co-facilitating trainings, mentoring peer and third-tier CSOs, cascading knowledge and skills, and sharing innovations. *Example:* In **Mali** and **Burkina Faso**, the L&L training led to revisions of tools to match local realities, increasing ownership and exponentially increasing the number of learning briefs produced. Cross-country exchanges between Mali and Burkina Faso to strengthen BMET practice significantly enhanced peer learning and capacity strengthening.

Investing in relationships is as essential as investing in tools | Trust-building with local and national government officials, community leaders and other CSOs and CBOs (through coalitions) proved critical for effective collaboration and influence, particularly in fragile settings. *Example:* In **South Sudan**, sustained engagement with line ministries contributed to the adoption of the country's first National Nutrition Policy. These relational investments required both time, budget and continuity but yielded high returns for local accountability and policy influence.

Cross-country learning accelerates innovation and strengthens coherence | Structured facilitated exchanges, such as Grow Together sessions, Global Learning Week, and interactions on the GROW platform, played a key role in spreading promising practices. *Example:* Following Learning Week, **South Sudan** replicated elements of Uganda's children's parliament model; **Bangladesh**, Uganda and South Sudan expressed interest in adapting Burkina Faso's mobile journalism approach. One of the partners described Learning Week as *"a powerful accelerator for change—seeing others' work helped us rethink our own."*

Sustainability increases when practices are embedded in government systems and processes and local organisations' ways of working | Integrating tools and processes into district planning cycles, government policy planning and review, and local budgeting processes created lasting ownership. *Example:* In **Ethiopia** and **Uganda**, elements of community-led monitoring and multisectoral planning were integrated into district systems. This also allows local CSOs and CBOs, strengthened through the programme, to sustain their advocacy beyond the grant period.

Learning must be intentional, resourced and linked to decision-making. | Learning only becomes meaningful when it is intentionally cultivated and integrated into the programme from the outset. Early investment in a learning mindset, shared learning frameworks and co-created tools shaped conditions where teams increasingly viewed learning as part of their daily practice improving their work rather than an add-on. As one partner stated: *"Learning empowers growth, adaptability and informed decision-making. It transforms experience into insight."* Across countries, learning evolved from a reporting requirement to a core part of how teams work—embedded in planning, monitoring and adaptive management.

More details on Right2Grow's lessons learned can be found in the Learning Catalogue, available at the Right2Grow³³ and ACF³⁴ websites.

³³ <https://right2grow.org/en/learning-catalogue/>

³⁴ <https://www.actioncontrelafaim.org/en/our-expertise/research/right2grow-learning-catalogue/>

5.4 Best Practices

Community-Led Monitoring and Accountability Mechanisms

Why it works? Community-Led Monitoring builds ownership, elevates community voice, and provides concrete, locally generated evidence that strengthens accountability. It is a relatively low-cost, scalable mechanism that can be embedded in national, subnational and community governance systems, planning and budget cycles.

BMET proved to be a powerful and replicable tool for improving transparency and influencing budget decisions at national and subnational levels. All six countries used BMET to analyse allocations, track expenditures against commitments and generate clear, actionable evidence for advocacy.

46

humanitarian contexts to track government commitments and highlight financing gaps, whilst making parliamentarians actively engaged in nutrition and WASH financing debates.

Why it works? BMET strengthens CSO technical capacity, builds practical public finance skills, enhances the credibility of civil society engagement with government and provides clear, actionable evidence that strengthens budget advocacy and accountability for nutrition and WASH (or other priority areas) and informs policy and budget decisions at various administrative levels.



Namaano Lankoulman, Commune accountant
Right2Grow Burkina Faso

[Read more -](#)

“
This BMET training is a major asset for my professional life. I am now able to analyze any budget document using the West African methodology.”

”

Coalition-Based Advocacy and Multistakeholder Engagement

Coalitions of CSOs, CBOs, community groups and networks proved essential for sustained policy influence and effective engagement with authorities. These coalitions helped harmonise advocacy messages, strengthen legitimacy and maintain momentum during political transitions and instability or civic space restrictions. In **Burkina Faso**, coalitions continued to advocate for nutrition financing despite instability. In **Mali**, coordinated CSO engagement contributed to the inclusion of the right to food, water and sanitation in the new constitution. In **Uganda**, **Ethiopia** and **Bangladesh**, CSO networks strengthened multisectoral coordination and policy dialogue, while in **South Sudan**, joint civil society action supported the development of the National Nutrition Policy. These experiences reflect a common approach across countries: linking community-generated evidence to coordinated advocacy through strong, organised coalitions.

Why it works? Coalitions combine complementary strengths, from grassroots legitimacy, to technical analysis, and policy access, resulting in amplified, more coherent and influential advocacy. They provide continuity during political change, enable shared learning and risk mitigation, and create unified platforms for engaging government and development partners. This makes coalition-based advocacy both resilient and scalable across diverse governance contexts.

Community-Led Development Approaches for Integrated Nutrition–WASH Action

Right2Grow has demonstrated that integrated, locally driven development approaches strengthen behaviour change, service uptake and local ownership. These approaches combine community mobilisation, strengthening community structures, involvement in local planning and engagement with local authorities, and were applied across all programme countries. In **Bangladesh**, the Healthy Village model mobilised communities to jointly address nutrition and WASH priorities. **South Sudan**, **Ethiopia** and **Burkina Faso** supported community action groups and dialogue forums that improved service uptake and coordination with local authorities. In **Uganda** and **Mali**, community consultations and action planning informed district responses and helped address persistent gaps in nutrition and WASH services.



[Read more -](#)

Ruma Akhtar, team leader of a courtyard group in Mora Nidra -
Right2Grow Bangladesh

“
When I was entrusted with the responsibility of leading my group, I realized that my child's health comes first and I felt compelled to take action.”

”

Why it works? These approaches place communities at the centre of identifying priorities, generating solutions and engaging authorities, which builds ownership, strengthens accountability and ensures that interventions reflect local realities. Community-led development creates the conditions for more sustainable, inclusive and coordinated multisectoral action.

Strengthening Civil Society Capacity for Evidence-Based and Locally Led Advocacy

Civil society capacity strengthening was central to Right2Grow's effectiveness. Right2Grow strengthened technical, organisational and relational capacities that enabled CSOs, networks and CBOs to influence policies, convene stakeholders and lead and sustain advocacy. CSOs across all six countries strengthened their ability to analyse budgets, generate and package evidence, facilitate multisectoral dialogues and engage authorities with greater confidence. Partners also improved their skills in community mobilisation, coordination

of district and national platforms and, in fragile contexts, their capacity to navigate political transitions and contribute meaningfully to policy processes. These combined technical and organizational capacity strengthening efforts, which were co-created, adapted, and led by partners themselves, enabled CSOs to sustain advocacy efforts, influence budget and policy discussions and support more coherent multisectoral action.

Why it works? Strong local civil society is essential for long-term accountability, continuity and localisation. When CSOs have the skills, confidence and legitimacy to engage government with credible evidence, they can influence decisions even in fragile, resource-limited or changing contexts. Embedded, practice-oriented capacity strengthening acts as a catalyst for advocacy success by creating durable capabilities that outlast individual projects, while also strengthening national ownership and fostering long-term engagement in nutrition and WASH governance.



6 Conclusions & Recommendations

6.1 Conclusions

Right2Grow demonstrates that durable progress on nutrition and WASH is possible when **communities and civil society organisations are positioned as co-owners and drivers of change**, working in collaboration with governments and holding them accountable to community priorities and needs, rather than acting solely as service implementers. Across six diverse and challenging country contexts, Right2Grow combined social accountability, multisectoral approaches, locally led advocacy and continuous learning to address the structural drivers of undernutrition and inadequate WASH services.

The programme's most significant contribution lies not in isolated outputs, but in **systemic change**. By embedding accountability tools, strengthening advocacy capacities and institutionalising learning processes, adaptive management and best practices within existing systems, Right2Grow enhanced local agency and institutional responsiveness. Community-generated evidence informed national and subnational planning, budgeting and policy dialogues; civil society actors gained legitimacy and influence; and government actors were better equipped to coordinate across sectors and along the humanitarian–development–peace nexus.

Overall, Right2Grow **largely achieved its intended outcomes**, with strongest and most consistent results under community mobilisation, civil society strengthening and multisectoral coordination (Outcomes 1–3). Progress under Outcome 4, donor coordination and international engagement, was more uneven, reflecting external constraints such as shrinking civic space, political volatility and declining development funding. Nevertheless, the programme met or partially met its targets across all outcome areas and laid important foundations for continued influence beyond the programme period.

Right2Grow's experience confirms that **localisation and power shifting** are not abstract principles, but **operational choices necessary to achieve impact and ensure the sustainability of gains made**. Where country teams led agenda-setting, planning and adaptive decision-making, where civil society networks were trusted with influence, and where continuous learning and adaptability actively informed course correction in response to ever-changing contexts, civil society and communities proved more resilient and outcomes more durable. At the same time, the programme showed that such approaches require time, trust, sustained capacity and financial investment, tolerance for uneven progress, and flexibility to adjust plans, particularly in fragile and politically constrained environments.

Finally, the programme illustrates the **value of adaptive, learning-oriented partnerships** at multiple levels. Working as a consortium of global, national and local partners enabled Right2Grow to **combine complementary strengths, link community-generated evidence to national and global advocacy, and respond to complex and evolving contexts**. Collaboration with civil society networks and coalitions at country level strengthened collective voice, coherence of advocacy messaging and political influence, while engagement with governments, donors and international actors created pathways for policy uptake, institutionalisation and investment. Strategic collaboration with the Dutch Ministry of Foreign Affairs and embassies further supported dialogue, convening and amplification of evidence where conditions allowed.

Continuous reflection through MEAL, Linking & Learning and Outcome Harvesting enabled the consortium to recalibrate ambition, refine strategies and strengthen collaboration over time. **Adaptive programming** proved essential in navigating major contextual shifts, including COVID-19, political transitions, conflict, climate shocks and shrinking civic space. At the same time, the programme confirmed that effective partnerships do not emerge automatically: they require time, trust, sustained investment, clear roles and ongoing attention to power dynamics and decision-making. Where these conditions were in place, partnership working paid off, enabling Right2Grow to achieve results that no single actor could have delivered alone.

The End-Term Evaluation confirms these conclusions, finding that Right2Grow made plausible and meaningful contributions to nutrition, WASH and governance outcomes across all six countries, while recognising that attribution is shaped by context, civic space and long-term financing conditions³⁵.

³⁵ Impact House (2026) Right2Grow End Term Evaluation – Overarching Evaluation Report

Taken together, Right2Grow leaves behind **stronger local institutions, empowered civil society organisations, functional accountability and coordination mechanisms, and communities that increasingly see themselves as active agents of change.** In addition, the programme contributed to **measurable policy improvements and increased public investments in nutrition and WASH,** reinforcing the foundations for more equitable and sustainable outcomes beyond the programme period.

6.2 Recommendations

Building on the achievements, lessons and limitations of Right2Grow, the following recommendations are proposed for future programming, partnerships and donor engagement in nutrition, WASH and related governance agendas.

Deepen localisation and power-shifting as core design principles.

Future programmes should continue to position communities and civil society organisations as agenda-setters and co-owners of change, not only as implementers. This requires deliberate transfer of decision-making authority, long-term investment in leadership and organisational capacity of national and sub-national CSOs, and explicit attention to power dynamics within partnerships. Local ownership should be reflected not only in implementation, but also in programme design, budgeting, learning agendas, accountability mechanisms and governance structures.

Invest in social accountability and evidence-based advocacy as drivers of system change.

The combination of community-generated evidence, Budget Monitoring and Expenditure Tracking (BMET), citizen-state dialogue and civil society coalition-based advocacy proved effective in influencing policies, budgets and service delivery. Future initiatives should scale and institutionalise these approaches within government systems and civil society networks, while allowing flexibility to adapt tools to volatile and politically constrained contexts.

Prioritise locally led nutrition and WASH approaches in fragile and conflict-affected settings.

Right2Grow demonstrates that in fragile, insecure and conflict-affected contexts, locally led development is essential to achieving and sustaining nutrition, food security and WASH outcomes. Community-rooted CSOs and accountability mechanisms are often best placed to maintain access, trust and continuity where state presence is weak and civic space constrained. Future programmes should therefore prioritise locally led nutrition and WASH approaches that strengthen community agency, social accountability and basic service access as part of resilience, conflict-prevention and humanitarian–development–peace strategies, supported by flexible funding and long-term accompaniment.

Anchor sustainability through institutionalisation, not with parallel structures.

Durable change is most likely where tools, platforms and practices are embedded within existing government systems, coordination mechanisms and legal frameworks. Donors and implementing partners should prioritise institutional anchoring, alignment with national policies, and integration into routine planning and budgeting processes over short-term project structures. Where such systems are weak, fragmented or absent, programmes should deliberately use their influence to strengthen existing mechanisms or advocate for the establishment of inclusive, accountable policies and systems.

Allow for adaptive, learning-oriented programming.

Continuous learning, reflection and adaptation are critical to navigating uncertainty and complexity. Future programmes should use MEAL, Outcome Harvesting and Linking & Learning not as compliance functions, but as strategic management tools. Reflections on results and documented lessons learned should be explicitly used to inform programming and decision-making, revisions of Theories of Change, and partnership collaboration and governance.

Invest in long-term, strategic global advocacy and partnerships.

Influencing donor agendas and international policy processes requires sustained investment, credibility and long-term relationship-building. Short-term or event-driven engagement is insufficient to generate meaningful change in complex global advocacy arenas.

Right2Grow's experience shows the added value of consortia that combine strong local and national civil society leadership with international NGOs that have access to global policy spaces. Future programmes should explicitly resource global advocacy functions,

clarify complementary roles across partners, and make more strategic use of alliances with the Ministry of Foreign Affairs and embassies for joint agenda-setting, convening and follow-up on commitments, to maximise collective influence.

Taken together, these recommendations underscore that **achieving sustainable nutrition and WASH outcomes requires long-term, locally led and adaptive strategic partnerships that combine accountability, advocacy and institutional change.** Right2Grow's experience provides concrete evidence that this approach is both **feasible and impactful when backed by committed partners and funding frameworks that strengthen civil society leadership and enable adaptive programming.**



Annexes

Annex 1: Right2Grow Global Theory of Change

Annex 2: Results Framework 2021-2025

Annex 3: Right2Grow Contributions towards adoption, improvement and implementation of policies

Annex 4: Country End of Programme Reports

Annex 5: Impact Stories

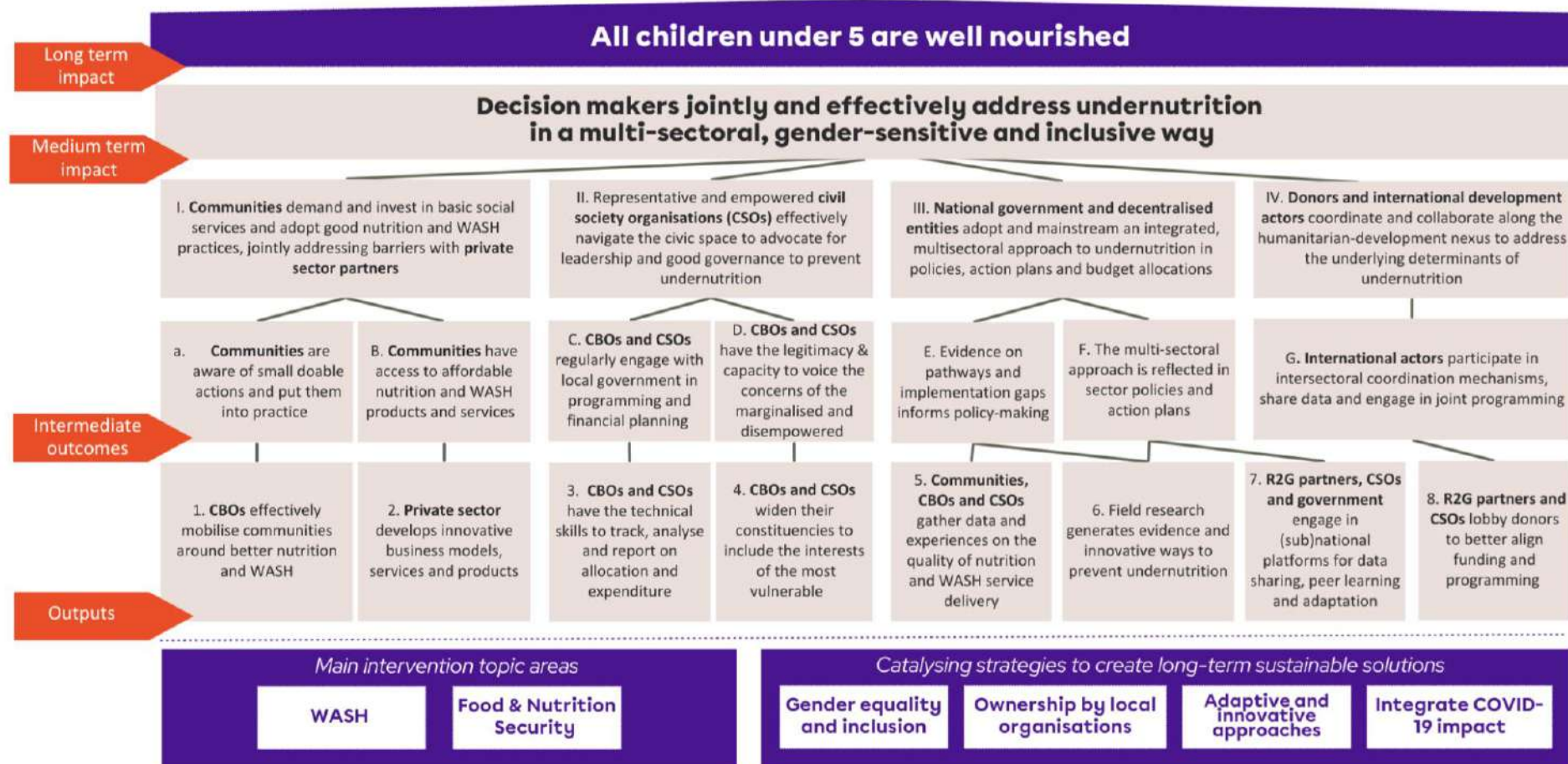




Annex 1:

Right2Grow Theory of Change (ToC)





Annex 2

Results Framework 2025

The Results Framework 2021 - 2025 provides the indicator performance across different levels of results over the programme period. The results specified comprise the outcomes, intermediate outcomes and outputs as per validated Global Theory of Change (TOC) with particular focus on donor indicators. The targets set, especially for SCS 1 – 4 are based on revisions made after Mid-Term Review (MTR). Cumulative data are also provided to capture progress over the implementation period.

The table is divided into two; the first section provides progress on donor indicators that have been reported over the programme implementation period, and the second section is a list of IGG indicators to which Right2Grow is contributing and these have been capture since 2023. Additional country-specific indicators can be found in the country annual reports.

Progress on indicators SCS 1 – SCS 6 have been published on IATI, the reported results below are accessible to the public online through the narrative report, which is published as a document on IATI.

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
Number of laws, policies that are better implemented for sustainable and inclusive development (SCS1). (R2G.OC.3.1)	SCS012: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement.	Bangladesh	0	3	N/A	0	0	In the course of implementation, the consortium focused lobby and advocacy efforts towards improvement/adoption of four policies
		Burkina Faso	0	1	N/A	0	1	Right2Grow contributes to the operationalisation of the National Multisectoral Nutrition Policy by financing certain activities of the multisectoral plan. Specifically, RIGHT2GROW has funded two important STNUT activities: training for those involved in implementing multisectoral nutrition interventions on results-based management (RBM) and training for members of the Transitional Legislative Assembly (ALT) on the multisectoral approach to nutrition and nutrition-sensitive budgeting.
		Ethiopia	0	4	N/A	4	4	1.Food and Nutrition Policy 2.National Food and Nutrition Strategy (2022-2030) 3.Seqota Declaration (SD) Implementation Plan (2016 – 2030) 4.One WASH programme
		Mali	0	N/A	N/A	6	6	6 Economic, social and cultural development programmes (ESDP) incorporating nutrition
		South Sudan						
		Uganda	0	4	N/A	0	6	2024: 3 laws/policies were passed and implemented: Yumbe and Kakumiiro districts passed and implemented by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition; Held food and nutrition ordinances in the 3 programme locations (I.e. Kakumiiro, Buliisa

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								and Kikuube) which were successfully passed and implemented; The Sub counties councils of Busiriba and Buliisa successfully passed Bylaws on Sanitation to curb the bad practices of open defecation, poor household hygiene in the communities. 2023: 3 policies implemented: Public Health Act, Food & Nutrition Policy, and Public Health Amendment Bill
		Total	0	12	N/A	10	17	
Number of laws, policies blocked, adopted, improved for sustainable and inclusive development (SCS2) (R2G.OC.3.2)	SCS022: # of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	Bangladesh	0	3	N/A	1	4	- The Local Government (UP) Act 2009 has been operationalized among Union Parishad (UP) actors. Guidelines have been developed and introduced to ensure that both the public and service providers are able to implement the Nutrition–WASH programme effectively. - A localized Nutrition and WASH budget provision has been established in the targeted Union Parishads (UPs–LGI), following recommendations from the Ministry of Local Government, Rural Development and Cooperatives to the Ministry of Finance. - The Bangladesh National Nutrition Council (BNNC) has recommended several policy updates—such as engaging private entrepreneurs and establishing a multi-sectoral nutrition coordination committee at the UP level—for inclusion in the National Nutrition Policy (NNP) 2015. - The child profile estimates and costing model tools have been published by BNNC and recommended for nationwide scaling.

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		Burkina Faso						
		Ethiopia						
		Mali	0	10	N/A	8	27	Total of 27: 6 in 2025, 6 in 2024, 10 in 2023 and 5 in 2022 2025: 6 PDECs incorporating nutrition 2024: 3 PDECs incorporating nutrition, 1 improved water code, 1 improved national water policy and 1 improved national sanitation policy 2023: 1 validation of the new constitution, 1 validation of the national nutrition policy, 1 multisectoral nutrition action plan, 1 validation of the new national water policy at an interministerial meeting, 1 decision to designate regional SWA focal points and 5 PDESCs incorporating nutrition 2022: 1 national water and sanitation programme, 1 national WASH strategy in schools, 1 national WASH in Nutrition strategy, 2 decisions to improve WASH and nutrition conditions
		South Sudan	0	2	N/A	3	3	National Nutrition Policy Constitution of the Parliament WASH Caucus and the Strategic Workplan
		Uganda	0	4	3	3	15	National level: 1. Right2grow partners contributed to the revision of Uganda Nutrition Action Plan II (UNAP II) Indicators (Approved). 2. Development of nutrition planning guidelines (Awaiting approval)

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								3. Development of National Development Plan IV (approved) 4. Development of National Agricultural Extension Strategy (Awaiting approval) 5. Drafting of the Food and Nutrition Bill (Awaiting the certificate of financial implication from the Ministry of Finance to proceed to the next level). 6. Revision of the Food and Nutrition Policy (2003) – Awaiting approval 7. Supported in amending the Public Health Act (2023) – Accented by the President 8. Supported government in developing strategies for Non state actors to operationalise the Parish Development Model (Approved). 9. National Sanitation Policy 2024 - awaiting validation 10. Health National Adaption Plan 2023 WASH National Adaptation Plan 2025 - Awaiting validation 11. In put in the Financing Strategy for National Water Policy 2023 Sub-national: 12. District Councils of Kakumiro, Buliisa and Kamwenge successfully passed the Food and Nutrition Ordinances, currently at Score 3 (adopted but not yet enforced), pending endorsement by the Attorney General. 13. Yumbe and Kakumiro districts passed and implemented by-laws to limit unnecessary selling

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								of food as a measure to prevent food insecurity and malnutrition. 14. The Sub counties of Busiriba and Buliisa successfully passed Bylaws on Sanitation to curb the bad practices of open defecation, poor household hygiene in the communities. Communities are now constructing pit latrines, installing drying racks, and using tippy taps for handwashing. 15. In 2023, Right2Grow supported six lower local governments to develop Sub-County Nutrition Action Plans aimed at improving nutrition governance and service delivery.
		Total	0	19	3	15	49	
Number of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage (SCS 3). (R2G.OC.2.1)	SCS031: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at <i>national and international levels</i>	Bangladesh	0	5	15	15	25	Bangladesh partners created civic space for public dialogue and policy engagement, implemented 16 advocacy initiatives at the national level
		Burkina Faso	0	15	N/A	3	11	
		Ethiopia	0	14	7	8	71	CSOs succeed in creating space 71 times for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at national and international levels
		Mali	0	90	13	17	73	Right2Grow strengthened the leadership of national CSOs, notably CN-CIEPA/WASH, AJCAD and OMAES. CN-CIEPA supported the Parliamentary Network on WASH and Nutrition in developing an action plan for the implementation of the right to water and food recognised by the 2023 Constitution, while AJCAD mobilised young people and women through innovative media productions. The programme supported the

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								National SWA Committee in setting up regional focal points and organised two media competitions that recognised 47 journalistic productions.
		South Sudan	0	5	10	13	20	CSOs with community groups, i.e., school children, and Children's Parliament representatives succeeded in influencing government authorities during workshops, the day of the African child, to increase budget allocations that are child-friendly, fast-track the launch of the nutrition Policy, and recognize the significant contributions of CSOs and children to national budget processes. At the international level, the CSOs and the children's parliament participated in regional summits such as the African 2nd Climate Change Summit in Addis Ababa to influence demand for sufficient funds to mitigate the climate change impact; the N4G preparation conference in Arusha and summit in Paris.
		Uganda	0	30	20	21	140	The spaces included nutrition dialogues, technical working groups (TWG), and parliamentary forums.
		Total	0	159	65	77	340	
SCS032: # of times ... <i>at sub-national level</i>	SCS032: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting,	Bangladesh	0	160	45	53	181	Five upazila-level local CSOs, like Samudra Samaj, Payra ,Debhata , and Dumoria, successfully advocated for the renovation of 25 community clinics, three newly established community clinics, and altogether 116 community clinics are serving

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
	influencing the debate and/or creating space to engage at sub-national level							better than before. In addition, CSOs facilitated the process of signing twelve MoUs between local entrepreneurs and private companies (e.g., SMC, ACI, RFL, Bashundhora, Lal Teer) to improve access to health and nutrition products and services.
		Burkina Faso	0	100	20	24	79	At the sub-national level, Right2Grow actively participated in the organisation of two consultation frameworks for the Kaya CHR and one provincial consultation framework for Namentenga. In the east, there was an advocacy workshop with local authorities, members of the agricultural consular chamber, NGOs and religious and traditional leaders in Tapoa province for better supply of iodised salt and better access to food, the organisation in Kompienga of a community awareness-raising session bringing together religious and traditional leaders and local authorities, during which requests were made to local authorities, and finally the organisation of a regional advocacy workshop organised by the GP in the East with municipal authorities and all those involved in the preparation of municipal budgets to include budget lines and allocate funds for multisectoral nutrition. In the North, these are the four consultation frameworks funded by RIGHT2GROW in the region and advocacy workshops organised by the Advocacy Groups.

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		Ethiopia	0	231	48	48	234	CSOs have been able to create the same space 234 times at sub-national (Regional, Zonal and Woreda levels).
		Mali	0	108	27	29	117	At the community level, savings and credit groups created in eight municipalities have enabled many women to finance their nutrition initiatives, thereby strengthening their economic empowerment. At the same time, AJCAD has conducted electoral advocacy to integrate WASH and nutrition into local political programmes, while raising awareness among young people and women through audiovisual campaigns on health, the environment and menstrual hygiene.
		South Sudan	0	15	12	1	17	CSOs with community groups, ie, the WUCs, Youth, M2MSG, through the awareness campaigns succeeded in influencing the local authorities to establish solid waste committees, allocation of land for kitchen gardens and dumping sites, hand pump repairs, and installation of a water yard using the community development fund. The radio talk shows provided a platform for stakeholders to engage with communities and address audience concerns. The use of the evidence-based advocacy approach had built trust with line ministries and decision-makers, giving the Right2Grow (CRC) access to the national budget booklets and approval of expenditures. Additionally, R2G was recognized and invited to present during the national budget

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								preparation process and the national budget public hear
		Uganda	0	90	30	34	117	At the district level, 10 CSO nutrition platforms were established, enabling coordinated nutrition and WASH advocacy. These platforms gained credibility as recognised dialogue partners, with several districts inviting CSO coalitions to participate in annual planning processes as well as sit as ex-officials on nutrition coordination committees. In Kakumiro, CSO advocacy directly contributed to a notable budgetary growth in key service areas by FY 2025/2026, with an increase of 5% in Production, 22% in Health, and a substantial 146% in Water, indicating prioritisation of WASH infrastructure and nutrition-sensitive interventions. Furthermore, in Kamwenge and Kakumiro, issues raised during community dialogues were followed up by CSOs through continued engagement with district duty bearers.
		Total	0	604	182	189	745	
Number of advocacy initiatives carried out by CSOs, for, by or with their membership/ constituency (SCS 4) (R2G.OC.2.2)	SCS041: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national level	Bangladesh	0	10	3	15	52	
		Burkina Faso	0	25	0	1	19	

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		Ethiopia	0	2	4	4	13	The Right2Grow Project played pivotal role in leading and mobilizing CSOs to bring community voices to Global platforms like Nutrition for Growth (N4G) summit. In this regard, Right2Grow supported the Ministry of Health to review 2021 N4G Tokyo commitments, document progress in a “green book,” and prepare new pledges for the 2025 N4G Paris Summit; it also facilitated Ethiopian representation and advocacy at the global stage emphasizing nutrition financing and HDP integration toward 2030 goals
		Mali	0	90	8	4	16	CTIN with national stakeholders, 1 webinar held during the celebration of Global Handwashing Day and 1 citizen café held during World Food Day, Commitment made by the authorities to accelerate the process of adopting national water and sanitation policies during a SWA workshop, 2 Advocacy sessions by nutrition and WASH journalist networks in favour of funding for ANJE and the WASH sector in Mali
		South Sudan	0	15	15	8	27	Engaged the government Authorities, decision makers, and legislators on radio talk shows in Juba, R2G, as part of the South Sudan nutrition cluster, joined the partners’ call with the GNC and donors to advocate for prioritizing funding and for including South Sudan in the Horn of Africa funding mechanism. Right2Grow, under the leadership of SCI, held a series of sessions to advocate with the WASH

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								specialized committee and the WASH caucus on the dire WASH needs in the country, resulting in the signing of the WASH compact, the initiation of the Water Bill review process, and the legalization of the WASH caucus in the national legislation assembly. The South Sudan partner call with the GNC and donors advocating for prioritization of funding and inclusion of South Sudan to the horn of Africa.

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		Uganda	0	108	15	17	130	a) Advocated for government to connect water in pro-poor communities and as a result UGX. 14.50 billion was reallocated by parliament to support the rural water project source per village aimed at promoting clean and safe water access at the JICA-supported centers through the rehabilitation of chronically broken boreholes and drilling of emergency boreholes. (Source: Annex 3, Pg 6, Finalization of the Budget FY2024/25); b) In June, Right2Grow partners participated in the National CSO Retreat to input in the development of NDPIV 2026 -2030. As a result, the NDPIV PIAPs were populated, and Nutrition and WASH issues were input. As a result, the NDPIV was approved with the Nutrition and WASH strategies included; c) In February 2024, Right2Grow consortium supported the Members of parliament during the Western consultative meeting on the food and nutrition bill. Through this, some of the issues raised by the stakeholders attending the meeting were noted by the legal team of parliament to include the ones that apply into the bill; d) In May 2024, Right2Grow partners together with Members of Parliament under the UPA-FNS held the Uganda Parliamentary Nutrition week celebrations in Kamwenge District under the theme “Beyond the Table,” which addressed the farm-to-fork aspect of nutrition, from food production and distribution to navigating grocery stores and farmers’ markets; e) In June, Right2Grow partners organised National Post-Budget Dialogue on Nutrition Financing FY

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								2024/25. The dialogue was aimed at engaging stakeholders in discussions on the state of nutrition financing in FY 2024/25 and efforts made by government and all stakeholders on effectively investing in nutrition for amplified nutrition outcomes in FY 2024/25; f) As a result of Consortium engagements in the review of the Second National Agricultural Strategy, an objective of strengthening food safety coordination and ensuring the delivery of nutrition-sensitive agricultural extension services was adopted in the strategy.
		Total	0	250	45	49	257	
		Bangladesh	0	40	17	27	156	

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
	SCS042: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	Burkina Faso	0	120	24	20	116	At the sub-national level in the centre-north region, Right2Grow organised several advocacy initiatives both through the agency (1 advocacy workshop with economic operators in the centre-north region on investing in water infrastructure to improve access to water for the population) and through CSOs (5 advocacy initiatives carried out: advocacy for the adoption of hygiene and sanitation practices in their daily lives in four schools in the municipality of Guibaré, advocacy with traditional and religious authorities for the adoption of good ANJE practices, nutritional foods and WASH in communities, advocacy for the budgeting of nutrition in the IPs of the municipalities of the Boulsa health district, advocacy with community leaders and leaders of market gardeners' groups on the optimal management of fishery resources). In the Eastern region, advocacy initiatives carried out by the GPs focused on organising advocacy and awareness-raising workshops on RIGHT2GROW themes. In the North, these include advocacy workshops organised by the GP for decision-makers on increasing the budget allocated to nutrition and improving food hygiene, land accessibility, the creation of nutritious gardens, etc.

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		Ethiopia	0	5	4	4	12	At sub-national level Right2Grow Ethiopia carried out three advocacy initiatives: HDPN initiative, Establishment of Food and Nutrition Council initiative, Private sectors participation on WASH and Nutrition initiatives and social accountability initiatives.
		Mali	0	108	12	21	64	3 CLOCSAD, 2 Global Handwashing Days and reforestation, 1 Sharing of the citizen monitoring report, 1 advocacy session on the provision of a water point, 1 session to revitalise the cereal bank, 1 advocacy session with local decision-makers, neighbourhood leaders and ST in favour of creating a public waste disposal site.
		South Sudan	0	6	40	14	26	Engaged the WUC teams, local Authorities, and M2MSG on radio talk shows in Malakal, Akobo, Bor, and Pibor.
		Uganda	0	240	25	23	138	a) Engaged Sub-national levels and advocated for the establishment of DNCCs/SNCCs to support drive nutrition agendas, and as a result 4 DNCCs and 1 SNCCs were set up, respectively, while 3 were revamped (Those that were dormant/non-functional); b) Advocated for recruitment of Nutritionists at district Health Center IVs and health center IIIs. As a result, ministry of health approved new structure for health center IVs and health center IIIs of 2024 where all district LGs were required to recruit a Nutritionist under the U4 (Med-2) salary scale for all health center IVs; c) Engaged Kakumiiro district and advocated for the recruitment of Health assistant to support drive nutrition agendas, and as a result the assistant was recruited; d) Right2Grow partners advocated

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								for the passing of by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition in Yumbe district. As a result, Yumbe district passed the by-laws; e) Engaged district water offices in the programme locations to connect water in rural areas. As a result, the government provided funds for the Construction of 52 large solar-powered water supply systems in 19 districts that are currently at less than 50 percent water coverage. (Budget speech FY2024/25, Page 14); f) Right2Grow partners successfully advocated for the enactment of a Sanitation By-law aimed at curbing open defecation and improving household hygiene practices. As a result, Kakumiro District passed and operationalized the by-law, promoting the construction of household pit latrines, installation of drying racks, and establishment of tippy taps for handwashing, contributing to improved community sanitation and hygiene standards; g) Right2grow partners engaged the District Councils of Kakumiro, Buliisa, and Kamwenge to advocate for the adoption of Food and Nutrition Ordinances. As a result, the ordinances were successfully passed by the respective District Councils and are currently pending formal endorsement by the Attorney General; h) Engaged six Lower Local Governments and advocated for the development of Sub-County Nutrition Action Plans to strengthen nutrition governance and improve service delivery. As a result, Sub-County Nutrition Action

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								Plans were developed and adopted in all six target areas; I) Engaged Kakumiro District and advocated for adequate medical supplies at Kakumiro Hospital. As a result, the District allocated UGX 8,000,000 in FY 2023/24 for the transportation of nutrition supplements and procured weighing scales and MUAC tapes, strengthening nutrition service delivery and supporting the district nutrition agenda; J) A joint advocacy action was undertaken to improve household-level access to safe water. As a result, the National Water and Sewerage Corporation extended piped water services to underserved villages in Kakumiro and Kamwenge districts. Additionally, Buliisa District allocated UGX 181 million (USD 48,448) for the construction of a water tank tower and tap system in Buliisa Sub-county, significantly strengthening community water access; K) Through sustained engagement by Community Voice and Accountability (CVA) members, Buliisa District leaders were held accountable for improving water access. As a result, the District allocated UGX 43,000,000 (USD 11,026) for the design of the Uribo Water System in Buliisa Sub-county, aimed at enhancing access to safe water and supporting water for production. <u>Reasons for Underachievement of Indicator SCS042</u> The underachievement of Indicator SCS042 was primarily due to a combination of contextual, operational, and strategic factors. First, delays in

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
								district-level political and administrative processes, including prolonged council sittings and approval timelines, limited the number of advocacy initiatives that could be formally conducted and recognized within the reporting period. Several planned advocacy engagements were postponed due to competing district priorities and leadership transitions. Despite these constraints, the advocacy initiatives that were implemented achieved high-quality policy and budgetary outcomes, demonstrating depth of influence rather than volume.
		Total	0	519	122	109	512	
Number of CSOs with increased Lobby and Advocacy (L&A) capacities (SCS 5) (R2G.IO.D.1)	SCS053: # of other CSOs (not youth or women led) with increased L&A capacities	Bangladesh	0	9	9	9	9	770 tier 3 partners
			0	6	6	6	6	86 tier 3 partners
		Burkina Faso						
		Ethiopia	0	8	8	8	8	191 tier 3 partners
		Mali	0	8	8	8	8	24 tier 3 partners
		South Sudan	0	7	7	7	7	6 tier 3 partners
		Uganda	0	9	9	9	9	22 tier 3 partners
		Total	0	47	47	47	47	
Number of CSOs involved in R2G (SCS 6) (R2G.OP.1.1)	SCS063: # of CSOs (not youth or women led) involved in SPs programmes	Bangladesh	0	9	9	9	9	770 tier 3 partners
		Burkina Faso	0	6	6	6	6	86 tier 3 partners
		Ethiopia	0	8	8	8	8	191 tier 3 partners
		Mali	0	8	8	8	8	24 tier 3 partners

DSO Indicators	Sub-indicator(s)	Country	Baseline	Overall target (2021 – 2025)	2025 target	2025 value quant.	Overall achievements	Notes
		South Sudan	0	7	7	7	7	6 tier 3 partners
		Uganda	0	9	9	9	9	22 tier 3 partners
		Total	0	47	47	47	47	

Annex 3

Right2Grow Contributions towards blockage, adoption, improvement and implementation of policies

Through partnership and collaboration with CSOs, private sector and government agencies, Right2Grow has contributed to either improvement or implementation of various relevant policies, laws and development plans in the programme countries. In line with indicators SCS012 and SCS022, the table below provides details of the policies.

Indicator	Right2Grow contribution across programme countries						
	Bangladesh	Burkina Faso	Ethiopia	Mali	South Sudan	Uganda	Total
SCS012: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement.		1	4	6		6	17
		National Multisectoral Nutrition Policy	Food and Nutrition Policy; National Food and Nutrition Strategy (2022-2030); Seqota Declaration (SD) Implementation Plan (2016 – 2030); One WASH programme	6 Economic, social and cultural development programmes (ESDP) incorporating nutrition		2024: 3 laws/policies were passed and implemented: Yumbe and Kakumiire districts passed and implemented by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition; Held food and nutrition ordinances in the 3 programme locations (i.e. Kakumiire, Buliisa and Kikuube) which were successfully passed and implemented; The Sub counties councils of Busiriba and Buliisa successfully passed Bylaws on Sanitation to curb the bad practices of open defecation, poor household hygiene in the communities.	

Indicator	Right2Grow contribution across programme countries						
	Bangladesh	Burkina Faso	Ethiopia	Mali	South Sudan	Uganda	Total
						2023: 3 policies implemented: Public Health Act, Food & Nutrition Policy, and Public Health Amendment Bill	
SCS022: # of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	4			27	3	15	49
	The Local Government (UP) Act 2009 has been operationalized among Union Parishad (UP) actors. Guidelines have been developed and introduced to ensure that both the public and service providers are able to implement the Nutrition–WASH programme effectively; A localized Nutrition			2025: 6 PDECs incorporating nutrition 2024: 3 PDECs incorporating nutrition, 1 improved water code, 1 improved national water policy and 1 improved national sanitation policy 2023: 1 validation of the new constitution, 1 validation of the national nutrition	National Nutrition Policy; Constitution of the Parliament WASH Caucus; and the Strategic Workplan	National level: Revision of Uganda Nutrition Action Plan II (UNAP II) Indicators (Approved).; Development of nutrition planning guidelines (Awaiting approval); Development of National Development Plan IV (approved); Development of National Agricultural Extension Strategy (Awaiting approval); Drafting of the Food and Nutrition Bill (Awaiting the certificate of financial implication from the Ministry of Finance to proceed to the next level); Revision of the Food and	

Indicator	Right2Grow contribution across programme countries						
	Bangladesh	Burkina Faso	Ethiopia	Mali	South Sudan	Uganda	Total
	and WASH budget provision has been established in the targeted Union Parishads (UPs–LGI), following recommendations from the Ministry of Local Government, Rural Development and Cooperatives to the Ministry of Finance; The Bangladesh National Nutrition Council (BNNC) has recommended several policy updates—such as engaging private entrepreneurs and establishing a multi-sectoral nutrition			policy, 1 multisectoral nutrition action plan, 1 validation of the new national water policy at an interministerial meeting, 1 decision to designate regional SWA focal points and 5 PDESCs incorporating nutrition 2022: 1 national water and sanitation programme, 1 national WASH strategy in schools, 1 national WASH in Nutrition strategy, 2 decisions to improve WASH and nutrition conditions		Nutrition Policy (2003) – Awaiting approval; Amendment of the Public Health Act (2023) – Accented by the President; Supported government in developing strategies for Non state actors to operationalise the Parish Development Model (Approved); National Sanitation Policy 2024 - awaiting validation; Health National Adaption Plan 2023 WASH National Adaptation Plan 2025 - Awaiting validation; In put in the Financing Strategy for National Water Policy 2023 Sub-national: District Councils of Kakumiro, Buliisa and Kamwenge successfully passed the Food and Nutrition Ordinances, currently at Score 3 (adopted but not	

Indicator	Right2Grow contribution across programme countries						
	Bangladesh	Burkina Faso	Ethiopia	Mali	South Sudan	Uganda	Total
	coordination committee at the UP level—for inclusion in the National Nutrition Policy (NNP) 2015; The child profile estimates and costing model tools have been published by BNNC and recommended for nationwide scaling.					yet enforced), pending endorsement by the Attorney General; Yumbe and Kakumiro districts passed and implemented by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition; The Sub counties of Busiriba and Buliisa successfully passed Bylaws on Sanitation to curb the bad practices of open defecation, poor household hygiene in the communities. Communities are now constructing pit latrines, installing drying racks, and using tippy taps for handwashing; In 2023, Right2Grow supported six lower local governments to develop Sub-County Nutrition Action Plans aimed at improving	

Indicator	Right2Grow contribution across programme countries						
	Bangladesh	Burkina Faso	Ethiopia	Mali	South Sudan	Uganda	Total
						nutrition governance and service delivery.	

Annex 4



Country Reports

BANGLADESH



BURKINA FASO



ETHIOPIA



MALI



SOUTH SUDAN



UGANDA



Annex 5

Impact Stories



CHANGING THE NARRATIVE:

How the Zero Stunting Campaign is Changing Lives in Kamwenge District

In the heart of Kamwenge District, a remarkable journey of transformation is taking place. Novia, aged 58, a devoted grandmother, is raising her two young grandchildren Richard, aged 2 years and 6 months, and Joseph, aged 3 years. Like many women in her community, her life has been positively impacted by the Zero Stunting Campaign, a key initiative of the Right2Grow programme implemented by World Vision and other Partners.

Community-based organizations and Citizens Voice and Action Practitioners have played a key role in advancing the Zero Stunting Campaign. Their efforts gained momentum after receiving orientation from World Vision Uganda and the Food Rights Alliance on how to effectively implement the campaign within their communities. They thereafter organized dialogues that Novia was part of in Kahunge Sub-county. At this dialogue, CVA members sensitised families on the importance of appropriate nutrition for children and services that government needs to provide to communities to ensure children are well nourished. “Our role is to raise awareness using the campaign materials provided,” says Emily Kyomugisha, CVA Chairperson for Busiriba Kahunge.



We not only educate families but also empower them to actively demand essential nutrition services.

Emily Kyomugisha, CVA Chairperson Uganda

Before the campaign reached her community, Novia had limited understanding of child nutrition. “I used to think these children were just naturally small like their father,” she recalls with a smile. “I didn’t realize it was due to poor nutrition.”

The turning point

That changed when she visited Kiyagara Health Centre III, where she met Nurse Robert Baguma, a dedicated nutrition focal person. Robert, who had received these children to treat other medical issues, assessed them and found out that they were malnourished and their diets were not adequate to support their proper growth.

Nurse Robert encouraged Novia to attend a nutrition education session with other caregivers at the health facility. Additionally, Novia read the key nutrition messages on PVC banners and signposts that are strategically positioned at this health centre to promote good nutrition practices. Through these materials and sessions, Novia and other caregivers learned about using locally available foods to provide nutrient dense foods for children under five, the importance of growth monitoring and promotion, importance of breastfeeding and also had the opportunity to share their challenges on achieving appropriate feeding for their children with the health workers.



“Thanks to World Vision Uganda, we received PVC banners with zero Stunting messages,” says Nurse Robert Baguma. “These tools have helped us educate mothers more effectively. Today, they are more informed, ask questions, and actively seek ways to improve their children’s health.”

Novia is now growing a kitchen garden, preparing balanced meals, and practicing good hygiene to prevent infections. Her two grandsons Richard and Joseph, are thriving healthy, energetic, with a normal nutrition status. “The knowledge I gained has truly changed our lives,” Novia says proudly.

Lasting Progress

Uganda has made notable progress, reducing the national stunting rate from 28.9% in 2019 to 26% in 2024. While challenges remain, the Zero Stunting Campaign is an inspiration of hope empowering families, strengthening communities, and building a healthier future for Uganda’s children.

Novia’s journey is just one of many. Even beyond the project’s implementation, the CVA Practitioners remain committed to raising community awareness on stunting and are confident that through continued partnership and collaboration, more children will grow healthier, thrive, and reach their full potential.

RESTORING HEALTH AND DIGNITY: MUTESI ERINA'S JOURNEY OF EMPOWERMENT WITH RIGHT2GROW



Meet Mutesi Erina, a 44 year old CVA practitioner from Kikunyu village, Igombe Sub-county, Bugweri district, Eastern Uganda. “Before Right2Grow, my family’s sanitation was a source of shame and fear. Our latrine was just an open door that offered no privacy and my bathroom too was not enclosed. I would wait until dark to use them which was unsafe. Every morning, I used to join a long queue at the only unprotected water well where the water was often dirty and no one talked about these challenges because we considered them normal.” says Erina.

Turning point

Her turning point came when she was invited to a Right2Grow meeting in 2022 facilitated by The Hunger Project-Uganda (THP-U) in collaboration with Wimat Development Foundation (WDF) and Multipurpose Training and Community Empowerment Association (MTCEA). Erina and other members from her community were trained on the power of advocacy from the grassroots level to the district level as well as the need to construct affordable, safe sanitation facilities. Empowered with this knowledge, she used local materials to properly enclose her latrine with a door and build a private bathroom. In 2023, she was identified and trained as a Citizen Voice and Action (CVA) practitioner by The Hunger Project-Uganda.

This involvement completely changed her life and purpose and the change was immediate. As a CVA Practitioner under the Right2Grow programme, Erina led by example. She trained her neighbors on proper sanitation and together they advocated and influenced their local leaders to rehabilitate and fence their water sources. Erina affirms, “we are no longer silent. We recently successfully lobbied for the protection of our main well. I have become a champion for health and dignity in my community.”



The discussions on Water, Sanitation and Hygiene opened my eyes. I learned the direct link between open defecation, contaminated water and my children’s constant attacks of diarrhea.

-Mutesi Erina, Uganda

Champions of nutrition

Erina is one of the many champions of nutrition in her sub-county. She is now contesting to become a Woman Counsellor for her Community, all thanks to the knowledge and confidence gained from continued involvement and participation in advocacy activities at the district and community levels.

Mamou : de femme au foyer à entrepreneure, améliorant la nutrition de sa communauté



L'économie du Mali repose principalement sur le secteur primaire, qui englobe l'agriculture, l'élevage, la pêche ainsi que la gestion des ressources forestières et hydriques. Ce secteur est stratégique en raison du potentiel considérable du pays et de ses avantages comparatifs par rapport aux autres nations de la région.

Cependant, malgré cette richesse, la malnutrition demeure une préoccupation majeure dans les régions de Kayes et de Bafoulabé, affectant particulièrement les enfants de moins de cinq ans et les femmes. Ces zones disposent pourtant d'un fort potentiel agricole et maraîcher qui pourrait être mobilisé pour améliorer la sécurité nutritionnelle des populations vulnérables.

Renforcer les compétences locales

Dans le cadre du partenariat Right2Grow, soutenu par le ministère néerlandais des Affaires étrangères, 24 femmes issues de groupements de huit communes des régions de Kayes et Bafoulabé ont été formées aux techniques de transformation et de conservation des aliments, ainsi qu'aux technologies de promotion de la nutrition. La formation, organisée par Action contre la Faim en collaboration avec Stop Sahel, a permis aux participantes d'acquérir des compétences clés, notamment :

- La promotion et la consommation de produits locaux sains, nutritifs et variés ;
- La gestion d'une unité de transformation agroalimentaire ;
- Les normes d'hygiène dans la transformation ;
- Le rôle des femmes dans l'amélioration de la santé et du bien-être familial.

De la formation à l'action

Parmi elles, Madame Mamou Soucko, 52 ans, membre d'un groupement agricole féminin de Bafoulabé, a décidé de passer à l'action après une session de formation : « Il y a quelques mois, nous avons commencé à nettoyer quotidiennement les centres de santé communautaires de Bafoulabé. L'état de santé des patients, surtout des enfants, nous a beaucoup touchés. À la fin de notre formation, j'ai mobilisé les femmes de mon groupe pour préparer des bouillies enrichies et les vendre au centre de santé. Chaque jour, nous vendons la bouillie à 1 000 francs CFA le sachet. »



Auparavant, les patients n'avaient droit qu'à un bol de thé par jour. Aujourd'hui, hommes et femmes achètent de la bouillie pour eux et leurs enfants. Ce changement améliore leur santé et leur confort.

-Mamou

Améliorer la nutrition

Grâce à des démonstrations nutritionnelles organisées avec les groupes de soutien et les responsables nutrition des CSCOM et du centre de santé de référence, Mamou a contribué à améliorer les connaissances de sa communauté sur les bouillies enrichies et à faciliter leur accès, en ciblant particulièrement les femmes et les enfants de moins de cinq ans.

Elle forme également de nouveaux groupes aux techniques de transformation des produits locaux, une approche qui permet non seulement de prolonger la conservation des aliments, mais aussi de faire face à la période de soudure et de renforcer la sécurité nutritionnelle.

Un impact durable

Cette expérience illustre la puissance de la mobilisation communautaire et la valorisation des produits locaux dans la lutte contre la malnutrition, tout en contribuant à l'autonomisation économique des femmes.

BUDGET MONITORING, EVALUATION AND TRACKING

Mobiliser l'argent et plaider citoyen pour la nutrition et la continuité des soins maternels et infantiles afin de sauver des vies



Lorsque le projet Right2Grow a démarré à Marintoumania, la mobilisation des ressources propres de la commune ne dépassait pas 11%. Les autorités locales manquaient de moyens pour investir dans des réponses concrètes à la malnutrition, malgré des besoins évidents au niveau du CSCOM et des villages environnants. Avec Stop Sahel et nos partenaires, nous avons accompagné la mise en place et le renforcement du Comité de Veille Citoyenne (CVC) sur la Stratégie BMET, afin de doter la commune d'un véritable outil de gouvernance citoyenne.

Engagement citoyen

Le CVC a réalisé un diagnostic participatif sur le niveau de mobilisation des ressources, puis a adressé une note de plaidoyer au maire pour encourager l'information et la sensibilisation des communautés sur le paiement des Taxes de Développement Régional et Local. Le conseil communal a officiellement autorisé le CVC à mener ces actions. S'en est suivie une vaste campagne impliquant élus, chefs de village, leaders religieux, associations de femmes et de jeunes. Cette démarche a porté ses fruits : le taux de mobilisation des ressources propres a augmenté de 81%, permettant d'inscrire une ligne budgétaire de 150 000 FCFA dédiée aux démonstrations nutritionnelles au profit des femmes et des enfants de moins de cinq ans.

Ce résultat montre que lorsque les citoyens sont informés, associés et écoutés, ils acceptent plus volontiers de contribuer financièrement au développement de leur commune. Pour nous, STOP SAHEL, Marintoumania est aujourd'hui un exemple de bonne gouvernance locale au service de la nutrition.



Cette expérience m'a convaincu qu'une meilleure gouvernance fiscale locale, combinée à l'engagement citoyen, peut produire des résultats concrets contre la malnutrition et améliorer durablement l'accès aux soins dans notre commune.

M. Oumar COULIBALY, Maire de la commune de Marintoumania

Résultats concrets

M. Oumar COULIBALY, Maire de la commune de Marintoumania « En tant que maire du conseil communal de Marintoumania, nous avons longtemps été confronté à une réalité difficile : nos recettes locales ne nous permettaient pas de répondre aux besoins prioritaires, en particulier ceux liés à la santé et à la nutrition. La contribution des citoyens au paiement des taxes de développement local était faible, et notre commune vivait une crise de trésorerie quasi permanente.

L'interpellation du CVC, appuyé par Right2Grow à travers STOP SAHEL et Groupe de Suivi Budgétaire (GSB), a marqué un tournant. Grâce à leur plaidoyer et à la campagne de sensibilisation, la mobilisation des ressources propres a fortement augmenté. Nous avons pu inscrire dans notre budget une ligne dédiée aux activités de nutrition communautaire (150 000 FCFA) et financer la construction d'un logement pour les agents de santé au CSCOM, pour un montant de 5 000 000 FCFA (environ 7622,5 €), complété par la contribution de la diaspora pour un bloc supplémentaire.

Aujourd'hui, les agents de santé peuvent résider à proximité du centre, assurant une présence continue, notamment pour les femmes enceintes et les enfants.

A HEALTHY COMMUNITY ENSURES A HEALTHY START TO LIFE



In 2023 and 2024, the Right2Grow program celebrated a major milestone by declaring 84 communities as Healthy Communities. Mora Nidra is now set to be one of them. These communities cover 4,555 households and benefit 17,011 individuals (1257 U-5 children) with improved health, nutrition, and hygiene.

Living Proof in Bangladesh

Before intervention, Mora Nidra's 79 households lacked basic sanitation and hygiene facilities. There were no handwashing basins, safe latrines and hygiene practices, and these concerns were largely neglected. Following the sustained program engagement:

- Every households have installed handwashing basins with soap and safe water near dining areas, latrines, and kitchens.
- Safe water, hygienic latrines, and proper waste disposal systems are found in each household.
- Maternal and child health practices are widely adopted, including timely colostrums feeding and ensuring all pregnant and lactating mothers receive at least four antenatal and postnatal care visits.
- Courtyard group members are now empowered to access need-based health services.

Community-driven Transformation

The transformation process was solely community-driven, beginning with CSO leaders and courtyard group members mapping social needs, analysing vulnerabilities and creating an action plan to address identified challenges. Monthly courtyard meetings, home visits, counseling, and growth monitoring of under-five children sparked real behavioral change. Reflecting on the impact of the initiative, Ruma Akhtar, a team leader of one courtyard group, shared her journey:



When I was entrusted with the responsibility of leading my group, I realized that my child health comes first and I felt compelled to take action. I was the first to install a handwashing basin and upgrade my latrine in my community. Soon others followed. This simple practice has led to better hand hygiene among children, reducing instances of diarrhea and other hygiene-related illnesses.

Ruma Akhtar - courtyard group team leader, Bangladesh

Lasting Impact

This success highlights the power of community-led action, demonstrating the effectiveness of Right2Grow's approach in fostering sustainable improvements in WASH, nutrition, and healthcare access.



FROM ADVOCACY TO ACTION

Ensuring Social Protection for Children with Disabilities Under Five

The Right2Grow works to ensure that every child under the age of five can grow, develop, and reach their full potential. The project focuses on strengthening nutrition outcomes while also empowering communities to understand their rights and engage constructively with government systems. Children under five who are differently able are a priority, as they often face compounded risks related to malnutrition, exclusion, and limited access to services.

Before the Right2Grow project was implemented in Patuakhali Upazila, children under five with disabilities were not prioritised within social protection systems. Although government services existed, they reached very few eligible children. Many families were unaware of the support available, and there was no coordinated system to identify and refer differently able children at the community or Union Parishad levels. As a result, families often felt discouraged from approaching the Upazila Social Service Department, and children with the greatest needs remained unsupported.



We are grateful to the Right2Grow project for collaborating with the service provider to allow government services

Community member

A Spark of Change

Right2Grow began by strengthening community capacity for advocacy and engagement. Through targeted training and technical support, community-based organizations and Citizen Voice Actors gained a clearer understanding of government services, eligibility criteria, and follow-up mechanisms.

This enabled communities to organize, document needs, and raise demands in a structured and constructive manner.

At the same time, the project actively engaged government stakeholders. Md. Jahirul Islam, the Upazila Social Service Officer, participated in Right2Grow meetings, trainings, and multi-stakeholder dialogues. Over time, this consistent engagement fostered stronger collaboration and increased institutional attention to children under five with disabilities.

Making a difference

Between 2022 and 2024, Right2Grow supported capacity-building initiatives for community advocates, facilitated regular dialogue between communities and duty bearers, and convened multi-sectoral workshops at the Upazila level. In November 2024, a workshop involving government departments, local government institutions, entrepreneurs, and opinion leaders resulted in a clear action plan to improve nutrition and development outcomes for children under five.

Following this process, Union-level Health Promotion Agents and community organizations worked together to identify differently able children and compile verified lists. These were consolidated through Union and Upazila CSO platforms and formally submitted to the Upazila Social Service Department.



Results and Current Situation

As a direct outcome of sustained community advocacy and institutional engagement, the Upazila Social Service Department approved disability allowances for 54 children under the age of five, beginning on 11 December 2024. This support is expected to continue.

Importantly, a functional referral pathway is now in place. When a differently able child is identified at the community level, the case can be promptly referred to the Upazila Social Service Department, enabling timely action. The community is now better organized, more confident, and actively engaged in dialogue with service providers, contributing to improved nutrition, inclusion, and health outcomes.

Empowering Communities

This case illustrates how empowering communities and strengthening collaboration across sectors can lead to tangible improvements in public service delivery. Children under five with disabilities, who were previously overlooked, are now recognized within government systems and receiving the support they need to grow and thrive.

Right2Grow demonstrates that when communities are equipped with knowledge, platforms, and partnerships, advocacy can translate into real policy action. For children with disabilities under five, this has meant improved access to social protection, stronger pathways to care, and renewed hope for a healthier future.



Community Power in Action:

Abaya Woreda's Journey from Ambulance Shortage to Life-Saving Solutions through CVA

Abaya Woreda, in the Oromia region of Ethiopia, was once a stark example of the high human cost of inadequate maternal healthcare. For generations, childbirth was a perilous event, shrouded in fear due to the severe lack of emergency medical transport. The woreda's solitary, dilapidated ambulance was chronically unreliable, frequently breaking down and leaving pregnant women like Alemtsehay Tamirat with no safe means of reaching distant health facilities. This critical gap in the healthcare system led to tragically high rates of preventable maternal mortality, primarily from obstetric complications like postpartum hemorrhage.

Community Action

When Right2Grow project introduced Citizen Voice and Action (CVA) in the community, Alemtsehay became actively involved. Through community meetings, awareness sessions, and advocacy trainings, she and other community members began identifying their biggest challenges and pushing for solutions. The ambulance shortage quickly emerged as a life-or-death issue.

Working with the CVA taskforce, Alemtsehay and her neighbors raised the problem during an interface meeting in 2022 with higher government officials. Although the regional government promised to address the issue, delays due to budget shortages persisted. Rather than giving up, the community mobilized itself, raising 2.7 million Birr from households and depositing it in the bank under the leadership of trusted representatives.

Meanwhile, Right2Grow and the CVA taskforce continued lobbying at woreda, zonal, and regional levels. Their persistence paid off: the Oromia Regional Government allocated 15 million Birr to purchase brand-new ambulances for Abaya Woreda. The community's own funds were then used to repair the old ambulance, bringing the total to three fully functional ambulances.

A Healthier and Safer Future for Mothers

Today, the impact is clear. Mothers in Abaya Woreda can safely reach health facilities when labor begins. Maternal deaths have dropped, and families feel more secure knowing that emergency services are available.

"Through Right2Grow, we learned how to identify our problems, organize ourselves, and work with government to bring solutions. Now, mothers are giving birth safely, and lives are being saved," says Alemtsehay.

Alemtsehay's story is one of community ownership, collective advocacy, and government responsiveness—a model that shows how Right2Grow is building stronger, healthier, and more resilient communities across Ethiopia.

“
This is a big success for our community.
Alemtsehay, Ethiopia.



A STRONGER MULTI-SECTOR FRAMEWORK FOR INSTITUTIONAL GARDENING

Machakel Woreda is recognized for its surplus agricultural production and its favourable conditions for cultivating a wide range of crops. The Woreda hosts seven health centres and twenty-eight health posts that deliver essential services to the community. Despite this strong agricultural base, previous efforts to address malnutrition were hindered by weak multi-sectoral collaboration. Key challenges included the absence of regular coordination meetings, poor documentation practices, limited budget allocation for nutrition activities, and insufficient cross-sector coordination to reduce malnutrition.

As a result, previously unused or weed-covered institutional lands were transformed into vegetable gardens across various signatory sectors after the allocation of necessary resources. This change demonstrated the successful implementation of the project's Citizen Voice and Action (CVA) approach and the effective practice of multi-sectoral strategies within the woreda.



These gardens not only benefit our institutions and community economically but also contribute to reducing malnutrition by inspiring community members to start their own home gardens.

Mr. Yehenew Anteneh, multi-sectoral leader

Citizens Driving Accountability

Mr. Yehenew Anteneh, one of the multi-sectoral leaders, expressed his appreciation by saying: “We had never seen such beautiful institutional gardening in our woreda before. We transformed weed-covered and bare lands into eye-catching vegetable gardens.”

From Ambition to Action in Ethiopia

In Ethiopia's Muhur Aklil district, religious leader Tibebe Belay used his influence to improve hygiene and sanitation after attending Right2Grow trainings. Through CVA, his community secured toilets for 400 people and safe water for 128 households, a school, and a health post. “I had a great desire to bring change. This gave me the possibility to really do something for the people in my community.” says Tibebe Belay.

Lasting Lesson

By combining grassroots energy with accountability tools, Right2Grow has strengthened the bond between citizens and governments. Communities in Uganda and Ethiopia now take action to improve nutrition, hygiene and services, while authorities are more responsive to local needs.

Change is most powerful when it is led from within – by people who know their communities best and believe in their own capacity to create a healthier future.

TRANSFORMING MATERNAL AND CHILD HEALTH:

Rose Nyaguek Kel's Story



Rose Nyaguek Kel is a 35-year-old mother of five living in Reykey Boma, Panyijiar County, South Sudan. In Rose's community, malnutrition and preventable childhood illnesses were part of daily life. As a subsistence farmer, she struggled to provide enough food for her family, relying mainly on sorghum and wild greens. With limited knowledge of balanced diets, exclusive breastfeeding, and hygiene, her children frequently fell ill from malnutrition and waterborne diseases. Rose felt powerless to protect their health.

The Turning Point

Rose's journey changed when she joined a Mother-to-Mother Support Group (M2MSG) established by SPEDP under the Right2Grow initiative. Through the group, she gained practical knowledge on maternal and child nutrition, hygiene, and sanitation—tools that immediately began transforming her household.

What Changed

Through Right2Grow training and mentoring, Rose learned to:

- Practice exclusive breastfeeding for the first six months
- Prepare balanced meals using locally available foods
- Improve household hygiene, including handwashing and safe water use

With support from the program, she constructed a latrine, introduced handwashing with tippy taps, and ensured her family drank boiled water. Her youngest child, once malnourished, began to recover and thrive.



When mothers are equipped with knowledge and support, entire communities can thrive.

- Rose Nyaguek Kel

From Mother to Community Leader

Empowered by her progress, Rose became a peer educator, sharing her knowledge with other mothers using SPEDP's Infant and Young Child Feeding and Care guide. She now leads group discussions, encourages healthier practices, and supports families to improve nutrition and hygiene across Panyijiar. The Mother-to-Mother Support Group has become a cornerstone of community health, reaching families well beyond Rose's own home.

Rose is determined to expand her advocacy to neighboring villages and establish community gardens to strengthen food security. Through the SPEDP Right2Grow initiative, Rose Nyaguek Kel has become a powerful example of how empowered mothers can lead the way to healthier, stronger communities.

COMMUNITY VOICES DRIVING ACCESS TO SAFE WATER



Before the Right2Grow initiative, residents of Pariak Payam faced chronic shortages of safe and clean drinking water. Although the payam is one of seven areas eligible for support through the Community Development Fund, water delivery relied on containers stationed along dusty roadsides. Poor water handling and storage practices exposed families to unsafe drinking water, resulting in frequent outbreaks of diarrhea, typhoid fever, cholera, giardiasis, and dysentery—particularly affecting children and women. Despite these challenges, the community lacked the skills and platforms to effectively advocate for improved water services.

Sparking change

Through Right2Grow, community members—chiefs, women, and youth representatives—were empowered to organize, articulate their needs, and engage duty bearers. For the first time, the community felt confident to collectively demand accountability and improved service delivery related to water, sanitation, and public health.



After struggling with a severe lack of drinking water, the knowledge gained through Right2Grow empowered us to raise our voices.

– Manyiel, community leader from Pariak Payam

Right2Grow's Contribution

Right2Grow strengthened local advocacy by training community structures, CBOs, and CSOs in effective dialogue and engagement. These skills enabled community members to work constructively with local authorities, private sector actors, and development partners, including Dar Petroleum Operating Company.

Advocacy in Action

As a result of community-led advocacy, Dar Petroleum Operating Company's Community Development Department installed a static water storage system (water tanker) in Pariak Payam, significantly improving access to safer drinking water.

“As a youth representative involved in this initiative, I believe the community—especially children and women—will be relieved from frequent cases of diarrhea, typhoid fever, cholera, and other waterborne diseases,” said Giel, noting that advocacy will continue for tap stands in schools, health facilities, and public offices.

Today, the community is more organized and confident, actively engaging authorities to improve water, nutrition, and health outcomes.



CONNAISSANCES NOUVELLES GRÂCE À LA FORMATION BMET

Dans la commune de Bilanga, les enjeux liés à la nutrition, à l'eau, à l'hygiène, à l'assainissement et à la sécurité alimentaire restent majeurs pour le bien-être des communautés. Pourtant, avant l'appui de Right2Grow, les collectivités locales manquaient souvent d'outils et de capacités pour analyser efficacement leurs budgets et orienter les investissements vers ces secteurs prioritaires.

En décembre 2023, la commune de Bilanga a été invitée par le programme Right2Grow, à travers le réseau RESONUT, à participer à une formation sur le BMET et sur la réalisation d'analyses budgétaires.

Compétences renforcées

Parmi les participants figurait Namoano Lankoulman, comptable de la mairie de Bilanga. Cette formation lui a permis de développer de nouvelles compétences en matière d'analyse des documents budgétaires, notamment dans les domaines de la nutrition, du WASH et de la sécurité alimentaire.



“ Cette formation BMET constitue un atout majeur pour ma vie professionnelle. Je suis désormais capable d'analyser tout document budgétaire selon la méthodologie ouest-africaine.”

— Namoano Lankoulman, Comptable communal

Grâce à cet apprentissage, il a pu examiner les prévisions budgétaires 2023 de la commune et mieux comprendre comment les ressources publiques peuvent être mobilisées pour répondre aux besoins essentiels des populations.

Engagement communautaire

Au-delà du renforcement technique, la formation a également suscité un nouvel engagement personnel. Namoano exprime désormais une motivation accrue à entreprendre des actions de plaidoyer auprès des autorités communales afin d'améliorer les investissements dans les secteurs prioritaires.

La formation a aussi renforcé la collaboration avec d'autres membres des groupes de plaidoyer de la région de l'Est, créant ainsi une dynamique collective autour de la transparence budgétaire et du financement de la nutrition et du WASH.

Désormais, en tant que membre actif de la communauté de Bilanga, il s'engage à sensibiliser les citoyens à participer aux sessions de planification et de revue budgétaire, convaincu que chacun a un rôle important à jouer pour améliorer les politiques locales et renforcer la sécurité alimentaire.

ATELIER POUR L'ACCÈS SÉCURISÉ DES FEMMES À LA TERRE :

QUAND LES FEMMES PRENNENT ENFIN LA PAROLE



À Ouahigouya, dans la province du Yatenga, de nombreuses femmes vivent depuis longtemps avec une réalité difficile : l'accès à la terre reste incertain, malgré leur rôle central dans l'agriculture et la sécurité alimentaire. Avant Right2Grow, les communautés faisaient face à des défis importants liés à la malnutrition, au manque d'eau potable et à l'insécurité alimentaire, sans véritable espace pour faire entendre leurs droits auprès des autorités.

Dans ce contexte, le Groupe de plaidoyer du Yatenga, avec l'appui du programme Right2Grow, a organisé un atelier de plaidoyer réunissant femmes leaders, autorités administratives et autorités coutumières autour d'un enjeu majeur : garantir aux femmes un accès sécurisé à la terre.

Voix des femmes

Parmi les participantes, Binta Sawadogo, habitante de Ouahigouya, a été invitée en tant que femme leader pour porter la voix de celles qui restent souvent invisibles dans les instances de décision. Sa participation a renforcé la qualité des échanges et a permis de transmettre, sans tabou, les préoccupations profondes des femmes aux autorités traditionnelles.

Grâce à l'appui technique et financier de Right2Grow, cet espace de dialogue inédit a pu voir le jour. Les femmes ont pu exprimer non seulement leurs besoins, mais aussi affirmer leur place dans la défense de leurs droits.

Engagements concrets

À l'issue de l'atelier, un changement concret a été obtenu : les autorités coutumières se sont engagées à faciliter l'accès sécurisé des femmes à la terre. Cet engagement marque une étape importante vers une

meilleure inclusion des femmes dans les décisions communautaires et dans la lutte contre l'insécurité alimentaire. Au-delà de ce résultat, l'atelier a été une véritable tribune d'émancipation. Il a démontré que lorsque les femmes sont associées au plaidoyer, elles deviennent des actrices incontournables du changement social.

Right2Grow continue ainsi de renforcer la mobilisation communautaire pour que les droits sociaux, la nutrition, la sécurité alimentaire et l'égalité de genre deviennent des priorités partagées et soutenues par tous.



“Notre joie en tant que femme est immense aujourd'hui. Cet atelier nous a permis de nous asseoir autour de la même table avec les autorités coutumières et d'avoir enfin droit à la parole pour plaider en faveur des femmes. C'est une chose rare.”

– Binta Sawadogo, Ouahigouya