

FULL

PROPOSAL

RIGHT2GROW



Civil Society Strengthening grant instrument - Power of Voices
Dutch Government

2021-2025

FULL PROPOSAL

Table of contents

Narrative Proposal

Introduction

A. Global Theory of Change

B. Global Five-Year Strategy

C. Global Annual Plan 2021

D. Partnership Organisation

Annexes to the Narrative Proposal

Annex 1. Visual TOCs (Global TOC and six country TOCs)

Annex 2. Partnership Agreement

Annex 3. Track Record

Annex 4. Global MEAL System Charter

Annex 5. Example Country Level Results Framework

Annex 6. Vision of working with partners

Annex 7. Principles of country planning

Annex 8. Terms of References for global roles

Country Theories of Change and Plans

Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda

Global Budget

Budget Notes

Global Budget Model by year, results area and by country

Right2Grow consortium partners:

*The Hunger Project (lead), Action Against Hunger, CEGAA,
Max Foundation, Save the Children and World Vision*

List of acronyms

ACF	-	Action Against Hunger
AJCAD	-	Youth Association for Active Citizenship and Democracy
BHOS	-	Foreign Trade and Development Cooperation
BMET	-	Budget Monitoring and Expenditure Tracking
CBO	-	Community Based Organisation
CC	-	Coordination Committee
CCI	-	Chamber of Commerce and Industries
CEGAA	-	Centre for Economic Governance and Accountability in Africa
COVID	-	Coronavirus Disease
CSC	-	Country Steering Committee
CSO	-	Civil Society Organisation
CU5	-	Children Under 5
DGIS	-	Directorate-General for International Cooperation
DPO	-	Disabled People's Organisation
EKN	-	Embassies of the Kingdom of the Netherlands
EU	-	European Union
FAO	-	Food and Agriculture Organisation of the United Nations
FSS	-	Food Security Summit
GAA	-	Global Advocacy Accelerators
GAIN	-	Global Alliance for Improved Nutrition
GBV	-	Gender Based Violence
HQ	-	Head Quarters
IATI	-	International Aid Transparency Initiative
IFPRI	-	International Food Policy Research Institute
IGG	-	Inclusive Green Growth Department
ILO	-	International Labor Organisation
IMF	-	International Monetary Fund
IT	-	Information Technology
L&A	-	Lobby & Advocacy
L&L	-	Linking & Learning
LGBT	-	Lesbian, Gay, Bisexual and Transgender
M&E	-	Monitoring & Evaluation
MACS	-	Multi-Annual Country Strategy
Max	-	Max Foundation
MCLD	-	Movement for Community Led Development
MEAL	-	Monitoring, Evaluation, Accountability and Learning
MFA	-	Ministry of Foreign Affairs
MOU	-	Memorandum of Understanding
N4G	-	Nutrition for Growth
NFP	-	Netherlands Food Partnership
NGO	-	Non Governmental Organisation
NWGN	-	Netherlands Working Group on international Nutrition
NWP	-	Netherlands Water Partnership
OHCHR	-	The Office of the High Commissioner for Human Rights
ORIA	-	Organisational Risk and Integrity Assessment
PRB	-	Population Reference Bureau
QIS	-	Qualitative Information System
RESONUT	-	Network of Civil Society Organisations for Nutrition
SC	-	Save the Children Netherlands
SCS	-	Strengthening Civil Society
SDG	-	Sustainable Development Goal
SEAH	-	Sexual Exploitation and Abuse and sexual Harassment
SMART	-	Specific, Measurable, Achievable, Relevant and Time-bound

SME	-	Small and Medium-sized Enterprises
SUN	-	Scaling Up Nutrition Movement
SUSANA	-	Sustainable Sanitation Alliance
SWA	-	Sanitation and Water for All Partnership
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TA	-	Technical Assistance
THP	-	The Hunger Project
TOC	-	Theory of Change
UN	-	United Nations
UNDP	-	United Nations Development Programme
USAID	-	United States Agency for International Development
VCA	-	Vision Commitment and Action
WASH	-	Water, Sanitation and Hygiene
WEAI	-	Women's Empowerment in Agriculture Index
WHO	-	World Health Organisation
WUR	-	Wageningen University & Research
WV	-	World Vision

Introduction

Getting to zero

Over the past decades great advances have been made in reducing all forms of undernutrition in children under five (CU5). In fact, the international community acknowledges that we have sufficient expertise and resources to get to zero cases of undernutrition. Nevertheless, almost 200 million CU5 suffer from stunting (low height/age), wasting (low weight/height), or both, and over 340 million from vitamin and mineral deficiencies. The impact of the COVID-19 pandemic is putting even more CU5s at risk. The world is off-track to meet most of the SDG targets related to hunger, food security, nutrition and access to WASH, a critical precondition for good nutritional status.

Right2Grow has analysed the root causes of our inability to get these numbers to zero. We see a world full of great intentions, expertise and wealth, but which does not live up to its promises. At the same time, we also see strong women, men and children in affected communities ready to voice their needs, and ready to contribute their own part of the solution. Right2Grow will bridge the gap between these powerful women, men and children - and the often powerless leaders, experts and technocrats.

Right2Grow is both tactical and timely. We will focus on sparking and amplifying the voices of communities, their organisations and local civil society in those places and on those topics that matter. We invest in communities to collect their own data and stories on nutrition and WASH. We help them hold their nearest relevant government officials to account for what is needed, planned and - often not - delivered. We help those stories become strong evidence to convince national and international leaders and officials to make better choices, and to make those choices a reality. Good governance cannot be achieved without consulting with CSOs, local communities, especially women, whose capacities need to be strengthened so the impact can be sustained.

Right2Grow is a true partnership. Although our programme will at times have to be activist, the focus is on building strong sustainable partnerships. Between local communities and their local governments to make a joint analysis of what is needed, and how local solutions can be supported. Between civil society, private sector and governments to approach the issue in an integrated way, breaking down the silos between nutrition and WASH actors, gender and economic growth: through scaling up and funding bottom-up, gender sensitive approaches that cut across the mentioned sectors and build on meaningful community involvement and ownership.

Right2Grow unifies leading local and global organisations on nutrition, WASH and community development. We will collaborate closely with the Dutch Ministry of Foreign Affairs in the Netherlands and in the programme countries towards joint objectives and sustainable impact. We will align with international actors and inspire them to join in. Together with the communities we work with, their organisations, private sector and government partners we know how to get to zero undernutrition and to zero people without access to basic WASH services!

This full proposal outlines all the necessary elements to make this new strategic partnership into a success. An extensive global Theory of Change, founded on the country-specific pathways for change jointly designed with local partners in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda. A global five-year strategy that includes our approaches to advocacy, to learning, to mutual capacity development and to adaptive management. A robust budget that covers all the envisioned costs, complemented by thorough country-level plans for 2021, the first year of implementation.

Developing this full proposal, in these COVID-19 times, was both invigorating and challenging. Country teams have formed new coalitions and consulted many stakeholders. Local voices were heard in this design, despite the circumstances. This full proposal is therefore a strong foundation, a direction and a promise, in the full knowledge that reality will catch up with us and more local participation and ownership will guide the implementation.

We look forward to engaging with all partners on the final preparation and implementation of Right2Grow. Getting to zero - by joining forces, we can.

Reading guide for proposal assessment

The full proposal has been jointly developed by the Right2Grow consortium members, in close consultation with all programme country teams and local stakeholders. In this process, the consortium followed the criteria, feedback and guidance provided in the MFA decision letter and the overall guidelines, as well as using input from subsequent consultations with relevant MFA thematic experts and embassy staff. Because the proposal has become fairly comprehensive, we have included this reading guide.

Following are the criteria for proposal assessment mentioned in the decision letter on the concept note of Right2Grow. For each of these criteria we describe how the matter has been addressed in the full proposal, and where you can find the specific information in this full proposal.

The extent to which the contextual analysis has been updated according to the COVID-19 situation

The Global Theory of Change includes an analysis of COVID-19 impact in the problem analysis and in the proposed interventions. In addition, the Global Five-Year Strategy, Country TOCs and Country Plans all have been updated for COVID-19.

See: Narrative proposal: Global TOC (Chapter 1: Problem analysis; Chapter 2: Proposed interventions), and Country TOCs and Plans: separate chapters on COVID-19)

The extent to which policies are in place to address SEAH and Integrity, in case they were not fully in place at the time of initial application

All elements of the Integrity Update Form were in place at the time of the application. All consortium partners fully comply with the requirements as set out in the ORIA. If need be, additional prerequisites and assurances can be put in place in the sub-contracts of the consortium partners, outlining any other requirements or conditions, as per Article 5.1.1 of the Right2Grow partnership agreement.

See: Original application: Partnership agreement (also included as Annex 2 to the Narrative proposal)

The extent to which the Planning, Monitoring, Evaluation and Learning method is sufficient to monitor progress and to make adjustments with regards to the resources, activities, outputs, outcomes, and underlying assumptions and learning

Right2Grow has jointly developed its Monitoring, Evaluation, Accountability and Learning (MEAL) plan with all the global consortium partners and programme country partners. The methods included are both qualitative and quantitative and will be further developed in 2021 during baselines and target setting. A learning agenda is being developed, including the evaluation of assumptions. A specific Right2Grow global linking and learning function is created for guidance. In addition, all programme countries developed country-specific MEAL plans.

See: Narrative Proposal: Global Five-Year Strategy (Chapter 3: Global MEAL Plan); Country Plans (each have chapters on MEAL)

The extent to which the objectives (outcomes), results (outputs), activities and resources have been formulated based on the SMART principle

At this stage indicators have been selected at outcome level, which will become fully SMART after the baselines in 2021. The results frameworks, including intermediate outcomes and outputs at programme country level have been drafted on SMART principles. In the Country Plans activities and resources have been chosen and allocated based on the results frameworks, with SMART principles behind it.

See: Narrative proposal: Global TOC (Chapter 8: Envisioned change and indicators) and Narrative proposal: Global Five Year Strategy (Chapter 3: Global MEAL Plan); Country Plans (overview of activities and indicators).

The extent to which an adequate and solid risk management strategy is in place, including a risk analysis, mitigating measures and a system of monitoring the risks, as described in the risk analysis paragraph in the guidelines

The original risk analysis of the application has been expanded, using both existing consortium plans and the MFA guidelines. We have considered 1) context-related risks; 2) programme risks; 3) data risks and 4) implementing organisation risks.

See: Narrative proposal: Global TOC (Chapter 9: Risk Analysis)

The extent to which the proposal contributes to lasting effects for the target group and contributes to the institutional sustainability of consortium partners and local partner organizations

Right2Grow at its core is a capacity strengthening programme geared at institutional change. Therefore, by its nature, when successful the effects will be lasting for the target groups. This is fully explained in the Global Theory of Change and Global Five-Year Strategy. The role of local partner organisations, and their sustainability is also addressed throughout the plans, as well as in the Narrative proposal Section D on Partnership Organisation as well as in our Vision on Working with Local Partners.

See: Narrative proposal: Global TOC (Chapter 2: proposed interventions); Narrative proposal: Global Five Year Strategy (Chapter 1: Country strategies - partner roles and capacities); Narrative proposal: Partnership Organisation; Narrative proposal: Annex 6: Vision on Working with Local Partners

The extent to which the partnership will work with digital or other innovative methods, with where relevant a risk strategy

Right2Grow is pioneering structural pathways for scaling social accountability using bottom-up, evidence-based advocacy. Though Rights-based approaches have been around for over 20 years, combining them with community-led development and hard evidence has not been applied in a structural way.

As far as digital methods are concerned, Right2Grow will use the latest insights in mobile data collection and digital media for meaningful grass roots research and advocacy.

See: Narrative proposal: Global TOC (Chapter 2: proposed intervention); Narrative proposal: Global Five-Year Strategy (Chapters 1-2: boxes with approaches)

The extent to which geographical areas of implementation as well as local partners are identified, or, in case this could not be done yet, an explanation how these will be selected and why it could not yet be done

Local intervention areas as well as (almost all) local partners have been identified. An explanation and overview is given in the Global Theory of Change, as well as further details in the programme country plans.

See: Narrative proposal: Global TOC (Chapter 3: intervention areas); Narrative proposal: Partnership Organisation; Country TOCs and Plans

Where relevant, the extent to which the full programme proposal is aligned with MACS of embassies and/or full programme proposals of other Dutch funded partnerships

All programme countries have had contact with the countries' EKNs during development of the programme.

Alignment with MACS has been sought. Draft plans have been shared with the EKNs for feedback. Contact with two other strategic partnerships are established (ZOA, We Are Able; Wilde Ganzen, Giving for Change).

See: Narrative proposal: Global Five Year Strategy (Chapter 1: Country strategies - partner roles and capabilities) ; Narrative proposal: Partnership Organisation (Chapter 3: Governance); Country TOCs and Plans

The extent to which a conflict sensitivity analysis is carried out, as described in more detail in the Guidance Manual, and is adapted in the programming

Rapid conflict sensitivity assessments were part of the design process, building on many years of experience of the consortium partners in the intervention areas. More thorough conflict sensitivity analyses at country level will be carried out during the baseline studies. More information about the consortium capacity to navigate conflict sensitivity is outlined in the Global Theory of Change.

See: Narrative Proposal: Global TOC (Chapter 10: Conflict sensitivity)

The extent to which suggestions and remarks, made in earlier contacts, such as the letter of approval (dated 29 May 2020) have been taken into account and/or are followed up and

The extent to which agreements made in bilateral contacts with thematic departments and/or embassies are reflected in the full programme proposal

In the development of the full proposal much attention has been paid to the remarks by MFA on the concept note as well as input received by IGG. The following topics have been elaborated on extensively in the full proposal:

- **Intervention logic and assumptions** of the Theory of Change
- The "How" on **engagement and amplification of community voices** and their involvement in determining priorities
- **Gender and inclusion**, in particular in outcomes but also throughout the Theory of Change and plans

- A comprehensive approach to **CSO strengthening and mutual capacity development**
- **Lobby and advocacy strategies at all levels:** community & decentralised governments; regional; national and international - including the Netherlands
- **Representation of local organisations and communities** in programme decision making
- **Accountability and transparency** to all stakeholders

The extent to which the consortium agreement is supplemented with agreements concerning keeping each other informed, financial health, partnership adaptation, roles in M&E.

No supplements have been made to the current Right2Grow partnership agreement, which was already fairly comprehensive at the first submission stage; however, this can be done if it is deemed to be necessary. An extensive explanation is provided in the proposal Section on Partnership Organisation.

See: Narrative Proposal: Partnership Organisation (Chapter 1: Partnership Agreement)

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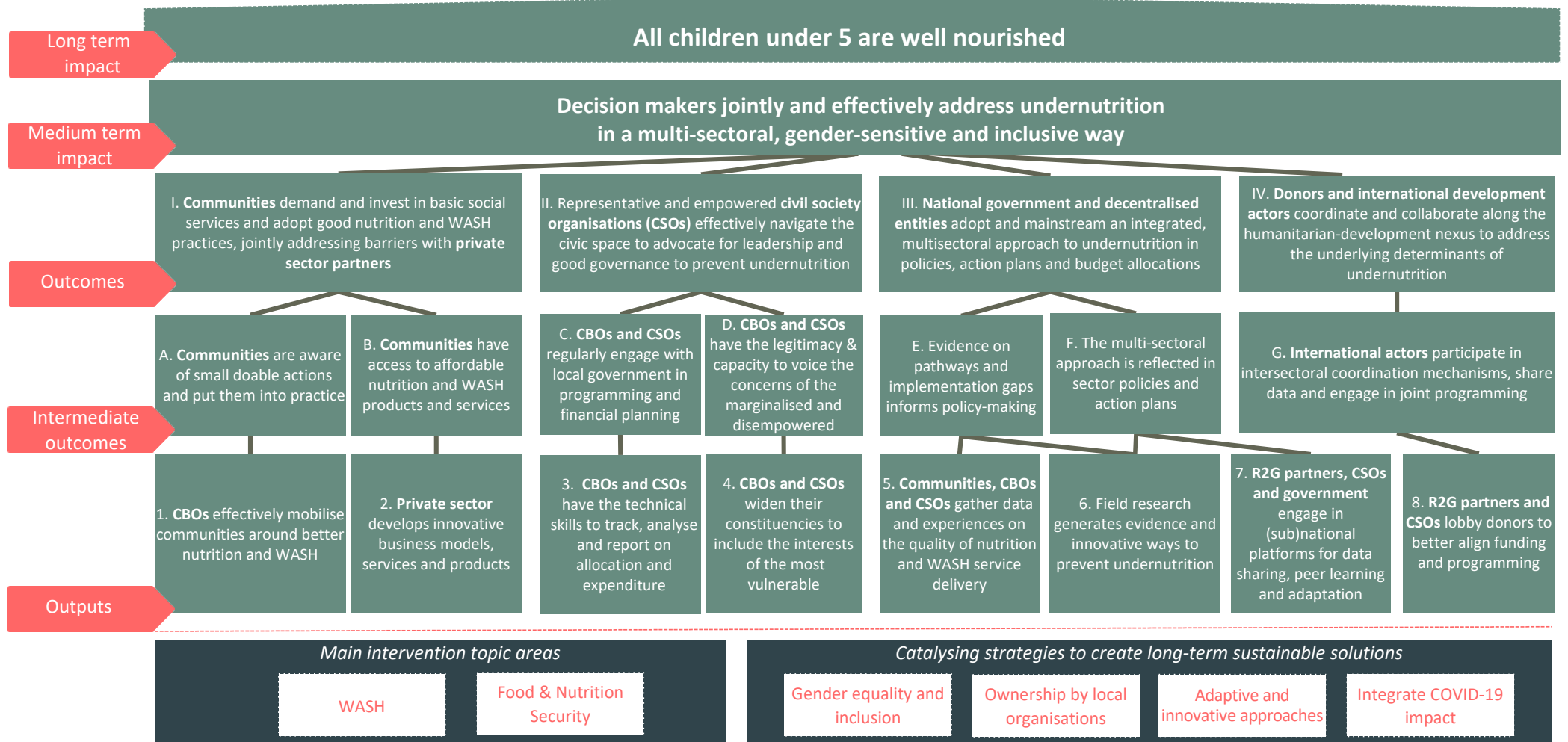
A. Global Theory of Change



GLOBAL THEORY OF CHANGE

Table of contents

Visual Theory of Change Right2Grow	2
1. Problem analysis	3
Tackling undernutrition: insufficient progress	3
Converging policy agendas but ineffective implementation	4
Climate change adaptation	6
COVID-19 impact	7
2. Proposed intervention	10
Strengthening four civil society advocacy roles	11
Intermediate outcomes	13
Climate change adaptation	13
COVID-19 integration	13
Sustainability	14
3. Intervention area	16
4. Gender equality and inclusion	18
Gender transformative approach	18
Context based gender analysis, strategies and action plans	18
Inclusion of people living with disability	19
5. Actor analysis	21
6. Civic space	26
7. Underlying assumptions	29
8. Envisioned change and indicators	31
9. Risk analysis	33
10. Conflict sensitivity	36



1. Problem analysis

Right2Grow envisions a world where all children under five (CU5) are well-nourished (**long-term impact**), so that every child is able to reach their full potential (**ultimate goal**). The right to available, accessible, and adequate food is recognised in the 1948 Universal Declaration of Human Rights¹ as well as within the global framework of the Sustainable Development Goals (SDGs), which ambitiously seeks to end all forms of malnutrition by 2030.

Tackling undernutrition: insufficient progress

Nutrition is an essential and often overlooked component of food security - ensuring not just adequate amounts of food, but sufficient food of nutritious value for good health and growth.² Despite decades of progress, **undernutrition** is still the main underlying cause of CU5 deaths.³ Besides weakening the immune system and increasing the risk of morbidity and mortality, undernutrition has devastating **long-term effects**: diminished cognitive and physical development, poor health, and reduced productive capacity, resulting in 10% reduction of lifetime earnings potential, and a 2 to 8% decrease of Gross Domestic Product.⁴ Undernutrition is also linked to structural injustice. Children are 1.5 to 2 times more likely to be stunted (defined as low height/age) when living in rural areas, in the poorest economic quintiles and in regions where women's status and or education is lowest.⁵ This stems from the fact that such children tend to be disadvantaged in terms of access to health care, water, sanitation and hygiene (WASH), as well as nutritious food and health-related information. Globally, almost 200 million CU5 suffer from stunting, wasting (low weight/height), or both, and over 340 million from vitamin and mineral deficiencies. The world is off-track to meet most of the SDG targets linked to hunger, food security and nutrition. Reduction in stunting as target SDG 2 over the last 20 years is too slow, and the 2030 goal of 12% is unlikely to be met.⁶ Neither is the target to reduce wasting to 3% by 2030.⁷ Covid-19 exacerbates this situation.

Too slow decline in stunting and wasting prevalence also calls for strengthening the gender dimension of nutrition interventions and addressing nutritional needs for adolescent girls, pregnant and lactating women. Between 2014-2018 women had about a 13% higher chance of experiencing moderate or severe food insecurity than men, and close to 27% higher chance of being severely food insecure at the global level.⁸ Women are vulnerable on all dimensions of food security: availability, access, utilisation and stability. They suffer the most from macro- and micronutrient deficiencies, especially during reproductive years, with long-term negative development impacts for society as a whole, and in particular negative health effects on their offspring: children of undernourished women are more likely to become undernourished themselves and to face cognitive impairments, have lower resistance to infections, and run a higher risk of disease and death throughout their lives.⁹

Major causes of undernutrition

People who suffer from food and nutrition insecurity are often the same persons who lack adequate access to water, sanitation and hygiene. This particularly affects many people in low- and middle-income countries, leaving them in extremely vulnerable situations and reducing their chances of living healthy and productive lives. The major **causes** of undernutrition, namely, inadequate nutrition, poor care practices, and disease, are all directly or indirectly linked to limited access to and affordability of safe WASH services. Poor WASH conditions cause ingestion of faecal pathogens, leading to diarrhoea, intestinal worms, and/or environmental enteric dysfunction, which impact the body's nutrient absorption and immune response to disease.¹⁰ Other determinants of nutritional status

¹ UN OHCHR, (2010). [The Right to Adequate Food](#)

² Food and Business Knowledge Platform, (2020). [Nutrition Security Knowledge Portal](#)

³ Nisbett et al. (2014). [Why Worry About the Politics of Childhood Undernutrition?](#)

⁴ World Bank, (2006). [Repositioning Nutrition as Central to Development](#)

⁵ GHA Advocates, (2016). [Undernutrition Basics](#)

⁶ UNICEF, WHO & World Bank, (2019). [Levels and Trends in Child Malnutrition](#)

⁷ UNICEF, (2019). [The State of the World's Children 2019](#)

⁸ FAO, (2020). [State of Food Security in the World](#)

⁹ PRB, (2003). [Nutrition of Women and Adolescent Girls: Why it Matters](#)

¹⁰ Dangour et al. (2013) [WASH Interventions and their effects on the nutritional status of children](#)

are rooted in poverty and involve interaction between social, political, demographic, economic conditions and climate change.^{11 12}

Food security and WASH highly related

In addition, global health experts are recognising that food security challenges cannot be met until safe drinking water, sanitation, and hygiene are available in the world's poorest communities. Access to WASH affects all aspects of food security, as the lack of it reduces the time women are able to work in the agricultural sector, reduces disposable income of households, contaminates foods, and causes disease. Despite the significant role that access to safe WASH plays in both prevention and treatment of undernutrition, as well as in ensuring food security, it has been estimated that 785 million people lack even a basic drinking-water service, eight out of ten living in rural areas and nearly half of them living in Least Developed Countries, while 2 billion people still do not have basic sanitation facilities such as toilets or latrines.¹³ All these factors expose them to the unnecessary risk of contracting infectious diseases such as diarrhoea and consequent malnutrition. Poor and marginalized populations and women are disproportionately affected, further exacerbating rising inequalities.

Converging policy agendas but ineffective implementation

Over the past decade, global stakeholders have been converging on a broadly common agenda of goals, strategies and interventions to tackle undernutrition, through initiatives such as [SUN](#), [REACH](#), [1000 Days](#) and [Alive & Thrive](#). These initiatives have built upon previously separate advocacy efforts on micronutrient deficiencies, (exclusive) breastfeeding, complementary feeding and others to form a more coherent agenda, while aspiring to support country-owned and country-led sustainable strategies.¹⁴ **Robust laws and policies** addressing nutritional status **have** since **been adopted** in many countries.¹⁵ At the same time, much progress has been made in increasing collaboration between the relevant global platforms Sanitation and Water for All Partnership (SWA) and the Scaling Up Nutrition Movement (SUN). Actors are adapting their internal strategies, partnerships are being forged, progressive countries are being recognised and joint WASH-Nutrition advocacy messages are being formulated.

However, the **implementation of these laws and policies is ineffective**. Right2Grow has identified five main reasons, which are all described here below:

1. Multi-sectoral approaches required

Firstly, undernutrition needs to be addressed **multi-sectorally**, through joint action, collaboration and engagement of a range of national ministries that have become accustomed to working in silos, with budgetary allocations that continue to follow the “silo” logic.¹⁶ Multi-sectoral interventions are essential to address each of the underlying determinants of malnutrition, which include: WASH; agriculture; care practices; health; education; social protection; gender norms and household dynamics; and other socio-economic factors. Improving any one of these underlying determinants in isolation is unlikely to significantly reduce undernutrition if other direct and underlying determinants are not also improved.

The Agenda 2030 stresses that the interlinkages and integrated nature of the goals are of crucial importance for their realisation. Utilising synergies between goals or fields of action can increase efficiency, effectiveness and sustainability. Both WASH and nutrition outcomes substantially contribute to other SDGs, in particular to Health and Well-being (SDG 3), but also to Education (SDG 4) and Gender Equality (SDG 5). SDG 17 defines explicit targets and indicators to revitalise and enhance global partnerships, “bringing together governments, civil society, the private sector, knowledge institutes, the United Nations system and other actors” in an effort to mobilise all available resources until 2030.

¹¹ WHO/UNICEF Joint Monitoring Program, (2020). [JMP](#)

¹² Also see the Right2Grow brief on climate change adaptation, Annex X of the full proposal document.

¹³ Data sourced from WHO/UNICEF [Joint Monitoring Program](#).

¹⁴ Pelletier et al. (2013). [The Principles and Practices of Nutrition Advocacy](#)

¹⁵ Devex, (2020). [The Challenge of Local Implementation in Uganda's New Nutrition Policy](#)

¹⁶ WaterAid, Share & ACF, (2017). [The Recipe for Success: integrating WASH to end malnutrition](#)

Multi-sectoral approach in Mali, Bangladesh and Uganda

In Mali, the government has adopted a multi-sectoral approach as a means of improving nutritional status. However, effective cross-ministerial coordination mechanisms are still lacking, which inhibits the sharing of information and joint planning and implementation of policies. In Bangladesh, different government departments are involved in nutrition, but without a clear overview of roles and responsibilities.

In Uganda, the government adopted a national multi-sectoral nutrition plan and a gender-specific nutrition action plan, but with no adequate financial allocations, making them difficult to implement.

2. Information for public accountability lacking

Secondly, detailed **information** on the costing, expenditure, availability, and quality of government services is often **lacking**, especially in remote areas. This **leads to weak transparency, limited public participation in policy and budget decision-making, and lack of both social and budget accountability**. Visibility about where public investments are being made is a crucial first step in engaging across sectors. By ensuring more open dialogues about WASH, food and nutrition security spending, countries will find more efficiencies between WASH and nutrition security programmes, getting more value for money, and enable the delivery of more effective services to populations in need. Open dialogue and transparency also foster better understanding and gap identification in nutrition and WASH policies and budgets, encouraging joint work towards filling these gaps with the inputs from civil society stakeholders.

3. Weak participation in decision making

Not all necessary decision makers are involved and bringing **the perspectives of the most marginalized** into policy processes remains a big challenge. Realisation of the SDG targets on nutrition and WASH requires a people-centred and community-led approach with stronger emphasis on the most vulnerable and difficult to reach such as children, youth, persons with disabilities, people living with HIV, older persons, girls and women, indigenous peoples, refugees, internally displaced persons and migrants. Ensuring that government commitments and policies are translated into effective actions that leave no one behind requires meaningful participation of, and consultation with, civil society and affected communities as well as implementing mechanisms that empower and actively encourage the participation of all in relevant decision-making processes.

Weak capacities impair participation in Burkina Faso

In Burkina Faso, the skills and capacities of civil society organisations, especially those working at the community level, are too weak to lead advocacy efforts, meaningfully participate in decision-making processes and voice the concerns of the most vulnerable.

4. Service provision orientation of civil society

Because funding for their work is often short-term, top-down, project based, and output-focused, most national Civil Society Organisations (CSOs) and Community Based Organisations (CBOs) primarily have a **service provision orientation**, and are less focused on monitoring coverage, quality, inclusiveness, and budgeting of government services. Their advocacy work predominantly **raises communities' awareness on good practices**, with far less emphasis on mobilising and capacitating them to articulate their needs and claim their rights. Therefore, communities **remain unaware of their rights** to nutrition, WASH and related services. Community members are usually not engaged in advocacy initiatives, as they are primarily viewed as information providers and targets of behaviour change communication campaigns rather than as decision makers and change agents in their own right. CSOs and CBOs thus miss the opportunity **to build constituencies**, which are indispensable to act as legitimate intermediaries between citizens and policymakers.

Decentralised government entities often have **limited information about these rights and obligations**, and thus do not drive improved policies, increases in budget allocations or effective implementation. Related challenges include government and civil society's **limited experience in collaborating with the local private sector** to tackle insufficient access, availability, and use of nutrition and WASH products and services (such as micronutrient-rich vegetables, or soap for handwashing).^{17,18,19}

5. Disconnect between international, national and local civil society

While (I)NGOs have funding and skills to conduct high-level analyses and engage in long-term Lobby & Advocacy (L&A) vis-a-vis national governments, they often rely on a small sample of household interviews from a few remote areas. Meanwhile, capacities and funding of national CSOs and CBOs are often too limited to engage meaningfully, leading to a disconnect between CSOs operating at national and those at local level. This is why national policy dialogues often **lack in-depth knowledge and evidence of local realities**, resulting in financial commitments and programme implementation that many times do not meet the interests, needs and capacities of the most vulnerable and marginalized groups. Finally, CSOs advocacy efforts are not always properly “hooked” to policies/practice changing processes to ensure institutionalisation and sustainability of changes they promote.

Climate change adaptation

Impact on food and nutrition security

All regions of the world are experiencing, and will continue to experience, the effects of climate change with varying magnitude and consequences. With the most optimistic projected +2°C global average temperature increase, the rate of undernourishment in the Sub-Saharan African population will increase by 25-35% by 2050 relative to 2015²⁰. Climate change is already affecting the four dimensions of food security (i.e., the physical availability of food, its economic and physical accessibility, its use, and the stability of these three dimensions over time), and its implications extend across all determinants of nutritional status.

Climate change exacerbates the multiple burdens of undernutrition as a result of its effects on food security, environmental hygiene, water supplies and quality, food safety, and maternal and child health care. The most vulnerable are, or the most affected will continue to be: those who depend on natural resources, as well as women and children who depend for survival mainly on subsistence farming or small-scale food production, water harvesting and related activities.²¹ Women are more likely to voluntarily go hungry to preserve food for children and their male partners in the event of food shortages due to climatic shocks such as drought or flood. Water scarcity due to drought could also mean women and children sometimes have to walk long distances to find and collect water. Such distances may also expose women and girls to GBV or abuse, whilst also facing hunger, thirst and physical exhaustion. In addition, other climate change disasters like cyclones may disproportionately affect more women than men, as witnessed in Bangladesh where 90% of the 150,000 people killed in the 1991 Bangladesh cyclone were women.²²

Impact on WASH

Climate warming leads to water scarcity in some regions (changes in rainfall patterns, more evaporation, less vegetation cover, less recharge) while the need for drinking water and agricultural water among populations is constantly increasing. Climate change renders some parts of the world inhabitable, especially due to rising seas: the planet could have up to 1 billion climate refugees by 2050.²³ Other areas facing water stress due to more frequent drought cycles are also increasingly becoming dependent on humanitarian aid such as Horn of Africa and Sahel - both regions targeted by the Right2Grow programme. In turn, conflicts can increase the risks of food insecurity and undernutrition due to the damage they cause to agricultural land and food systems, crop and

¹⁷ WUR. [Private Sector Development and Nutrition](#)

¹⁸ Global Health Advocates, (2018). [Ending Malnutrition: what role for the private sector?](#)

¹⁹ IFPRI, (2015). [Public-Private Partnerships and the Reduction of Undernutrition in Developing Countries](#)

²⁰ ACF, (2015). [Briefing Paper](#); WHO, (2018). [Climate Change and Health](#)

²¹ Mompati N Baiphethi PhD research intern, Magiel Viljoen & Godfrey Kundhlande (2008). Rural women and rainwater harvesting and conservation practices: Anecdotal evidence from the Free State and Eastern Cape provinces, Agenda, 22:78, 163-171, DOI: [10.1080/10130950.2008.9674994](#)

²² Bawden, T., (2015). [Climate change: Women more vulnerable to dangers of global warming than men, say leading academics](#)

²³ IPS, (2017). [Climate Migrants Might Reach One Billion by 2050](#)

livestock looting, and the resulting loss of assets and revenue for local populations. The consequences of climate change, such as natural disasters and the disruption of ecosystems, hinder food production and food systems²⁴.

Role of governments and civil society

Governments have the responsibility to control and mitigate the impact of climate change on rural and marginalised livelihoods, including regulation of private sector energy service companies to develop and implement energy efficiency in their production and services. Such efforts should promote long-term effects on energy savings, carbon emissions and the market for energy-efficient technologies, all having a long-term impact on agriculture and food security. At the same time, we acknowledge the bulk of carbon emission reduction must come from the global North.

All these government efforts require civil society monitoring and advocacy to ensure that what the government has promised is delivered in an inclusive, community-centred and environment-friendly way, with sufficient financial resources for civil society to participate in important climate change systems and processes, with a ripple-effect on improved transparency and accountability.

Food systems approach

Our food affects our climate, and in turn our climate affects our food. We need to optimise the diets of all people and achieve a sustainable food system worldwide. A recent Lancet Commission recognises the importance of these links and recommends connecting “the silos of thinking and action between undernutrition, overweight and obesity and climate change to work collaboratively on common systemic drivers” in systems of food and agriculture, transportation, urban design and land use.²⁵ This also calls for an integration with access to water for food production and safe consumption.

COVID-19 impact

Impact on undernutrition

The COVID-19 pandemic is heavily impacting the most vulnerable populations around the globe. With nearly 400,000 cases of infection, Bangladesh is worst hit out of the Right2Grow programme countries. Ethiopia has registered over 80,000 cases and the other Right2Grow programme countries - Burkina Faso, Mali, South-Sudan and Uganda - have recorded a few thousand cases of infection each. Poor countries have weak health and surveillance systems to detect and treat suspected cases of COVID-19 as well as underdeveloped service delivery options that would provide safe and convenient access to WASH and nutrition goods and supplies. These countries and more specifically their vulnerable communities are affected disproportionately. As COVID-19 continues to spread, it backslides decades of progress in areas such as food security, hunger and poverty, inequality, undernourishment in children and the lack of access to safe water and sanitation services. It has been predicted that the impacts of COVID-19 will persist well beyond 2021:

- Estimates by the International Food Policy Research Institute and John Hopkins University suggest that without timely action, the global prevalence of child wasting could rise by a shocking 14.3%. With an estimated 47 million children younger than 5 years affected by wasting globally before the COVID-19 pandemic, this would translate to an estimated additional 6,7 million children with wasting during the first 12 months of the pandemic—80% of them in sub-Saharan Africa and south Asia—and more than 10,000 additional child deaths per month during this same period.
- UNICEF reports from the early months of the COVID-19 pandemic suggest a 30% reduction in the coverage of essential nutrition services in low- and middle-income countries and declines of 75–100% under lockdown contexts.

²⁴ FAO, (2017). [Food Security and Nutrition in the Age of Climate Change](#)

²⁵ [Global Nutrition Report](#), 2020

COVID-19 impact in Bangladesh

Bangladesh has experienced an acute shortage of food, with prices of staples such as rice and pulses having risen. There has been a significant drop in per capita food expenditure, about 32% among urban slum poor and 24% among rural poor. Consequently, there has been a reduction in food consumption, especially amongst households in the lower poverty line. COVID-19 is expected to cause a huge child health crisis, setting back progress on stunting in countries like Bangladesh by 10 years (Bangladesh National Nutrition Council, “Determining the impact of COVID-19 on nutrition: Projection of the possible malnutrition burden in post COVID-19 period in Bangladesh”, 2020)

Impact on access to WASH

WASH commodities (e.g. soap) and services play a direct and critical role in suppressing the global reach of the COVID-19 pandemic. The immediate socio-economic impacts of COVID-19 pose a significant risk to WASH services, including limited access to safe WASH, particularly for the most vulnerable populations. This may, in turn, constrain the role that adequate access to WASH can play in suppressing the global reach of the pandemic – a vicious circle. Substantial interruption of WASH services and reduced access to WASH commodities such as soap for handwashing is expected. Restrictions on the entry and movement of goods and equipment coupled with price increases for WASH services and commodities will have a grave impact on maintaining good hygiene practices, further exacerbating the severity of COVID-19. Low and middle-income countries will again be most affected, particularly those with protracted and/or humanitarian crises such as South Sudan.

Many families already living in precarious financial conditions find their socio-economic status greatly diminished because of COVID-19. In addition, in-school youth are disproportionately affected by COVID-19 as school closures reduce access to social safety nets such as free meals and many parents are unable to provide food due to loss of income and livelihoods. This is also true for those school children for whom school is a safe place away from home where they might otherwise be forced into child labour, early marriage or other inappropriate activities.

Economic impact

As businesses close or reduce their staffing due to lack of demand, household economies and livelihoods also suffer. “The International Labor Organization (ILO) predicts the loss of five to 25 million global jobs and losses in labour income between USD 860 billion to USD 3.4 trillion. COVID-19 is causing loss of jobs and income amongst those who can least afford it, particularly the poor in rural and urban/peri-urban settings, women, smallholder farmers, ultra-poor, refugees, internally displaced persons, workers in the informal sector and micro-small and medium enterprises. As a result, a further 34 million people could be pushed into extreme poverty by the end of 2020 with an additional 130 million people by 2030.”²⁶ Job losses, especially by casual workers or those in the informal economy coupled with reduction in remittances from relatives abroad will lead to acute food insecurity of approximately 265 million people around the globe.²⁷ The current economic slowdown and disruptions to supply chains worldwide due to COVID-19 are thus making undernutrition more severe. This is a double-edged sword, as good nutrition is an essential part of an individual’s defence against COVID-19: nutritional resilience is a key element of a society’s readiness to combat this threat.²⁸

Government’s response has been to restrict movements across and within borders, implement social distancing and closing non-essential businesses. While the measures are meant to protect the public, they also have adverse effects on food security and nutrition outcomes. Individuals cannot participate in food value chains and required agricultural inputs are not available. Additionally, movement restrictions undermine livelihood strategies and incomes, and market and food sources are restricted. Health systems are also strained, and women are more likely to bear the time burden of caring for the sick, thereby increasing their own exposure. Impacts on food insecurity

²⁶ World Vision International, (2020). [100 Days On: World Vision's COVID-19 Response](#)

²⁷ GRFC, (2020). [Global Report on Food Crises](#); WFP, (2020) [Food Insecurity Projections](#); ILO, (2020). [COVID-19 and the world of work](#).

²⁸ [Global Nutrition Report, 2020](#)

and nutrition pose challenges. Diets are less affordable and healthy foods are less available. Individuals prioritize less nutritious shelf-stable and staple foods (ultra-processed).

In addition to the devastating social, health and financial consequences that we are currently seeing, COVID-19 is likely to have an equally devastating impact on the future. The economic crisis due to the response to the pandemic will likely cause a decrease in investments in coverage of basic services and achieving the SDGs.

2. Proposed intervention

Right2Grow believes that to ensure all CU5 are well nourished, changes in mindset and behaviour are required at all levels - from the household up to the state. To bridge the gaps between promising national policies and realities, mutual efforts of all nutrition and WASH stakeholders are needed. Stakeholders should speak a shared language, and work in mutually reinforcing and interconnected ways, building and sharing evidence, knowledge, and expertise - so that all relevant decision-makers can jointly and effectively address undernutrition in a multisectoral, gender-sensitive and inclusive way (**medium-term impact**), while applying people-centred and community-led approaches.

Success in this domain will also pave the way to open up the civic space, a critical precondition for the success of the SDGs - so that every child will be able to achieve its potential (**ultimate goal**).

Harnessing the power of local communities for change at all levels

To effectively and sustainably bridge the gaps identified in our problem analysis, Right2Grow will harness the power of local communities through partnerships with legitimate and representative CSOs and CBOs committed to working with communities, marginalized groups and women, recognizing the central role they play in identifying problems, needs and solutions. Being as equally important, Right2Grow will work to encourage and motivate (local) governments to increase political prioritisation of nutrition and WASH; ensure adequate financing; build better governance and coordination structures; enable collaborative and multi-stakeholder decision-making; improve service delivery and identify more effective, inclusive and sustainable solutions.

Right2Grow partners bring a **range of complementary skills and contextualized tools** to **complement and strengthen existing capacities** in the countries and help local CSOs and CBOs to better structure their efforts when engaging in lobbying and advocacy and voicing concerns of the most vulnerable. Building upon previous experiences and lessons learned, Right2Grow will accompany local partners to ensure they have the ability (knowledge and skills) to take positive action and support them in joining forces to increase their collective power and influence on policy and practice.

Mutual capacity development through jointly shaped learning agenda

The learning agenda will be **needs-based, context-specific, gender-sensitive, locally defined and jointly shaped**. Right2Grow will work on the basis of **mutual capacity development**, actively learning together, both through participatory once-off activities (e.g. training, workshops, seminars) and through collaborative processes (e.g. joint gaps analysis, joint research, joint lobbying and advocacy, joint campaigning). Right2Grow track record shows this is a viable method to promote common understanding, local ownership, sustainable representation and inclusion in policy processes at national and local levels.

To enable efficient communication lines between different stakeholders, the Right2Grow consortium will focus on innovative ways for digital communication at all levels of activity implementation. Understanding the role of data, the methodologies for collection, analysis as well as data presentation, will play a crucial role in providing evidence needed for lobby & advocacy. Right2Grow will also promote **grass-roots innovation**, aimed at practicing innovations, in both technology and service provision, in socially inclusive ways and broadening the range of actors in the innovation process to include grass-roots innovation movements.

To ensure accurate understanding of local problems and bottom-up agenda setting from the very beginning, Right2Grow consortium partners and local stakeholders have jointly developed an adaptive, fit-for-purpose Theory of Change (see Visual Global Theory of Change, at the beginning of the document).

Strengthening four civil society advocacy roles

In order to achieve the defined four outcomes, Right2Grow will **strengthen four civil society advocacy roles**,²⁹ leading to **eight outputs**:

Educational role

- **Strengthen** change agents, especially women, in underserved communities **to advocate for effective behaviour change** amongst their neighbours, develop/ apply tools to support mindset shifts and identify local priorities and solutions for tackling undernutrition and poor WASH e.g. using positive role models in campaigns or support groups (*output 1*);
- **Strengthen and support** communities and CSOs/CBOs to **carry out policy and context analyses, to collect and analyse data on budget allocations, actual expenditure and quality** of WASH and nutrition service delivery e.g. through budget analysis techniques or community score cards (*outputs 3 and 5*).

Addressing barriers for change at community level

Improvements in WASH and nutritional status will not be possible without sustainable changes in everyday behaviour of the communities. Together with the change agents, including the most vulnerable to undernutrition and poor WASH, Right2Grow will invest in identifying context-specific behavioural drivers, attitudes and barriers that make it difficult for community members to practice good nutrition and WASH behaviours. Such barriers include cultural and gender norms and factors that motivate or discourage regular handwashing with water and soap, or exclusive breastfeeding. Right2Grow will also invest in local solutions - small doable actions. Recognizing that sustainable change can only happen when initiated from the grassroots, with changemakers who lead change from within, and starting from their needs, Right2Grow will catalyse change using available resources. This means tailoring design, implementation and monitoring to local priorities, determined through participatory involvement of all community groups (community and faith leaders, women, children and youth, people with disabilities, marginalized groups, service providers, CSO, CBOs, etc), and local capacities. Right2Grow recognizes the need for a gender-sensitive approach to the education role, as well as providing safe spaces for participation of vulnerable groups. Simultaneously, Right2Grow will work on strengthening policies, markets, physical and social environments to influence and sustain behaviours.

Raising awareness on rights to nutrition and WASH services and increasing advocacy capacity

In addition to promoting behaviour change, Right2Grow will support communities to become more aware of their rights to safe water and sanitation and adequate food and nutrition for all. By applying human rights-based approach, Right2Grow will work with the communities to recognize the tools they already possess for effective action on claiming those rights as well as to identify the skills and knowledge they still need to develop, so they can actively engage in awareness raising events/ campaigns/ policy dialogs and become their own advocates.

Right2Grow will engage with local CSOs and CBOs and enhance their capacity to lobby and advocate for open access to national WASH and nutrition plans and progress reports, so they can monitor progress and hold governments to account. Access to policies and data on financing should empower civil society to advocate for adequate resources, more effective allocation of resources and quality of services. Right2Grow will work with civil society in the countries to develop/ improve practical and theoretical tools on monitoring/ tracking how public and donor funds are distributed to ensure they deliver the impact needed for WASH and nutrition at the community level and leave no one behind. Right2Grow will also support CSOs and CBOs to mobilise for increased domestic financing of nutrition and WASH, to reduce donor dependency and enhance local ownership and sustainability.

²⁹ MFA, (2019). [Policy Framework Strengthening Civil Society](#) (annex 5)

Representational role

- **Strengthen** community interest groups, CBOs and CSOs **to include the interests of the most vulnerable** and facilitate **direct access of women to decision-making**, lobby and advocacy activities, e.g. using a women's empowerment index score³⁰ (*output 4*);
- **Lobby** donors for **improved funding and programming** (*output 8*).

Right2Grow will work with local CSOs and CBOs on identifying context-specific capacity gaps and needs to make neglected local voices heard and to hold policymakers and service providers to account. Different contextualized technics will be applied to strengthen local capacities and develop knowledge and skills to communicate effectively with policymakers such as: how to shape clear, credible and realistic demands and recommendations; how to collect data and bring accurate information and evidence on WASH and nutrition realities of the most affected communities and marginalized groups to the discussion table; role playing and argumentation practice; communication with the media etc.

Right2Grow recognizes rural women and marginalized groups as the leaders and legitimate experts in WASH and nutrition issues and will work with local partners to facilitate their direct representation in all consultation processes and direct access to local and national decision making. Mutual capacity development envisioned under the Right2Grow programme should enable and empower rural women and marginalized groups to lead the lobby and advocacy efforts themselves.

Right2Grow will conduct governance studies in order to better understand who holds the power in WASH and nutrition decision making and how they can be influenced to improve funding and programming. Using the study results the consortium will facilitate meaningful engagement of CSOs and CBOs with powerbrokers so they can influence decisions and the resultant services and products.

Communicative role

- **Foster private sector links** to improve availability of relevant WASH and nutrition products and services e.g. by promoting local production, women's entrepreneurship and social marketing techniques (*output 2*);
- **Foster links with knowledge institutes** to generate innovative ways to prevent undernutrition e.g. through symposia and knowledge fairs (*output 6*).

Right2Grow recognizes that beyond good governance, domestic and small-scale private sector (e.g. local vendors, farmers and small producers), can play a significant role in tackling insufficient access, availability, and affordability of nutrition and WASH products and services as well as in creating a supportive environment to sustain promoted behaviour change. Thus, Right2Grow will engage with the private sector in the countries to jointly develop innovative business models, services and products that would generate business return at the same time as societal value. Catalysing **women's entrepreneurship** will be at the heart of this approach.

Right2Grow will also engage with local research institutions to jointly formulate policy recommendations based on research results and ensure that communication methods, research findings and reports are actionable, easily digestible and accessible to all concerned stakeholders. Together with academia, Right2Grow will collect and share availability, accessibility, affordability and utilisation of data on WASH and nutrition services to support evidence-based advocacy and development of convincing advocacy materials.

Right2Grow will work to break down the underlying barriers and power differences that prevent rural women and marginalized groups from leading the lobby and advocacy efforts, e.g. by including context-specific communication strategies to challenge existing belief systems or social norms.

³⁰ THP, (2017). [Women Empowerment Index](#)

Collaborative role

- **Strengthen** or create (sub)national platforms; foster **dialogue, coordination, collaboration and coherence** among relevant actors, processes and initiatives, including through information exchange on knowledge gaps, advocacy activities and strategies (*output 7*).

Stakeholder mapping, assessment of the civic space and mutual capacity development will be conducted to identify representative CSOs and CBOs and support them in building a broad constituency so they can speak with a loud, legitimate and collective voice. Right2Grow will support local partners in establishing local communication channels/platforms so that all concerned stakeholders can access and exchange knowledge, local and national data on WASH and nutrition, policy and implementation gaps, and work together to formulate and bring the right messages to the right decision-makers.

Right2Grow will strengthen coordination among civil society actors at all levels to ensure that local level evidence is used in national level policy and budget debates to better customise solutions to the needs of local communities. Proper mechanisms will also be developed to ensure timely and useful feedback from national platforms to the local level.

Intermediate outcomes

By assuming these new identities and roles, community members, including the most vulnerable and marginalized, are moving from being passive observers of the problems to being motivated to take doable actions,³¹ gain access to WASH products and services, and grow and consume nutritious food (*intermediate outcomes A/B*). By building and enhancing their skills, legitimate, inclusive and gender-sensitive CBOs and CSOs will authentically generate evidence and voice the concerns of marginalised groups and engage in local and national government plans and budgets (*intermediate outcomes C/D*). As a result of advocacy activities and engagement of research institutions, evidence-based practice will influence policy making (*intermediate outcomes E/F*), and international actors will collaborate on intersectoral planning, information sharing, and programming (*intermediate outcome G*).

Climate change adaptation

Right2Grow is not a climate change adaptation or mitigation programme, but it regards climate change as an underlying cause of undernutrition and an important threat to progress in improving access to essential water, sanitation and hygiene services. The interventions will therefore as much as possible strengthen and complement other existing programmes at local and national level with regards to climate change adaptation while keeping its focus on interventions directly contributing to the Right2Grow outcomes. Each country level context analysis therefore includes the impact of climate change on access and availability of food, water and sanitation systems, as well as into policies that are in place at national level to adapt to the changing climate and approaches to make communities more resilient.

Right2Grow's Theory of Change has integrated climate adaptation at outcome level. Outcome 1 includes the communities' resilience to shocks posed by climate change. Outcome 2 includes the understanding of CSOs of the impact of climate change, their ability to identify relevant government services and policies for climate change adaptation and their successful collaboration with important climate activists and civic actors. Outcome 3 includes the mainstreaming of undernutrition and WASH in national and decentralised climate adaptation policies, plans and budgets. Finally, Outcome 4 focuses on donors and international development actors, ensuring that climate adaptation remains seen as an underlying determinant of undernutrition and poor WASH conditions.

COVID-19 integration

The impact of the COVID-19 pandemic on the context of Right2Grow and its implementation is significant. However, it also makes the programme even more relevant at this time. The following aspects and principles have been integrated in the design of the strategy:

³¹ FHI360 (2015). [Small Doable Actions](#)

- Use adaptive management to constantly scan for opportunities within the range of compliance to achieve similar results with different activities, shifting inputs where it can have the most impact and mitigating the negative impact of COVID-19 through implementation of Right2Grow.
- The Right2Grow programme will be implemented in compliance with the health and safety measures that are in place in the different geographical locations of the programme.
- Due to the limitation of the number of people present in meetings and the limitations to travel opportunities, partners will divert to alternative ways of communication and gathering.
- When technology allows, digital communications are increasingly used, like online meetings and interaction on digital platforms.
- To allow for inclusive participation, additional efforts are made at community level to reach out to those with less access to technology using alternative communication means like radio, (news)papers, and local influences, and making strategic use of the places where people still gather or visit.

In addition to the above, the local impact of COVID-19 is discussed in each of the programme country Theories of Change. Our adaptive management approach will support dealing with COVID-19 dynamics in both implementation of the programme as well as for the execution of our MEAL plan (See Global Five-Year Strategy, Section B of the Narrative Proposal).

COVID-19 makes Right2Grow even more relevant

The COVID-19 pandemic has made the programme even more relevant. COVID-19 has shed a new light on the importance of access to safe WASH in the prevention of diseases: the measures that are being taken globally to stop the spread of the coronavirus, are methods that the Right2Grow consortium members have been working to mainstream in hard-to-reach regions of poor countries in the last decades. It is highly important that this continues; for the prevention of COVID-19 but also the increased risks of undernutrition and preventable diseases such as diarrhoea and conditions like stunting, as the already limited resources in these areas are now even more stretched. Advocating for access to basic nutrition and WASH services, better WASH and nutrition governance, reaching the most vulnerable and so on are all extremely important in mitigating the impacts of COVID, but also in the recovery phase.

Sustainability

Sustainability of Right2Grow concerns the lasting effects for the target groups and ongoing transformational process. This requires institutional change at community level, in involved actors, at policy level and in the concrete actions and behaviour of actors involved. Sustainability will be ensured as communities, including marginalized groups and women, become their own, effective change agents and rights holders, able to demand access to and invest in the WASH and nutrition services and products needed for their children to grow up healthy. Owing to mutual capacity development and awareness raising, they may choose to become advocates, join an advocacy group or publicly campaign on WASH and nutrition issues, write letters to government officials, participate in demonstrations or other awareness and advocacy events. People's involvement may progress to the point of starting their own advocacy group, planning their own awareness events, and collaborating with private sector partners (**outcome I**). CBOs and local and national CSOs will have built strong constituencies and possess knowledge and capacities to build a solid case on the importance of adequate WASH conditions and good nutritional status. CBOs and local and national CSOs communicate effectively and have expert influence and will continue representing these communities' realities in informed national dialogues (**outcome II**).

The government as a decentralised duty bearer will respond to their needs through policy implementation and adequate resource allocation. Effective multi-sectoral coordination mechanisms will be established to support the sharing of information and joint planning and implementation of policies. These coordination structures incorporate the meaningful participation of civil society and affected communities, while information sharing will enable civil society to monitor progress and hold government accountable (**outcome III**). This work will be undergirded by support from donors and international actors who continue to collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition, including WASH (**outcome IV**). Qualitative sustainability is ensured by using adaptive management tools for continuous improvement and increasing effectiveness. Right2Grow has developed a strong knowledge management strategy to facilitate learning

between consortium partners as well as with the strategic local implementing partners, to strengthen capacities to sustain the institutional change after the program. Right2Grow will also actively participate in the Learning Agenda of DSO in order to capitalise on lessons from other strategic partnerships.

3. Intervention area

Right2Grow partners collaboratively selected **six programme countries**, based on the following **selection 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;
- Coherence with Dutch BHOS32 policy: a ‘broad SDG relationship’ or WASH and food security objectives;
- Governments have not sufficiently prioritised nor invested in strategies and institutional coordination to sustainably tackle WASH and nutrition issues.

Table 1 – Country selection Right2Grow

Country Civic Space ³³	Stunting ³⁴	Wasting ³⁵	Water *	Sanitation**	Hygiene†	Poverty ††	Gender ‡	Governance ‡‡
Burkina Faso – <i>Obstructed</i>	21%	9%	34% (96%)	70% (11%)	8% (23%)	182	147	-/+
Mali – <i>Obstructed</i>	30%	13%	68% (97%)	75% (18%)	39% (70%)	184	158	+
Bangladesh – <i>Repressed</i>	36%	14%	96% (99%)	36% (18%)	26% (7%)	135	129	-/+
Ethiopia – <i>Repressed</i>	38%	10%	31% (80%)	96% (50%)	4% (23%)	173	123	+
Uganda – <i>Repressed</i>	29%	3%	40% (75%)	84% (32%)	6% (34%)	159	127	-/+
South Sudan – <i>Closed</i>	31%	>15%	35% (65%)	94% (46%)	n/a	186	n/a	-/+

* Rural households with access to safe or at least basic drinking water³⁶ (*urban*)

** Rural households using open defecation or unimproved sanitation³⁷ (*urban*)

† Rural households with access to basic hygiene³⁸ (*urban*)

†† Human Development Index rank³⁹

‡ Gender Inequality Index Rank.⁴⁰ While important to indicate that gender has also been considered in the other scored aspects.

‡‡ Government budget allocation/priority: [--] very low priority to nutrition and WASH; [-] low priority; [-/+]: average priority; [+] high priority; [++]: very high priority⁴¹

In each of the programme countries, **consultative co-creation sessions** were held in early 2020 by Right2Grow consortium partners, including a broad range of national stakeholders - to jointly define a country-specific problem analysis and Theory of Change, and to ensure that Right2Grow does not duplicate ongoing initiatives. The concept note was collaboratively written based on these country-level inputs: **‘bottom-up’ and needs-based**.

³² MFA, (2018). [Investing in Global Prospects](#)

³³ Data sourced from [CIVICUS](#)

³⁴ UNICEF, (2019). [The State of the World's Children 2019](#)

³⁵ Ibid

³⁶ WHO/UNICEF Joint Monitoring Program, (2020). [JMP](#)

³⁷ Ibid

³⁸ Ibid

³⁹ UNDP, (2019). [Human Development Report 2019](#)

⁴⁰ Ibid (table 5).

⁴¹ As assessed by country teams during the full proposal development phase.

During the full-proposal stage, a collaborative approach was once again taken at programme country level to ensure local ownership and to start building the local partnerships. Agreed planning principles at country level were shared decision making, commitment to local ownership, identifying context-specific needs and developing evidence-based plans, building on respective capacities of local partners to create synergies, ensuring complementarity with the existing initiatives and transparency. Using the same selection criteria, geographical areas were then chosen for the implementation of the activities in the countries.

Table 2 – Intervention areas per programme country

Programme Country	Location of intervention areas for community-level activities
Bangladesh	Khulna and Barisal division (districts: Khulna, Sathkira, Patuakhali, Barguna) which lie within the South Coastal areas of Bangladesh
Burkina Faso	North Central, Eastern and Northern regions. These regions are included in the Liptako Gourma, which is a priority area for Dutch cooperation in Burkina Faso
Ethiopia	Oromia region (Beden and Grawa Woredas), Amhara region (Gazgibla, Gazo Lasta, Mekit, Sakota woredas), SNNPR region (Edja, Geta, -Wolene, Abeshge, Kebena woredas) and in Tigray region (Enderta and Asgede Tsimbla woredas) The partnership will not work in areas with high insecurity, while the national lobby and advocacy strategy will ask for attention for addressing the nutrition situation in these areas
Mali	Kayes, Koulikoro, Sikasso and in Bamako districts, which comprise 6 municipalities
South Sudan	Juba, Jonglei, Unity, and Upper Nile states
Uganda	11 districts: Kamwenge, Buliisa, Kikuube, Kakumiro, Adjumani, Yumbe, Maracha, Nwoya, Bugweri and Kabale. The programme will cover areas representing the east, north, west and southwest regions of Uganda

Each programme country planning process was facilitated by a local consortium lead partner, supported by their global counterpart. The country lead organisation brought together all consortium partners and local partners, and facilitated the development of a country plan, revisiting and elaborating on the initial country Theory of Change. The local consortia also engaged with their respective Embassies of the Kingdom of the Netherlands (EKN). This country planning process included representation of local CSOs, and if possible, representation from community-based organisations. The COVID-19 pandemic often hindered their direct representation, but direct consultation of CBOs was part of the planning processes. The programme country Theories of Change and plans were used to revise and finalise this narrative global Theory of Change and can be found in the Country Folders of the full proposal.

4. Gender equality and inclusion

Gender transformative approach

There is a strong link between WASH, food security, good nutrition and gender and inclusion. A gender approach to food security can enable shifts in power relations and can assure that all people, regardless of gender, benefit from, and are empowered by development policies and practices. To reach gender equality and inclusion, Right2Grow focuses on essential quality standards to be gender-sensitive at minimum, and gender transformative whenever possible. The practices ensure that girls, boys, women and men are able to equitably access, participate in and benefit from our interventions.

Right2Grow's **gender transformative** approach will focus on: challenging discriminatory social norms which reinforce gender inequalities across all levels of society (e.g. within government, community, family, etc.), advocating for and fostering legislation and policies that promote gender equality; working with communities, and stakeholders at all levels, to create lasting changes in relation to gender equality in the lives of girls, boys, women and men.

Context based gender analysis, strategies and action plans

Inclusion has two aspects which Right2Grow tackles: to ensure that marginalized groups⁴² have both adequate, adapted and equitable access to information, products and services, and a voice and agency in decision-making processes. This will be attained and informed by a **context based gender analysis, conducted in all countries and integrated in the baseline study**, that provides information on the different gender roles and norms, at different levels in policies, programmes and projects; their respective access to and control over resources, and the material and non-material benefits and participation in society; and their gender-specific needs, priorities and responsibilities. The gender analysis will also provide a perspective on inclusion and diversity needs, focusing on the most marginalized. A sound and contextualized **gender strategy and action plan** will be developed following the recommendations of this analysis and will be crucial to the success of the gender transformative dimension. Moreover, this gender analysis is key to assess the gaps and needs resulting from the **COVID-19 pandemic** which has had a great impact especially among vulnerable groups, women and girls, including increased risk and prevalence of gender-based violence (GBV).

Gender gaps in food security and access to basic WASH services

Women are **disproportionately affected** by hunger: 60% of all chronically hungry people are women and girls.⁴³ They are **rendered invisible** in food systems - often not even recognised as farmers or fishers, or denied access to land due to social and legal norms: less than 20% of all landholders are women.⁴⁴ Yet women are critical to the food security of their families, in particular for child nutrition and health.⁴⁵

Women-headed households are on the rise in the African continent, with some evidence indicating that women are contributing to poverty reduction and economic growth.⁴⁶ It makes both political, social and economic sense to fully involve women in policy decisions affecting their households.

Inadequate WASH services also affect women disproportionately. In Ethiopia and Mali, for example, the burden of water-fetching generally falls on women. Time wasted on water collection translates into decreased agricultural productivity, lower school attendance and less time for caring for children.

⁴² Marginalised groups including rural women, unemployed youths, children, people living with disability and other at risk groups.

⁴³ UN Women, (2012). [Facts & Figures](#)

⁴⁴ Ibid

⁴⁵ Right to Food and Nutrition Watch, (2019). [Women's Power in Food Struggles](#)

⁴⁶ World Bank, (2015)

Undernutrition and poor access to WASH is much higher in **disadvantaged geographies**, such as remote rural areas, because they are less visible, less organised, and underrepresented in decision-making. Such **intersectionality** means rural women and young people are even more excluded; their rights, contributions and priorities are largely overlooked by mainstream policies and institutions. Women and children often face further discrimination when they possess other non-typical characteristics like physical/mental differences or non-dominant sexual identities; children with disabilities are twice as likely to experience stunting and wasting.⁴⁷

Prioritise engaging women and other vulnerable groups in decision making

Any successful effort to end undernutrition must **prioritise the engagement, inclusion and empowerment of all rights-bearers**. Right2Grow partners have a range of proven methods and gender transformative tools to ensure inclusion, increase women's knowledge and skills to improve nutrition and WASH, and promote women's empowerment so that they can participate in decision-making processes on nutrition and WASH within households, communities, local organisations, and in representational bodies at all levels. Right2Grow will carefully consider the dates and times of convenings and facilitate capacity development in welcoming environments for all groups.

Right2Grow ensures that marginalized groups, girls and women are empowered to be part of information or evidence generation as key stakeholders in the nutrition and WASH agenda as well as in how the evidence is used to improve policies, budgets, products and services.

Globally frameworks and policies have been put in place to safeguard women's rights to increase their participation in decision making. Despite all efforts and recent progress, gender inequality and equal participation of women in political, economic and social spheres remain a huge challenge, thus hindering overall growth and development. Women and girls still face social constraints that limit their rights. Discriminatory and harmful traditional practices are among the challenges that women and girls experience. Moreover, GBV (including interpersonal violence, domestic violence and rape) are among the most underreported and insufficiently addressed forms of violence.

Overall, participation and representation of women in decision-making bodies and governments have shown an increase over the last few years. However, in spite of this increase, women continue to have limited access to training and education in leadership development and face stereotypical attitudes.

Women's empowerment is still not a reality

Uptake of women's empowerment is visible in policies in all countries: Women's Empowerment in Agriculture Index (WEAI) forms part of the monitoring tool "Feed the Future" in Ethiopia; legislation on women's empowerment is in place in Mali; Bangladeshi policies widely consider gender and inclusion; Uganda has ratified a plethora of UN protocols on women's and human rights. However, these are often not implemented, understood or integrated at local levels. Traditional and religious gender norms and biases lead to unequal participation of women both in the household and in decision-making and representational bodies. Harmful norms and practices that impact nutrition in particular in Ethiopia is that decision on water points is almost exclusively in the hands of men, which may exacerbate the risk of GBV, while in Bangladesh there is a cultural belief that expecting mothers who are starving themselves will have easier deliveries.

Thus, directly tackling the mindset on gender norms and empowering women in the spheres of decision-making related to nutrition and WASH are vital for addressing the problem and can also have its spin-off effects in society at large.

Inclusion of people living with disability

Disabled people are often discriminated against in the workforce, they have limited access to livelihood services which negatively impact their livelihoods. Undernutrition among disabled children is common. Right2Grow will

⁴⁷ Hume-Nixon & Kuper, (2018). [The association between malnutrition and childhood disability in low- and middle- income countries](#)

align its efforts in Ethiopia, South Sudan and Uganda with the We Are Able partnership (ZOA) under Power of Voices, which focuses on disabled people and their organisations. The Right2Grow consortium will both advocate for the rights of women and People with Disabilities, e.g. through engaging Disabled People's Organisations (DPOs) and by capacitating women to be represented in decision-making bodies on nutrition and WASH services.

The analysis based upon gender and inclusion will form an integral part of the Right2Grow programme and can be summarised into the following SWOT analysis as depicted in table below.

Table 3 - SWOT analysis on gender equality and inclusion

Strengths:	Weaknesses:
<ul style="list-style-type: none"> - All countries have policies in place to address gender equality and some also to address inclusion of other vulnerable groups - Ugandan generous refugee policy sets the ground for wider attention for vulnerable groups and a human rights approach - Feminisation of agriculture in Bangladesh - WEAI used as a tool in monitoring agriculture in Ethiopia (Feed the Future) 	<ul style="list-style-type: none"> - Policy often centralised and not trickled down to the local level - Cultural and religious norms and practices inhibit female decision making power at the household level - Cultural and religious norms and practices inhibit female decision making power local and central level - No consideration of LGBT rights
Opportunities:	Threats:
<ul style="list-style-type: none"> - By actively engaging marginalised groups in awareness raising activities, Right2Grow will set a positive example - Tackling harmful gender norms in decision making on e.g. WASH services is likely to also positively impact society at large (e.g. tackling domestic and gender-based violence) 	<ul style="list-style-type: none"> - Gender Based Violence common and underreported in Uganda and Ethiopia - Domestic violence common in Mali and loopholes in the law - Actively and explicitly addressing cultural norms and practices may lead to tensions - Having male CSO representatives participating in policy dialogue on women's behalf

5. Actor analysis

CU5 are the main target group for this intervention. Given their unique vulnerability and relative powerlessness, Right2Grow will work with diverse actors to advocate on their behalf: caregivers, community groups, local CBOs and CSOs. In view of the multicausality of undernutrition and local differences, Right2Grow members will define key drivers of change in each country and work with relevant actors to co-design joint action. Working adaptively as results and new insights emerge, the involvement of key actors may change over time.

Right2Grow recognizes the essential role that local actors play in both defining the programme strategy and implementation, thus it aims at empowering local actors to become active partners and drivers of its development. Local actors (local NGOs, CSOs, CBOs etc) bring a great added value to the Right2grow programme with their extensive knowledge of local realities and already established relationships with the communities. They can help to adapt our interventions to real needs. Right2Grow acknowledges the necessity and benefits of having local actors participating as equal around the table as consortium partners for the success and sustainability of this programme. See Section D - Partnership Organisation of this Narrative Proposal, which elaborates on local partners' participation and representation.

The table 4 shows all relevant stakeholders for the implementation of Right2Grow programme, together with their potential roles and responsibilities. These general roles are further contextualised with examples from programme countries. In addition, programme countries engaged in deeper actor analysis, for instance focusing on power and counter forces. Examples of this from Bangladesh and Mali are presented in boxes.

Analysing counterforces: example from Mali

In Mali, the team acknowledged that there are potential stakeholders that can be considered as counterforces. For example, some community leaders may view awareness raising for WASH and nutrition as a sign of loss of traditional feeding and/or hygiene practices established locally. In addition, large nutrient supplement companies may not welcome the increasing use (or advocacy of the use) of local products in the fight against undernutrition. Potentially similar are companies that produce unhealthy food product, who may feel threatened by a push for increased access to nutritious foods. Finally, committee leaders of water points may run the risk of being criticised for their non-transparent management of water service payments, which should be used for breakdown repairs.

The Mali team recognises that in order to minimise the risk posed by potential counterforces, mechanisms need to be put in place that allow and actively encourage the participation of all stakeholders in relevant decision-making processes.

Table 4. – List of Right2Grow actors

Actor	Roles and responsibilities
Communities	Facilitate a meaningful engagement of caregivers on behalf of CU5, women and young people, particularly girls but also boys, people with disabilities and other marginalised groups; monitor local resources and advocate for their best use
Example - Uganda Champions, Families & Caregivers	Change of people's mindset on the roles, influence changes in feeding habits- selling the nutritious foods (many families believe certain foods are meant for men, children and mothers eating last) ; Proper hygiene practices- Washing hands before eating ; Change of negative beliefs about child survival and towards family planning (thinking its normal for children to die and therefore to produce more children) ; Change of mindset to demand for services from government ; Changing attitudes – many communities tend to think that support comes from out there not themselves
Civil society	Raise awareness, advocate, organise, mobilise people; monitor commitments and resources; create a generation of activists
Example - Uganda	Effective and complementary partnership to avoid unhealthy competition and mistrust; Utilise knowledge and capacities within the communities; Generating evidence and packaging for advocacy (improve documentation of stories from the field; Avoid working in silos - enhance a collective voice for visible impact (breakdown barriers and territories; Improve communication and engagement
Civil society organisations	Demand transparency and accountability; convene stakeholders to develop joint agenda; build mutual capacity to advocate for resources
Example - Bangladesh CSOs such as the National Girlchild Advocacy Forum, FANSA, Marie Stopes, BRAC, HKI, ActionAid, DORP	Create awareness and assess the demands at the community level ; Advocacy with other service providers, including the local government institutions, to ensure that the needs of the community are met ; Measuring change through participatory monitoring at different levels, exchanging gaps with service providers ; Using social responsibility tools to help service providers be held accountable.
Faith and community leaders	Promote teachings that support improved behaviours especially in the first 1000 days
Decentralised government entities	Advocate for resource flows; provide accountability for health facilities/WASH service provision; support community health workers, agricultural extension services
Consumer associations	Demand transparency and accountability; support climate change focused discourse to ensure sustainable and nutritious food production

Private sector (e.g. SME, innovators, investors, food producers)	Commit to responsible business production of affordable nutritious foods and WASH services; prioritise population health and wellness agenda; act ethically; abide by (inter)national regulations; learn, adapt and deliver innovative and safe nutrition models; proactively share knowledge and tools
Example - Bangladesh Private companies: SMC, Incepta, Square, Pran, Grameen Social Business, Akij group, Partex group Local Chamber of commerce and industries (CCIs) are Federation of Bangladesh CCI, Dutch Bangla CCI, Bangladesh Women CCI Social Marketing companies like Brac Social Enterprises & Renata	Develop fortified nutrition products and ensure the availability and affordability of products to community at the base of socio-economic conditions ; provide education about necessity of good nutrition for healthy growth of a child with a normal life; demand creation and marketing shaping; development and marketing of health and nutrition products both for urban and rural communities; help promote women-run businesses

Academia	Generate a diverse evidence base; build capacity and conduct research to solve problems; promote interdisciplinary systems thinking and research
Example - Ethiopia Hawassa/Wolkite University	Ensure that the lessons learnt, and evidence of the programme is documented and can be used in the lobby and advocacy strategy; Evidence based nutrition & WASH advocacy material development tailored for target Woredas

(sub)National platforms	Facilitate constructive dialogue on evidence between local communities and (sub)national stakeholders; support coordination and information sharing
Example - Uganda Nutritional Society of Uganda	Increase the visibility of nutrition, coordinate actions, and mentor nutritionists ; Ensures that nutrition is not merely a process, but an essential input for all development outcomes and is thus dedicated to increasing the visibility of the country's nutrition profession and influencing national nutrition strategic actions; Streamline nutrition education and advocacy in Uganda ; Influencing policy in the health and nutrition sector; Brings nutritionists together and provides a voice and a special platform for them to interact.

Governments	Prioritise undernutrition; set standards and enforce them; implement equitable, inclusive, and costed policies/programs; collect and use data to inform action; mobilise public investments
Example - Uganda The Office of the Prime Minister	The line ministries to prioritize nutrition in budget allocation; Government to offer coordination support to NGO work; Dissemination of policies to the communities; Build capacities of CSOs of how government works; Line ministries to commit themselves fully to the nutrition and WASH as a government core business; Regularly convenes stakeholders through nutrition focused (SUN) and other forums (SDG reporting forum) to discuss and plan approaches for the future

Regional economic platforms	Reshape trade and investment policies in line with public health policies; protect policy space
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Donors and international development actors	Foster innovation; embrace complexity; fund systems-based problem solving; convene stakeholders; harmonise and align with national frameworks to enhance national ownership and sustainability; demonstrate cost-effective solutions; monitor implementation of commitments and achievement of targets
Example - Bangladesh WHO, UNICEF, & USAID	<p>Develop recommendations and pressure on the Government regarding the development and implementation of policies and plans for holistic development ; Continuing funding to implementation of multi-sectoral approaches, supporting capacity building of the Government and duty bearers to provide accountable services; Create public awareness about the right of child nutrition at home and abroad by presenting research findings at home and abroad.</p> <ul style="list-style-type: none"> - WHO - Build capacity of staff on water quality as well as measuring and interpretation of child growth data; collaborative research to influence the policy makers. - Unicef - supports the Government in developing evidence-based planning to reduce child malnutrition; supports strategies and guidelines for the implementation of the National Nutrition Policy; advocate for agricultural policies that include nutrition analysis and actions; helps the Government to provide therapeutic foods at a facility level for managing SAM - USAID - one of the top investors of nutrition in Bangladesh; innovation of advocacy and cost forecasting tools for nutrition

Dutch Ministry of Foreign Affairs	Invest finance; diplomatic relations at national and international levels; front runner for realising SDG 2, 5 and 6 in international fora
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Dutch embassies	Facilitate collaboration between strategic partners and key government stakeholders; provide support when activist partners are at risk; provide expertise in joint strategizing for policy uptake
Example - Bangladesh EKN in Dhaka	<p>Consortium will update EKN on programme progress and activities via Steering Committee Meetings and other regular meetings; Submit annual plan and budget as well as annual reports for approval and synergy with other EKN activities ; Provide support in case of sensitive issues.</p> <p>Though Multi Annual Country Strategy (MACS) for Bangladesh mentions a phasing out of WASH and Food Security, still EKN has other investment in Bangladesh and has good relationship with Bangladesh Government. Based on need, the EKN can advocate a multi-sectoral approach for child nutritional improvement.</p>

Media	Inform public opinion, facilitate demand for public accountability on nutrition and WASH
Example - Ethiopia ETV, Regional TV & Radio, National media such as FANA, Arts, EBS	Facilitate sector dialogue and disseminate key information on WASH and nutrition, mobilizing communities but also to change harmful norms and practices; Setting the agenda for public discussion or debate; Capacity to reach out to a wide range of audiences; Tremendous potential to influence different parts of the society

Scaling Up Nutrition (UN)	Represent the voice of CSOs at national and sometimes regional level and the coordination between them; platform for national level L&A
Example - Burkina Faso RESONUT (Civil Society Network SUN for nutrition)	Promote consultation and coordination of the actions of civil society committed to influencing political and economic decision-makers in favour of improving the nutritional status of the population; Disseminate good practices in the field of nutrition; Advocacy/communication/awareness raising; Maintain dialogue with public authorities, calling for concrete action and ensuring accountability; Improving coordination between actors

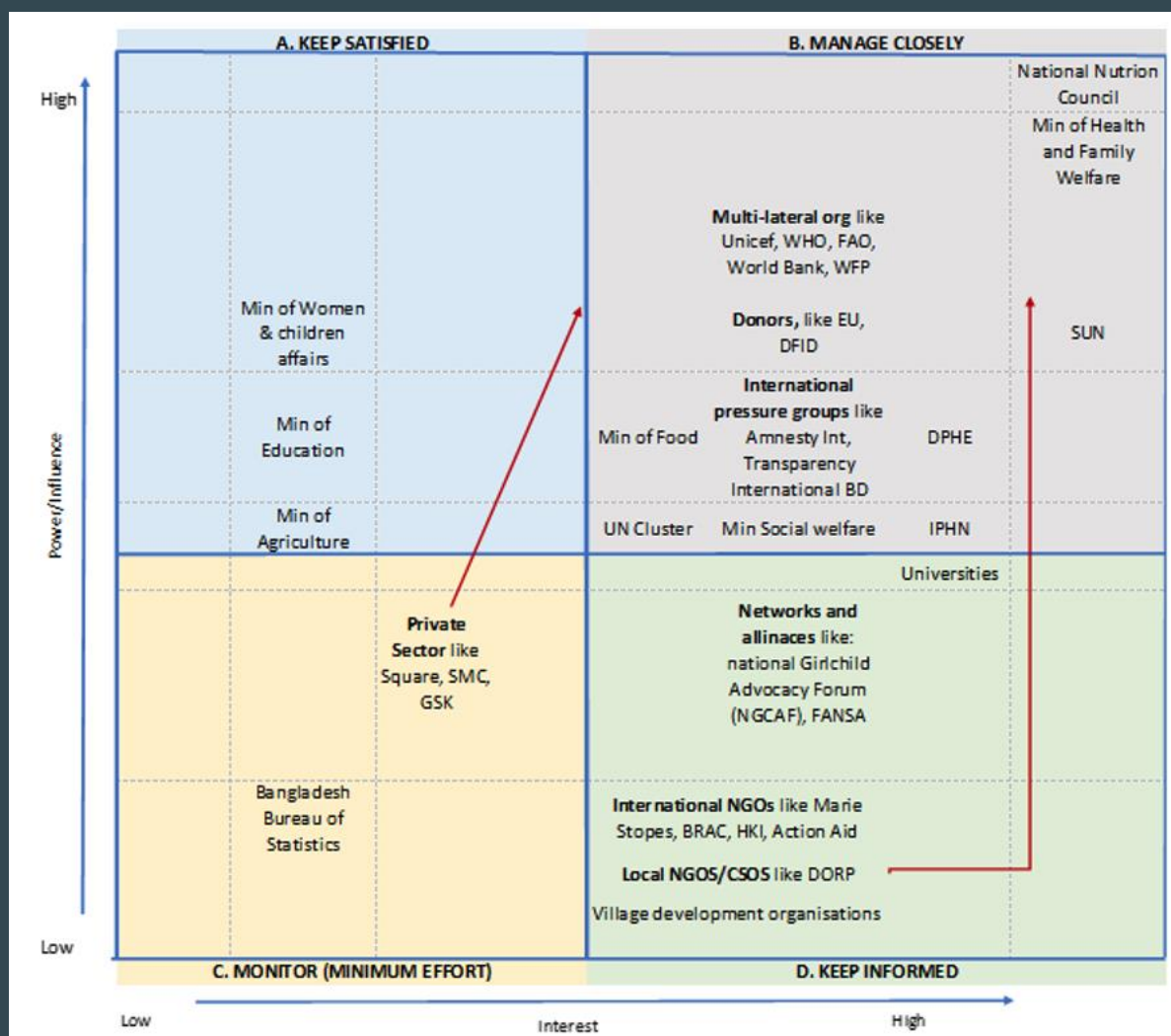
Sanitation and Water for All Partnership (SWA)	Identify, recognize and disseminate the efforts of national governments to understand, test and improve the coherence of WASH and nutrition linkages
Example - Mali SWA Committee of Mali	Strengthen the dialogue process on WASH financing and the holding of the national WASH consultation whose memorandum is signed by the Government and the leader of the WASH TFPs

Mapping the power: Bangladesh

During the process of developing the country-level Theory of Change, the Bangladesh team held a joint session in which they mapped out every stakeholder's relative power and interest. The map has four quadrants:

- In the top left box (box A), stakeholders with high influence are mentioned who can affect the project impact. But those interests are not the (core) target of the programme. These stakeholders may be a source of risk. Relationships with them are important and will need careful monitoring.
- In the top right (Box B), stakeholders of high importance to the programme are mentioned, who can also influence its success. It is important to develop good working relationships with them to ensure adequate support for the programme.
- In the bottom left (Box C), stakeholders of low priority are placed, who may need limited monitoring to check that they have not become a high priority.
- In the bottom right (Box D), stakeholders of high importance of the project are mentioned, who have low influence. They need special initiatives to ensure their interests are protected, or in order to increase their influence.

The Bangladesh team also identified several stakeholders they would like to see shifting during the Right2Grow programme. Namely, increasing the interest of the private sector in WASH and nutrition, and strengthening local NGOs/CSOs to have more power and influence to carry forward the voice of the community and engage in dialogue with duty bearers at local and national levels.



6. Civic space

From a Lobby & Advocacy perspective, addressing undernutrition in CU5 has many ‘assets’. Firstly, ending undernutrition is a relatively ‘a-political’, safe topic to advocate for. Effective advocacy has already placed it squarely on most agendas. Excellent goals, targets, frameworks, and action plans already exist. Required interventions are cost-effective and can be framed to fit almost any political discourse and bureaucratic dynamic. Because of its multi-dimensional causality, undernutrition is easy to align with other issues, eliminating competition for funding or attention.⁴⁸

The societal and civic contexts across the six programme countries of Right2Grow is very diverse. The degrees to which civil society can operate freely vary a lot, which impacts the mechanisms and universally accepted rules that allow for open communication to influence the political landscape.

Table 5 – Civic space by programme country

Programme Country	Assessment of the civic space
Bangladesh	Bangladesh has a rich policy context. The main focus to achieve service delivery from the Government will be to be actively involved in improved data management and to become involved at a cooperative level for better coordination. Civil Society capacity will be enhanced through exchange of skills of advocacy, data management and monitoring. Unique for the Bangladeshi context is the potential to reach private sector service delivery, but governmental commitment will be needed to achieve this, something that Civil Society can achieve at the different representational levels.
Burkina Faso	In Burkina Faso, legislation was recently adopted to protect Human Rights Defenders, signalling an opening of civic space. Restrictions on the freedom of expression continue and CSOs are under strict regulatory scrutiny by the authorities, limiting the space to act independently. Although advocacy on nutrition policy coherence and interministerial coordination is deemed to be welcome, advocacy is still predominantly on the national level. Citizen monitoring of public action, currently a major activity of CSOs, is not very effective because Civil Society is not consulted.
Ethiopia	In Ethiopia, the Seqota declaration, with the ambition to end malnutrition by 2030, acknowledges that this goal requires coordination and collaboration between federal ministries and government institutions as well as the Civil Society. With a recently opened civic space, Civil Society is relatively informal, and individuals and groups will be activated to associate, and mobilised to raise their voice. While a new legal framework allows for this, the population is still traumatised following previous repressions. Once this representational power has been realised, dialogue will lead to requests for financial decentralisation and budget transparency. Right2Grow will first strengthen capacity at grassroots level but also lobby for seats at national level advocacy. With a lack of coordination and collective voice for Civil Society in decision making, first steps needed to reach better coordination are largely educational: sensitising communities at grassroots level.
Mali	In Mali, where legislation to protect Human Rights Defenders was adopted, CSOs’ work is still restricted by restrictive regulatory frameworks. Governmental supervision/control and at times legal harassment, intimidation/prosecution by the Government for “anti-state activities” restrict civic space. Government fails to protect Civil Society, particularly for human rights.

⁴⁸ Branca et al. (2019). [A New Nutrition Manifesto for a New Nutrition Reality](#)

South Sudan	Similar to Ethiopia, in South Sudan, activation of individuals to engage in platforms may be an important first step to take as the linkage between government and society is still relatively weak, especially on the grassroots level. Civil Society strengthening can build on past successful advocacy, leading to better funding for education.
Uganda	In Uganda, the Government has set out 'mindset shift' as one of the core tenets of its national development plan. Right2Grow will capitalise on that ambition by using its educational power to support norms and practices that lead to a wider uptake of nutrition. This consortium can furthermore build on existing linkage between THP and the Ugandan Government by activating and strengthening unorganised Civil Society to exert representational power. Therefore, in this context, the expectation is that cooperation with the Government on costing and implementation can be considerable.

Overall, Right2Grow consortium members are confident they will be able to leverage their good reputation and existing relationships with local and national government and other stakeholders to successfully work within and expand the available civic space in the proposed programme countries. Right2Grow will also try to replicate other successful initiatives such as a ZOA lead project in DRC which focused on co-creation of inclusive governance and adapt them contextually to ensure expansion and inclusiveness of civic space.

7. Underlying assumptions

Right2Grow assumes:

- **Community mobilisation and empowerment** on issues of nutrition and WASH **lead to increased demands and investments in social services**. Studies by World Vision on the Citizens Voice and Action approach show that empowered communities can be successful local advocates with increased access to products and services.⁴⁹ Ex-post evaluation on community-led development by THP shows similar positive and sustained outcomes.⁵⁰ People are willing to change their behaviour and take responsibility as organisations and individuals because the combination of knowledge and data, equitable access to information, and the need and desire for good nutrition, WASH and food security convince them to change. If communities are trained and have access to knowledge of their rights and the obligations of the State and local governments, then they will participate in the work of their local government and form monitoring and lobbying groups with CBOs and CSOs for the realisation of their rights to nutrition, WASH and food security. Strong evidence of the success of community-based advocacy can for instance be found in the area of tuberculosis, Malaria and HIV/AIDS using the **community systems strengthening approach** by the Global Fund.^{51,52}
- **Private sector actors can contribute to accessibility** of nutrition and WASH products and services and create an enabling environment for good WASH and nutrition practices. Effective entrepreneurial approaches to improved services and practices can both be found in the use of social marketing⁵³ and promoting social entrepreneurship⁵⁴, within a conducive regulatory environment⁵⁵.
- **Community voices can be amplified and taken into full account to envision, plan, advocate for and drive their own development** - the most passionate advocates for the right of a child to reach their full potential are their primary caregivers. However, the predominant mindset of donors, policy makers, development actors and community leaders is that they know better than the communities themselves. Organisations and government need to onboard and/or capacitate staff with the **mind-set, experience and skills to truly support community-led development**⁵⁶.
- If we support better structuring and adequate training on advocacy, public policy formulation process and budget monitoring and accountability of CSOs and CBOs, then this will **increase and at the same time contribute to their engagement in the civic space** to promote nutrition and WASH and food security.⁵⁷ It has also been demonstrated that developing diverse capacities, strategies, and approaches can assist in navigating what is often seen as a weak accountability ecosystem, giving CSOs and CBOs the power to demand changes in policy and budget.⁵⁸
- **Budget monitoring and expenditure tracking at different levels lead to higher allocations of funding for WASH and nutrition services**. If budget monitoring is carried out periodically by civil society organisations

⁴⁹ World Vision International, (2020). [Social Accountability](#)

⁵⁰ MDF, (2020). [Post Self-Reliance Evaluation Study of THP Epicenter Strategy for Gender-Focused, Community-Led Development Programme](#)

⁵¹ UNAIDS and Stop AIDS Alliance, (2015). [Communities Deliver](#)

⁵² The Global Fund, (2020). [Community Response & Systems](#)

⁵³ Sustainable Sanitation and Water Management Toolbox, (2020). [Social Marketing for Safe Water](#)

⁵⁴ ISF-UTS, (2016). [Learning Brief 5: Private and Social Enterprise Business Models](#)

⁵⁵ IRC, (2019). [Why Even Social Entrepreneurs Need Strong Government](#)

⁵⁶ FSG, (2018). [The Water of Systems Change](#)

⁵⁷ Oxfam, (2018). [Space to be Heard](#)

⁵⁸ IBP, (2017). [Budgets that Exclude: The Struggle for Decent Sanitation in South Africa's Informal Settlements](#)

and community groups through platforms for ongoing community engagement with government, service providers and the private sector, the availability of data will be increased, and transparency and accountability will be enhanced.⁵⁹ In India, the budget for medicines increased at a state level by 60 percent between 2009 and 2011 after concerted effort to build and utilise budget and service monitoring capacity.⁶⁰

If CSOs control the budget as well as the implementation of nutrition policies by national authorities, then they have evidence to convince the Government to allocate a significant budget for the realisation of nutrition rights, WASH and food security. However, government involvement is important for ownership of budget tracking results and government leadership in driving desired change.⁶¹ In Uganda, a joint effort of civil society and many stakeholders to improve human resources for health yielded very positive results, including increased budget for the health ministry to fund human resources, by cutting budgets in many other ministries and government bodies.⁶² In addition, after concerted civil society advocacy for increased nutrition budget in Burkina Faso, and engagement with parliament on nutrition funding issues, the Government doubled spending on nutrition from 0.5% to 1% of GDP between 2016 and 2018.⁶³

- **Participatory monitoring of the quality of WASH and nutrition services will lead to increased performance on essential WASH and nutrition services by the Government.** If CSOs and CBOs monitor governments in the performance of their tasks to ensure quality nutrition, WASH and food security services, then governments will realise rights and be accountable, as governments are responsive to public pressure, especially if it is evidence-based and supported by international partners. If CSOs start collecting, analysing and sharing data on water quality and WASH and nutrition services, then local authorities can be trained and motivated to do this themselves - but such a process needs to be initiated. It should not be assumed that the duty bearer will do it simply because they are held accountable. If local authorities have significant and continuous data on nutrition, WASH services, food security, and user (non)satisfaction, and if they are under strong citizen pressure, then the national Government (or the highest authorities) will be more receptive to their joint requests for appropriate nutrition, WASH and food security services, because the evidence would be compelling.⁶⁴
- **If a multisectoral approach is effectively implemented by the actors, the nutrition situation would change at country level.** There is evidence that integrated, multi-sector approaches to development will have increased impact.⁶⁵ FHI360 and the Movement for Community-Led Development have developed resources to support multi-sectoral, community-led approaches based on decades of experiences by international development organisations⁶⁶.

⁵⁹ CEGAA, (2013). [The BMET News: getting communities involved in health budget matters](#)

⁶⁰ IBP, (2016). [Taking an Ecosystems Approach: Support for Advocacy Training Initiatives' \(SATHI\) Public Health Work in India.](#)

⁶¹ Nutrition Exchange, (2019). [Nutrition Budget Analysis at National Level: a contribution to a revised approach from West Africa](#)

⁶² IBP, (2015). [Uganda: Winning Human Resources for Health](#)

⁶³ Nutrition Exchange, (2020). [Mobilising innovative financing and domestic resources for nutrition: Progress and challenges in Burkina Faso](#)

⁶⁴ SNV, (2020). [Scaling Access to Sanitation Across Indonesia \(Story of Change\)](#)

⁶⁵ FHI360, (2016). [Integrated Development Case Studies](#)

⁶⁶ FHI360, (2016). [Resource Package for Integrated Development](#); The Movement for Community Led Development, (2020). [Evidence](#)

8. Envisioned change and indicators

The Global Five-Year Strategy contains the Global MEAL Plan for Right2Grow. This plan details the global results framework of Right2Grow, outlining the global outcome level indicators and examples of intermediate outcomes and outputs with indicators at country level.

Right2Grow programme country planning teams, in collaboration with local partners, developed the following high-level change narratives for their countries. Based on the question: what are the 2-4 specific key changes that we want to see which indicate success for Right2Grow, and that will indicate sustainable outcomes in the future?

Table 6 - Envisioned change at programme country level

Bangladesh
<ul style="list-style-type: none"> • Effectiveness of advocacy strategies and enhanced advocacy monitoring tools (e.g. local government budget tracking) are ensured. • Rights of mothers and children are addressed in nutrition-specific and nutrition-sensitive interventions and gender sensitiveness and inclusion within WASH and nutrition are ensured. • Rights of children under 5 among policy makers and CSOs are promoted within the National Plan of Action for Nutrition 2. • Informal and formal private sectors are involved along with the CSOs in the policy making process.
Burkina Faso
<ul style="list-style-type: none"> • At partnership level: A synergy of collaboration is anchored between local CSOs and the private sector to take into account the specific needs of the population with a focus on the most vulnerable. This should result in a minimum representation of international NGOs at the local level which will reduce their arbitration role. Ideally, a diversity of products and services will be offered by the private sector under the leadership and monitoring of local communities. • At the level of capacity building of actors: At the end of this capacity building, the expected change is the creation of an environment conducive to the evolution and protection of the most vulnerable. This change should be the result of the efforts of the strengthened CSOs and CBOs, which will have succeeded through their advocacy actions in driving institutional change at the level of local and governmental authorities. To this end, the actions expected of CSOs and CBOs following capacity building are budget advocacy, budget monitoring, budget analysis, advocacy for institutional change, multisectoral approaches and coordination, collaboration with local/national governments, and autonomous community mobilization. • Knowledge and research: At the end of the programme, it is expected that a knowledge management system will be available. Depending on the prevailing situation, the national system that already has data may be updated with the data collected through Right2Grow. This will be an important source of data for all WASH and nutrition actors in Burkina Faso. Network of Civil Society Organisations for Nutrition (RESONUT).
Ethiopia
<ul style="list-style-type: none"> • Realise the effective implementation of the newly endorsed food and nutrition policy and strategy up to the lower level through the consistent support for interactive engagement of government and private sectors and CSOs on the establishment of the Nutrition Council and Agency. • Improve the engagement and participation of the most vulnerable groups for inclusive and quality nutrition and WASH services at Kebele and Woreda levels. Hence, the intended planned capacity building and evidence generation activities by the project will ensure CSOs having effective social accountability facilitation and budget allocation and expenditure tracking skills and private sectors will have practical involvement on nutrition and WASH related production of materials, commodities and services provision. • The nutrition and WASH sectors transformed from designing programs in silo/separate to the lens of humanitarian and development nexus concept. Innovative/lessons generated that could help the most vulnerable groups perfectly linked to the local and international donors for action and global sharing.

Mali
<ul style="list-style-type: none"> • Capacity of CBOs and civil society: CBOs start off their own initiatives to influence local planning and get their proposals taken into account in the local budget and spending on WASH, nutrition, climate change and gender. • In terms of partnership, CBOs, the local private sector and the media regularly consult and cooperate to ensure the continued availability and use of WASH products, including menstrual and food hygiene products. • At the policy and programme level, with the support of CBOs, municipalities are increasing their spending on WASH and nutrition through increased endogenous resources and increased transfer from central government and donors based on their economic, social and cultural development programmes. These Communal Programmes are consistent with national WASH, nutrition, gender and climate change policies. • From an accountability perspective, central government and local decision-makers systematically report on their management by regularly organising communal accountability frameworks and participating in international experience-sharing initiatives such as SWA, AfricaSan and SUN. For these accountability frameworks, the authorities take into account the concerns and achievements of civil society organisations, especially women working on WASH, nutrition and food security.
South Sudan
<ul style="list-style-type: none"> • Sustainable ownership, dialogue, resource allocation and accountability on WASH and nutrition at local and national level. • Partnerships for development and policy implementation through mutual accountability between communities, stakeholders, and duty bearers at local and national levels • Evidence and learning influence and sustained WASH and nutrition interventions, and with strong citizens' participation, advocate for nutrition policies and ensure their implementation at local and national level.
Uganda
<ul style="list-style-type: none"> • Local governments are responsive in terms of allocating adequate and better resources to food, nutrition and WASH for improved quality delivery of better food, nutrition and WASH services. • Food, nutrition and WASH policies are well articulated and translated into quality services delivery at District and Sub County levels. • Positive attitude changes among Ministries, Departments and Agencies and integrating food, nutrition and WASH outcomes in their plans, budgets and policies, using a gender sensitive and multi-sectoral approach.

9. Risk analysis

For the Right2Grow programme the following key risks have been identified during proposal development, where likelihood and impact have been marked with the level of risk: High (H), Medium (M) and Low (L). In addition, each programme country Theory of Change contains a country-specific risk analysis.

The assessed risks at global level, as the programme country level risk assessments will be monitored and reviewed by the consortium at country level as well as global level **on yearly basis, in the case of low or medium likelihood / impact**. Those risks with **high likelihood or high impact will be monitored on a quarterly basis**. Specific actions to manage or enhance the way we deal with a risk are identified. This will then be added to our activity plan for follow-up and monitoring.

Table 7 – Risk assessment Right2Grow

Risks	Likelihood (H/M/L)	Impact (H/M/L)	Mitigating Strategies
Context-related risks			
<p>Outbreak of diseases, natural disasters and climate change effects.</p> <p>For example, in Uganda: climate change negatively impacts food production.</p>	M	H	<p>Disaster preparedness measures should be in place and followed once the event occurs.</p> <p>Uganda specific mitigation strategy: support communities to generate community-based adaptation strategies to climate change risks like climate resilience technologies and lobby local governments for funding.</p>
Political unrest	M	H	Take risk into account in annual planning, in particular in times of elections and adjusting approaches accordingly.
COVID-19 pandemic	H	M	<p>The governments' response to COVID-19 has prepared the ground for Right2Grow to contribute in (re-)prioritisation of nutrition and WASH in research and development, policy advancement and budgeting to ensure the governments are prepared to mitigate the impact of current and future disasters like COVID-19.</p> <p>As Right2Grow consortium we will ensure that government standards are being observed by partners regarding outbreak management.</p> <p>Regarding possible delays of programme implementation, partners have developed adaptive implementation approaches to continue work within the pandemic context.</p>
Worsening of security situation (e.g. in Burkina Faso and South Sudan) and flare up of internal conflicts (e.g. major clan conflicts in Ethiopia)	M	H	<p>(Develop and) Implement security policy/guideline.</p> <p>Close coordination with the UN, NGO sector and within the programme partnership to determine risk, mitigation measures and how to continue programme implementation.</p> <p>Temporary suspension of activities in order to avoid risk of violence against its staff or targeted beneficiaries.</p>

Programme risks			
Required permission of official bodies might delay implementation	M	M	Invest enough time for engagement with the right bodies to get agreement on starting implementation.
Shrinking or contested civic space to support successful advocacy efforts	M	M	Adherence to the government regulations for most effective advocacy possible.
Political shift (elections) might change commitment/policies as well as lead to turnover of government officials	M	H	Ensure ongoing dialogue with key stakeholders on the programme. Get hold of people that will be there for a longer period. Make sure that line-ministries are involved in the design of the programme to ensure their input and feeling of ownership is supported.
Limited interest of government in multi-sectoral approach	L	M	In some countries, like Bangladesh, the national government has emphasised the importance of a multi-sectoral approach for nutrition and thereby clearing the ground for the Right2Grow programme. In other countries, like Burkina Faso, focus will first have to be placed on sharing evidence of how the multi-sectoral approach can be effective and thereby inspire interest.
Commitment of international donors for sustained funding for CSO strengthening programmes until local CSO advocacy and system change is firmly rooted is uncertain	M	M	We will make use of a sense of urgency to step up efforts to bring undernutrition and poor WASH to zero. This will be supported by sharing data and evidence and best practices between international organisations and governments Where relevant, the Right2Grow partnership will strengthen capacity of partners in fundraising and linkages for potential sources of funding.
Lack of transparency and corruption For example, Bangladesh is the 146 least corrupt nation out of 180 countries ⁶⁷	L	L	Right2Grow partnership has zero tolerance for corruption. In addition, there will be no joint implementation with the government, therefore there will be no joint procurement which gives corruption risks.
Data risks			
Lack of access by civil society to government budgets and expenditure information for nutrition and WASH service at any government level.	H	M	The initial government sensitisation and partnership development meetings are essential. Up-to-date national WASH and nutrition plans and progress reports are accessible (online). This is the case for Ethiopia, Uganda, Mali and Bangladesh. ⁶⁸
Use of technology and subsequent collection, storage, transfer, use and destruction of data can result in significant risks to the safety, privacy and inclusion of target groups, programme staff and others	M	M	Each consortium partner has their own privacy and confidentiality policies to guide data management. Consortium partners are committed to making data public and readily accessible, as appropriate with respect to ownership, privacy and confidentiality. For additional information, please refer to chapter 9 of MEAL guide.

⁶⁷ Trading Economics, (2019). [Bangladesh Corruption Rank](#)

⁶⁸ WaterAid, Share & Healthy Start, (2016). [The Missing Ingredients](#); WaterAid, Share & Healthy Start, (2017). [The Recipe for Success](#)

Implementing organisational risks			
Staff turnover and ability of NGOs and CSOs to sustainably strengthen their capacities (retaining core staff or recruiting capable staff to continue initiatives)	M	L	Aim for institutionalisation of information and intent to use staff from other project areas secondments to fill gaps.
Abuse (sexual, harassment etc.) by partners	L	H	All partners have or subscribe to a SEAH code of conduct which includes a safeguarding policy. Training of staff has taken place or will take place.
Factors (e.g. solvency and compliance issues) affecting the local partners may inhibit their participation	M	M	Adheres to internal due diligence processes. Support to local partners on reporting/donor compliance and financial and organisational management.
Corruption	L	M	Adherence to financial procedures within consortium partners and among the local partners. Independent audits. Assess and strengthen partners internal control measures.
Delays in disbursements	L	H	Ensure timely partner agreements with local partners to facilitate timely disbursements.
Exchange rates variance	M	M	The standard policies of the consortium partners will be leading. For reporting we will align.

10. Conflict sensitivity

Conflict Sensitivity is the ability of Right2Grow to:

- Understand the context in which it is operating;
- Understand the interactions between its interventions and that context and;
- Act upon this understanding of these interactions, in order to minimise negative impacts (minimum option) and maximise positive impacts (maximum option) on conflict.

The Right2Grow partnership acknowledges the importance of conflict sensitivity to the programme. In South Sudan, Mali and Burkina Faso conflict is an evident risk (see previous chapter and country level Theories of Change), which may impact the outcomes, while the programme may also impact the (looming) conflicts.

Improving nutritional status and livelihoods can help enhance peace and stability; it plays a key role in diminishing chances of conflict relapse in fragile contexts. Improved income and livelihoods perspectives can encourage people to disengage from conflicts. Collaboration on advocacy, and community mobilisation can bring different groups together across conflict lines. However, if our programme fails to recognise and take into account drivers of conflict, it can have negative impacts as well. Targeting specific groups or geographical areas can reinforce grievances, especially when existing divides are intensified. Right2Grow could also lead to an increase in competition for scarce livelihood resources (water, land), and will address power differences. Important questions to ask during design and implementation are: who is benefiting from Right2Grow's interventions and who is losing access, income or power?

Right2Grow has taken the following aspects into account in the programme design, and will continue to do so during implementation:

- **Actor analysis and collaboration:** make conflict sensitivity part of the analysis and collaboration, especially at community level and when establishing relations between groups with high levels of mistrust due to ethnic or other conflicts. Right2Grow partners will also take into account how their own staff profile and representation of different ethnic, social or cultural groups may impact relations with the communities they work with.
- **Access to resources and power:** pay special attention to the impact of interventions on the allocation of resources or the changes in power / decision making, in particular when related to land and water.
- **Political economy:** understanding how Right2Grow may impact government institutions, the economic system and the political environment, and may cause conflict or be impacted by conflict over political, economic or institutional power. This is particularly important in times of elections or political change / turmoil.

Conflict sensitivity in programme countries

In each programme country, conflict sensitivity will be approached according to the specific situation, and with the experience of our partners with this topic. In all programme countries, Right2Grow partners have a strong operational presence in the intervention area and as such have built strong ties and relationships to all parties within a conflict. In conflict-prone countries like South Sudan and Mali, partners have experience with implementing peace promotion projects and are very familiar with the areas of intervention, which also explains their knowledge of contextual sensitivities and issues. Conflict sensitivity is a constant practice for these partners. Nonetheless, mutual capacity strengthening of partners is foreseen on conflict prevention/management, following a conflict sensitivity capacity analysis in year 1. The virtues of peace and social cohesion will always be promoted. Right2Grow will continually ensure that local sensitivities are taken into account in the choice of participants and action sites to avoid creating conflict. In addition, Right2Grow will collaborate with ZOA's *We Are Able* partnership, building on their extensive expertise of conflict sensitivity when relevant.

See the textbox on the next page for some examples from the programme countries.

Examples of conflict sensitivity in programme countries

Burkina Faso | The Ministry in charge of Social Cohesion and Territorial Administration has a **National Observatory for the Prevention and Management of Community Conflicts** in Burkina Faso, created in December 2015. Right2Grow will work with this observatory to take into account standard procedures and recommendations for the successful implementation of its programme. In the different areas of intervention Right2Grow agencies have the experience of adapting their interventions according to the conflict's impact. Programme staff and partners receive relevant training to deal with the conflict situation. Programme staff continue covering the areas when it is possible. But in case of incident or risk of incident, the situation is assessed by the security staff with the participation of local communities. Decisions are made accordingly. The interventions follow a rule of "stop and go" according to the situation. Each member from the Right2Grow consortium has put in place a security team and processes composed of dedicated staff at central level as well as officers or focal points in charge of the security in the different regions of intervention.

Bangladesh | The main fields of conflict we foresee in Right2Grow are: **1) Shrinking civic space** which consequently deters civil society from speaking up. CSOs are reluctant to hold (local) government accountable due to perceived risk to their organisation. Advocacy efforts will be non-confrontational and CSOs will position themselves as being in a supportive role to the government. CSOs will be encouraged to jointly advocate to the government to minimise the perceived risks to an individual CSO. Another possible route to diffuse the tension between CSOs and local authorities is to mobilise citizens around transparency and awareness raising. **2) Pressure groups** from the communities can raise conflict with local government and service providers. **3) At community level**, WASH services might not be within reach or accessible to all based on land rights. For instance, in slum areas people tend not to invest in sanitation as they do not have security of living space, water points for the whole community standing on private land can be fenced off. Developing Memorandums of Understanding with government, communities and landowners about rights and conflict mediation can mitigate some of these issues. **4) Programme interventions** – though participatory in approach – might cause **conflict with interests of stakeholders**. Therefore, a complaint response mechanism will be set up. Receiving feedback from and responding to complaints from stakeholders/beneficiaries is an important part of improving the programme's accountability and quality of programming.

Ethiopia | **Programme assessment:** The "Do No Harm" tool (CDA 2001) will be used to conduct a structured and participatory conflict analysis. The Right2Grow consortium is aware that the assessment process itself may lead to tensions and needs to be conducted in a conflict-sensitive way. Strategically conflict analysis questions will be incorporated while developing a needs or vulnerability assessment tool by the consortium members. **Programme design:** Consultations are done to reinforce buy-in and ownership of the project among partners, community participants and other relevant actors on targeting, relationship with partners, government, donor and communities in terms of their inclusion on decision making, on the feedback and accountability mechanism and lastly on the exit strategy. For instance, in staff recruitment, the ethnicity, religion and political affiliation of staff, or the way they behave and interact with actors participating or affected by a project, can all potentially contribute to exacerbating tensions in communities. **Implementation:** Most of the project interventions are designed to have a high community participation nature which should already prevent most of the potential conflict tensions. Partners will also follow a conflict-sensitivity training, together with community participants. **Monitoring & evaluation:** at this stage, the focus will be on the interaction between the Right2Grow interventions and the communities and stakeholders. Conflict indicators will be monitored.

RIGHT2GROW

B. Global Five-Year Strategy



GLOBAL FIVE-YEAR STRATEGY

Table of contents

1. Country strategies	2
From theory of change to country strategies	2
Partner roles and capacities	13
Interventions and activities	14
2. Global advocacy & communication strategy	18
Advocacy vision and principles	18
Problem analysis	19
Three overlapping advocacy arenas	20
Implementation structure and activities	23
Communication	26
3. Global MEAL plan	28
Global MEAL strategy	28
Global result framework	30
MEAL process	33
Quality assurance of MEAL processes	34
Ensuring downward accountability	36
Linking and learning	37
MEAL roles and responsibilities	39
Data management and IATI integration	41
MEAL budget	42
4. Mutual capacity development	43
Capacity development for what?	43
Learning process and partnership building	44
Capacity development areas	45
Organisation	46
Budget	47

1. Country strategies

In the six programme countries (Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda) consultative, participatory and local needs driven design processes took place to develop the country-level theory of change into a five-year strategy. Obviously, the overall integrity and logic of the global intervention strategy was their point of departure, contextualising this as much as possible. The country plans can be found in the respective country folders. Some highlights of the country-specific programmes and strategies are given below in boxes.

The Right2Grow consortium has extensive expertise which has been described in our joint track record for the stage 1 submission (see Annex 3). Right2Grow explicitly builds on these experiences and lessons. The expertise ranges from mutual advocacy capacity development and movement building for civil society organisations at community, sub-, national and global level to national-level policy analysis, global advocacy campaigns and effective techniques to address gender and inclusion. Some examples of such approaches and tools are included in this section (in boxes titled “HOW?”) as an illustration of the proven methodologies which will be applied by the Right2Grow consortium.

From theory of change to country strategies

Three-front actions

According to our theory of change, the ultimate goal of Right2Grow is that "Every child is able to reach its full potential". Taking this back to nutrition, the envisioned long-term impact is that "All children under 5 are well-nourished". This calls for the responsibility of all actors. Thus, Right2Grow will ensure that civil society and government jointly and effectively address undernutrition in a multi-sectoral, gender-sensitive and inclusive manner. This requires action on three fronts: local, national and global. At the local level it will be about **changing community attitudes and practices on nutrition and WASH** and increasing community awareness so they **can claim their rights and hold their governments accountable**, and together with a private sector, **ensuring an enabling environment for good WASH and nutrition practices**; at the national level it will be about strengthening **CSO capacity to voice the concerns of the most vulnerable in decision-making processes and influencing governance**; and at the global level it will be about **influencing donors and international development actors, learning across countries and sectors and beyond**.

Achieving these outcomes at local and national levels will require:

- Increased public/programme awareness and accountability,
- Increased capacity and engagement of CSOs in civic space,
- Increased transparency and access to data and evidence,
- Government programmes responsive to by CSO advocacy,
- Adjusted policies, budgets and practices,
- Improved multi-sectoral coordination, especially between WASH and nutrition sectors,
- Multi-stakeholder engagement and inclusiveness.

The core of Right2Grow strategy is to bridge the gap between three fronts, local, national and global, by **generating the evidence locally, ensuring its uptake in national policy-making processes, and sharing the knowledge globally** with the aim to optimise existing interventions, and ultimately, to scale up and fund what works. Bringing the local voices to the international arena will be crucial for bridging the gap between communities and global decision makers.

Barriers and opportunities

The Right2Grow strategy is built on four distinct, but interrelated outcomes. The country strategies, and global advocacy strategy capitalise on strategic opportunities while taking the barriers below into account (table 1, pg. 4).

HOW? Mobilising communities and a global movement | The Hunger Project

Right2Grow partners all work closely together with communities, mobilising them to take ownership of local development. Community mobilisation is the foundation for all other engagement and lobby and advocacy in the Right2Grow programme: from local to national and even global levels. Right2Grow builds on existing relations between partners and mobilised communities, and the programme includes mobilisation in new intervention areas.

Mobilising communities: Vision, Commitment and Action

At community level in remote rural areas, The Hunger Project (THP) starts by mobilising women as change agents through its Vision, Commitment and Action (VCA) methodology. THP then invests in the capacity of community members to jointly create, plan, advocate for, implement, and monitor their own integrated programmes to meet their own basic needs. Mobilised community members become volunteer role models who advocate for behaviour change within their own community. After approximately 5 to 8 years of sustained and intensive coaching, communities have accumulated enough experience, confidence, and self-generated revenue to continue their work to meet their own self-defined targets, as self-reliant CBOs, in close partnership with their local government. Advocating for public services and budgets is crucial for the sustainability of the impact.



Right2Grow will capitalise on the experiences with THP's long-term integrated and community-led rural development programmes. On the one hand Right2Grow will build on existing intervention areas, to strengthen the advocacy capacity of mobilised communities. On the other hand, Right2Grow will document the experiences for policy influencing and support the scaling up of this and similar integrated, community-led approaches.

Baseline, mid- and end-term evaluations of THP's approach provide ample [impact](#) evidence of this approach: improved nutrition, WASH, and farming practices; a reduction in severe hunger and in poverty; increased confidence and an improvement in the status and leadership positions of women; an increase in women's dietary diversity and the use of home gardens; an increase in prenatal and child monitoring check-ups, and a wide range of other reported benefits. Furthermore, a recent independent [ex-post evaluation](#) shows that these positive changes are sustained and often even further improved over time, years after the support by THP has ended.

Mobilising experts to jointly learn about Community-Led Development

All Right2Grow consortium members are part of the growing global Movement for Community-Led Development: over 70 international non-profits, who work together to create and achieve locally owned visions and goals. The movement has global learning sessions as well as a range of national chapters, including in Right2Grow programme countries [Uganda](#), [Ethiopia](#), [Burkina Faso](#) and in [the Netherlands](#) (hosted by the innovation platform The Spindle). Regular activities include sharing promising tools and practices, lessons learnt and compiling evidence about where and how Community-Led Development (CLD) works. Lessons learnt in Right2Grow will also be shared through these platforms.



THE MOVEMENT FOR COMMUNITY-LED DEVELOPMENT

Table 1 – Opportunities and barriers for the outcomes of Right2Grow

Outcomes	Opportunities	Barriers
1. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners	<ul style="list-style-type: none"> - Existing community level programmes, infrastructure and participation for health, WASH and nutrition (e.g. 1000 Days, BabyWASH, growth monitoring) - Building up on existing WASH and Nutrition awareness raising programmes at community and household levels - Community level entrepreneurship, in particular with female entrepreneurs - Scaling up successful community mobilisation approaches 	<ul style="list-style-type: none"> - Demotivating low levels of access to essential services at community level - Unfamiliarity with or aversion to community activism for social services - Lack of integrated approaches to community development: silos between services and demands - Poor access or unaffordability of essential WASH and nutrition products at local markets
2. Representative and empowered civil society organisations effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition	<ul style="list-style-type: none"> - Existing track record and relationships of CSOs with communities and government - Appetite of CSOs to work with rights-based approaches to development and support communities in claiming their rights - Building up on successful advocacy initiatives - Strong presence of SUN Movement and SWA in the countries to team up with and amplify the efforts 	<ul style="list-style-type: none"> - Lacking acknowledgment of CSOs about their need for empowerment or capacity strengthening to advocate and navigate civic space - Limited accountability and responsiveness of CSOs to community needs - Limited inclusiveness of CSOs initiatives (not enough women participating in decision making processes, poor representation of the most vulnerable and marginalised) - Division, partisanship in and between CSOs
3. National government and decentralised entities adopt and mainstream an integrated, multi-sectoral approach to undernutrition in policies, action plans and budget allocations	<ul style="list-style-type: none"> - Existence of policies, dedicated governments' budgets to nutrition and WASH - Interest of decentralised levels of government in increased impact at community level - Declared common vision to achieve the SDGs - Multi-sectoral nature of SDGs calling for partnership and engagement across sectors 	<ul style="list-style-type: none"> - Historic inability of government entities to work in an integrated, multi-sectoral way – “silo-ism” - Weak contact between central and local government, with community level structures for social services - Lack of meaningful participation of CSOs in decision making processes - Lack of understanding about the needs and priorities of the most vulnerable community members - Gap between adopted policies and budget allocations to implement those policies
4. Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition	<ul style="list-style-type: none"> - Existing global and national initiatives and organisations such as SUN, SWA, GAIN and UNICEF - Shared data and evidence and best practices between international organisations and governments - Common sense of urgency to step up efforts to bring undernutrition and poor WASH to zero 	<ul style="list-style-type: none"> - Tokenism, agreeing on true collaboration and partnerships but still maintaining parallel programmes - Short term financing - Not sufficient funding to scale up successful approaches

HOW? Analysing malnutrition with communities | Action Against Hunger

Though there is an increasing global convergence around a well-defined package of ‘essential’ nutrition actions, Right2Grow recognises that implementing ‘off-the-shelf’ solutions without attention to the barriers and opportunities inherent to a specific context will often hinder the uptake and impact of any standard intervention. Therefore, Right2Grow aims to put the communities, especially women and youth, who are the primary knowledge holders of local realities, in the centre of its research and data collection. In order to do so, Right2Grow will apply the Link NCA methodology.

This is a method for analysing the multiple causes and mechanisms leading to undernutrition as a starting point for improving the relevance and effectiveness of multi-sectoral (WASH, health, food security, mental health, and care practices) nutrition security programming in a given context. Since the causes of undernutrition often differ from one location to another, the purpose of this method is to go beyond generic interventions by **identifying context-specific determinants of nutritional status** in order to propose adequate and sustainable solutions.

The Link NCA employs a **mixed-methods approach**, combining both qualitative and quantitative research methods, and draws conclusions from a synthesis of results. The Link NCA relies on quantitative surveys to assess undernutrition status and the prevalence of known risk factors, including WASH-related ones. Qualitative methods are incorporated throughout the protocol to address questions regarding how and why undernutrition occurs, as well as to consider the interactions between causes, common feedback loops, and the evolution of the causes through time, seasons, and following shocks. The information generated from multiple data sources is triangulated and reviewed through a participatory process to generate consensus on undernutrition causality and better inform policy and programming.

The crucial step in the process involves **community-level data collection**. This component of the Link NCA methodology aims at going beyond technical data by exploring the specificities of a local context, the challenges vulnerable and marginalised groups are facing, and unique factors that are contributing to the community’s nutritional vulnerability. All data collection at the community level includes a qualitative enquiry, focused on:

- understanding how communities define and perceive undernutrition;
- exploring communities’ perceptions of the causes and consequences of poor food security, WASH, health, and care in relation to undernutrition;
- identifying seasonal and historical trends of undernutrition and risk factors;
- understanding how communities prioritise these risk factors.

Besides data collection, Right2Grow will involve local communities in expressing their opinions and perceptions on data gathered and encourage them to formulate key questions and validate/characterise answers to learning questions. This will be done by organising focus group discussions in the communities, ensuring that women and marginalised groups have their say in reviewing and interpreting data, and jointly formulating recommendations on how to improve service delivery and further adapt it to specific local needs.

More information:

- [Link NCA website](#)



Photo: Link NCA workshop, Chad

Photo credit: Lenka Blarova, Action Contre la Faim

Gender and inclusion

As stated in the Global Theory of Change, inclusion has two aspects which Right2Grow tackles: to ensure that marginalized groups¹ have both adequate, adapted and equitable access to information, products and services, and a voice and agency in decision-making in safe spaces. This will be attained and informed by a context-based gender analysis, conducted in all countries and integrated in the baseline study, that provides information on the different gender roles and norms, at different levels in policies, programmes and projects; their respective access to and control over resources, and the material and non-material benefits and participation in society; and their gender-specific needs, priorities and responsibilities. The gender analysis will also provide a perspective on inclusion and diversity needs, focusing on the most marginalized. A sound and contextualized gender strategy and action plan will be developed following the recommendations of this analysis and will be crucial to the success of the gender transformative dimension. The analysis will inform the needed interventions in each country, gender responsive budgeting, capacity development of staff, partner and stakeholders on gender equality, diversity and inclusion etc.

Examples of gender and inclusion in Burkina Faso and South Sudan

Burkina Faso | The members of Right2Grow Burkina Faso will develop a gender strategy that will reinforce mainstreaming of gender and inclusion in programme activities and implementation. This will include conducting a gender analysis of both programme activities as well as organisational structure, which will feed into a gender action plan. This plan will include strengthening the capacities of actors (including the private sector) in gender and inclusion, to ensure equal participation of the most vulnerable and women in programme activities including direct access to decision making and advocacy. All activities will be analysed with a gender – inclusion lens during all stages of the programme cycle: design, implementation, monitoring and evaluation. Right2Grow will work closely with community elders, traditional / religious leaders, and government authorities to positively push gender / inclusion norms, reinforcing the rights of women and girls and increasing their participation, access and control of resources for household food and nutritional security and in decision making processes. These sensitisations will be carried out through several communication channels and information platforms after conducting an in-depth analysis on women's access to information in the different intervention zones. Radio programmes and documentary films (depending on access in the different zones) will reinforce positive gender messaging.

South Sudan | Right2Grow seeks to establish strong links with local communities/constituencies (women, girls) by facilitating the linkage and cooperation between local and national CSOs. All interventions will be informed by gender and conflict analysis ensuring interventions are following do-no-harm principles. Many of the Right2Grow partnership activities are aimed at addressing social and community-based systems that cause exclusion for women and vulnerable communities in South Sudan. For example, under outcome 1 partners plan to conduct a gender assessment in order to better understand the power dynamic on household food consumption to track the changes made and to identify the existing gap to inform the possible decision. Also, the partners plan to engage communities' structures, mother-mother, fathers/brothers' groups, men and boys on issues of social norms, gender norms, culture and religion, recognizing how these issues perpetuate women's subordinates, inequitable in division of labour, poor access to resources and GBV. The Right2Grow partners understand that without addressing the critical needs of women and vulnerable populations through our intervention, we will not achieve the desired effects in combating malnutrition within South Sudan.

¹ Marginalised groups including rural women, unemployed youths, children, people living with disability and other at risk interest groups.

Integrating COVID-19 impact

The impact of the COVID-19 pandemic on the context of Right2Grow and the implementation is significant (See Global TOC: Problem Analysis and Proposed interventions). However, it makes the programme even more relevant at this time, knowing that we can expect an increase in the number of undernourished children and decrease in access to safe WASH services.

The following aspects and principles have therefore been integrated in the design of the strategy:

- Use adaptive management to constantly scan for opportunities within the range of compliance to achieve similar results with different activities, shifting inputs where it can have the most impact and mitigating the negative impact of COVID-19 through implementation of Right2Grow.
- The Right2Grow programme will be implemented in compliance with the health and safety measures that are in place in the different geographical locations of the programme.
- Due to the limitation of the number of people present in meetings and the limitations to travel opportunities, partners will divert to alternative ways of communication and gathering.
- When technology allows, digital communications are increasingly used, like online meetings and interaction on digital platforms.
- To allow for inclusive participation, additional efforts are made at community level to reach out to those with less access to technology using alternative communication means like radio, (news)papers, and local influences, and making strategic use of the places where people still gather or visit.

Before the start of the implementation, Right2Grow partners will reassess the development of the COVID-19 pandemic and will develop a COVID-19 protocol for the consortium, if deemed necessary.

Bangladesh Programme Highlights:

Mother and child health care and large-scale nutrition governance initiatives

In Bangladesh, the Right2Grow consortium added two main elements to the TOC: mother and child healthcare, as a sectoral focus in addition to WASH & nutrition as essential for child growth; and synergy with ongoing large-scale nutrition governance initiatives. In addition to Right2Grow's main target groups, we add those particularly vulnerable to flooding and cyclones to which Bangladesh is particularly prone.

We will emphasize community-wide mobilization approaches, such as Healthy Village, to get all stakeholders (men and women, schools, entrepreneurs, leaders) working together to demand and invest in basic health, nutrition and WASH practices, addressing barriers with private sector partners. Also, starting with local linkages, with CSOs encouraging government-run community clinics to better serve communities and together with them advocating for more resources to combat undernutrition at higher levels of government. We will use child growth data to inform and catalyse decision-making from household level and on up, using aggregated data to convince duty-bearers to adopt an integrated approach to undernutrition in policies, action plans and budget allocations. As Bangladesh moves to middle income country status, donors and government must facilitate participation of the private sector in market-based solutions, and we will push for that to be included, such as a large-scale national government child growth program expected to be funded by USAID.

By engaging the private sector and putting child growth and mothers' health as top priority, the strategic goal is to increase care and investment in nutrition, WASH and health for safeguarding every Bangladeshi child's right to grow.

More information: Bangladesh Theory of Change and Country Plan

HOW? Healthy Village approach: mobilising the private sector for affordable solutions | Max Foundation

The [Healthy Village approach](#) seeks to create a healthy living environment for boys and girls: lasting food and nutrition security and WASH behaviour change in the entire community. It supports a nutritious and diverse diet, improved access to nutrition products, improved sanitation, safe drinking water, water for food production, good hygiene practices and products, and essential maternal and childcare.

Through the Healthy Village approach we mobilise all local stakeholders from caregivers to local leaders to entrepreneurs towards the same goal: safeguarding a child's right to grow up healthy. We build on community-wide mobilisation approaches, e.g. Max Foundation's Healthy Village and The Hunger Project's SDG Village, and similar methodologies from other consortium and strategic implementing partners.

In a Healthy Village, child growth data triggers and guides the change making process, for groups of household caregivers brought together in village courtyards, to communities and up to district and national levels. Peer learning is important, to look at what works and what needs to change for tackling undernutrition. Local ownership is a key aspect for sustainability. Local government officially designates the villages as 'Healthy', and learnings are disseminated via CSO networks and the government's Horizontal Learning Programme to sub-district, district and national level, to align with government commitments to nutrition and WASH (SDGs 2 & 6).

Key to the Healthy Village approach is a focus on establishing entrepreneurs/private sector actors who could supply affordable and long-lasting products which meet the needs of the community. Private sector at all levels will be engaged, including local enterprise associations, to lobby government for favourable businesses conditions for hygiene and nutrition products and services - such as access to financing, uniform quality standards, expansion of safety net programmes, etc. Profitable businesses that meet these needs will continue long after the programme interventions have ended. By programme end, ownership of all activities is migrated to local stakeholders to ensure continuity.

Communities and households, aware of what is needed to tackle undernutrition, demand better nutrition, WASH and health services and products, both from government and private sector. Aggregated child growth data can also be used to influence national level policies and programmes, and to lobby for adequate investment in tackling undernutrition.

In Bangladesh Right2Grow will use the Healthy Village approach to achieve outcome 1. Right2Grow will also research and document the Healthy Village approach for local and national level advocacy by communities, CSOs and local government for the right to grow and increased resources to community-led, integrated approaches for better nutrition and WASH.



Interventions related to climate adaptation

Right2Grow is not a climate change adaptation or mitigation programme, but it regards climate change as an important future threat and underlying cause of undernutrition, which also threatens to reverse progress in improving access to essential water, sanitation and hygiene services. The proposed interventions will therefore as much as possible strengthen and complement other existing programmes at local and national level with regards to climate change adaptation while keeping its focus on interventions directly contributing to the Right2Grow outcomes.

Community level

At local level, interventions will include linking communities to structures and institutions for disaster risk reduction and resilience, raising awareness of climate change as a threat for good nutrition and WASH practices and developing capacity for climate smart agriculture and better Natural Resources Management. More concrete examples are introducing communities to efficient use of water in farming practices and monitoring municipal investments in relation to climate change.

Civil society organisation level

At CSO level, interventions will include capacity strengthening on understanding the relationships between climate change and local food and water and sanitation systems, as well as the capacity to network with relevant actors, both locally and at national level. Civil society will also aim to raise awareness among decision-makers and communities on the impacts of climate change and how it links to food security, nutrition and WASH. Risks will be communicated in non-scientific and easy to understand language so as to bridge the gap between science and the public. Together with the affected communities CSOs will work to identify and promote context specific and doable climate change adaptation measures, giving voice to most vulnerable groups.

Burkina Faso Programme Highlights:

Capacity for research and community data collection for advocacy

Right2Grow will strengthen local organisations' capacity in conducting research and the harvesting of data and evidence to inform lobby and advocacy activities. This builds on the past programmes for capacity development of CSOs, such as under Dialogue and Dissent Framework. Right2Grow will strengthen existing mechanisms for collecting information related to nutrition and WASH as well as promoting research to highlight good practices in the governance of these sectors. Policy research and gathering practical data on programs, service delivery and budgeting will in the course of the programme be conducted by local CSOs. Right2Grow will also strengthen their capacity to use findings in lobby and advocacy and related communication. This will enable CSOs to reach and influence a broad range of stakeholders and the general public.

Right2Grow will ensure that supported CSOs are acting on behalf of the community and they voice the concerns of the groups in the community they represent. To achieve this, we will:

- Facilitate participation of locally rooted CSOs that already act as advocacy groups for the realization of social rights. Where not yet available, Right2Grow will help establishing them. Through Right2Grow's capacity strengthening, the CSOs will promote awareness of social rights with stakeholders. The CSOs also promote access of the most vulnerable people and women to decision-making and advocacy bodies.,
- Set up a community citizen monitoring platform on nutrition, health, safety and WASH using local media channels and innovative communication technologies.

The initial phase of engaging local CSO and CSO capacity development on research, data, knowledge and learning, will serve as a basis for joint advocacy actions towards government and service providers. Multi-sectoral approaches will then be promoted so that the rights on nutrition and access to WASH services are met.

More information: Burkina Faso Theory of Change and Country Plan

HOW? Social accountability: citizens eyes and voices on budgets and services | World Vision & CEGAA

In Right2Grow, partners will implement two social accountability methodologies that go hand in hand: Citizen Voice and Action (CVA) and Budget Monitoring and Expenditure Tracking (BMET). Through both methodologies, CSOs and CBOs will learn different skills and be trained on various tools to hold local and national authorities accountable for their commitments through monitoring of progress, entering into dialogue and demanding transparency in budget planning and management. This capacity strengthening will support CSOs in their advocacy initiatives aimed at different levels of government. As part of the CVA and BMET processes, action teams will be formed that implement advocacy activities. Both community level and national efforts will be employed to achieve overarching impact on policy development and implementation.

World Vision's **CVA approach** is designed to improve the relationship between communities and government, in order to improve services that impact the daily lives of children and their families. CVA is broadly defined as an approach that promotes **engagement between citizens and government**. It has three implementation phases. The first phase, **enabling citizen engagement**, strengthens the capacity of citizens to engage in governance issues and provides the foundation for subsequent CVA monitoring and advocacy phases. It involves awareness raising on the meaning of citizenship, accountability, good governance and human rights. The second phase, **engagement via community gathering**, exists of a series of linked participatory processes that focus on assessing the quality of public services (like health care and WASH) and identifying ways to improve their delivery. Community members who use the service (especially marginalised groups), service providers and local government officials are all invited to participate, e.g. in the community scorecard process and in interface meetings. In the third phase, **improving services and influencing policy**, communities begin to implement the action plan that they created as a result of the community gathering process that will allow them to change the condition of the services upon which they depend in their daily lives. Citizens and other stakeholders act together to influence policy at both local and higher levels. As a result, communities have seen marked improvements in services, leading to an increased wellbeing.

CEGAA's **BMET approach** focuses on public budgets and spending on specific local community services. It starts with **situational analysis and capacity needs assessments** to determine the community service delivery needs and capacity development needs of CSOs, CBOs, researchers, government officials, and media personnel on BMET related topics. Then necessary skills including **budget and expenditure analyses** are strengthened among target stakeholders in-line with identified capacity gaps and presenting needs from the situational analysis, which are sustained through ongoing **customised technical support**. After this, **research and monitoring** are conducted, using the most appropriate **budget/expenditure tracking and community monitoring tools**, to find the actual financial and non-financial evidence on public services. The citizen report cards (survey at household level) and/or community scorecards (process at community level) are examples of tools used to generate service delivery level evidence. Communities are then fully engaged in the planning and implementation of research and advocacy activities that follow. Based on the findings of the budget and expenditure analyses and community research, **strategic advocacy activities** are developed and implemented jointly between all stakeholders who work together to form an **advocacy Action Team**. This team drives the advocacy actions and all desired changes. Relevant advocacy campaigns are developed and implemented tactically, including lobbying, submissions to parliament, media releases and high-level policy meetings.

More information: [Citizen Voice Action](#) and Budget Monitoring and Expenditure Tracking ([Practitioner book](#) and [case study](#))



Civil society plays a key role in pushing for new laws, programmes, policies or strategies on climate change, in holding governments to account on their commitments while ensuring quality and transparency; in identifying the lack of joined-up government responses to climate change; and in ensuring that national policy making does not forget the poor and vulnerable; and in actively participating in inter-institutional coordination at local and national levels.

Climate change at policy and advocacy level

At national and policy level, interventions will include country-specific analysis of impact of climate change on nutrition and WASH, plus the dissemination of good practices in communal development programmes. With the aim to support long lasting effects of government effort and activities, Right2Grow will engage with government partners at all levels and collaborate with existing multi-stakeholder initiatives to jointly identify current gaps, tracking expenditures and effects of investments on climate change adaptation which all support to identify opportunities related to existing efforts of involved parties. As much as possible, these “climate change sensitive” interventions of Right2Grow will be combined with relevant similar lobby and advocacy efforts. At donor and international level, interventions include the participation in “Transforming Food Systems Under a Changing Climate”.

Ethiopia programme highlights:

Strengthening CSO capacity in a promising policy environment

The Right2Grow partnership in Ethiopia observes a strong will to end malnutrition in all its forms, and a strong policy environment with multiple plans aimed at strengthening the inter-sectoral coordination, as well as a recently opened up civic space. At the same time, we see gaps in effective implementation of the grand ambitions and a lack in capacity of civil society due to the long history of very restricted civic space.

Capacitating the communities will include sensitisation on rights and entitlement, knowledge and understanding of government policies and budgeting. We will apply several tried and tested methodologies to strengthen civil society. Right2Grow will empower community representatives and will use effective selection tools to ensure the voice of the most vulnerable is heard. Private sector capacity building focuses on the development of innovative business models. Capacitating civil society will focus budget advocacy, enabling them to facilitate public hearings and consultative workshops. An important methodology used to achieve this is the Budget Monitoring and Expenditure Tracking approach. Support will be given to governments in implementing a multi-sectoral response and platforms will be established to enhance collaboration. Finally, after a scope study of international donors, panel discussions will be organised and training on Nutrition and WASH at Humanitarian Development Nexus will be carried out.

The project implementation will be at national level as well as in 21 Woredas in 4 regions. The role of consortium partners will initially focus on capacity building, while over the course of the project this should gradually change into more distant support and accompaniment in implementation.

A country steering committee including CCRDA as a collaborator and the Nutrition Coordination Body and ECSC-SUN platforms at national, regional and zonal levels consisting of Woreda task forces will ensure that the voice of the communities is represented in decision-making.

More information: Ethiopia Theory of Change and Country Plan

HOW? From policy analysis to global advocacy | Action Against Hunger

In order to achieve its outcomes and further promote multi-sectoral collaboration, Right2Grow will analyse policies and approaches that governments are taking to cross-integrate nutrition and WASH within their nutrition and WASH national policies and plans.

Each programme country will develop a set of criteria for reviewing policies and action plans, such as for example:

- Is the link between WASH and nutrition well defined?
- Is WASH recognized as an underlying and important factor in nutrition?
- Do WASH plans include nutrition considerations?
- Do institutional structures and nutrition coordination mechanisms include WASH stakeholders/ministry representatives and vice versa?
- Is there a clear division of roles and responsibilities among government ministries/ departments?
- Do cross-ministerial coordination mechanisms incorporate the meaningful participation of civil society and affected communities, and involve women and youth in decision-making?

The policy analysis will aim at providing key recommendations and a “toolkit” to stimulate debate and discussion of the options and opportunities to bring together WASH and nutrition actors, policies and programmes. The results will also serve as a starting point for in-country advocacy initiatives targeting decision-makers to shift mind-sets, change ways of working, and invest in effective integration to improve child health and nutrition outcomes.

Right2Grow’s track record (see Annex 3) proves this is a successful approach in comparing and contrasting the experiences from different countries and drawing out lessons and recommendations for other governments and international development actors. At the same time, it inspires governments to take practical steps to establish a multi-sectoral approach across policies, programmes and financing and inform stronger advocacy efforts.

Since Right2Grow aims at bringing local voices to the international arena and sharing examples of good practices with the global development actors, the results of country policy analysis will also support the production of communication materials and global policy briefs, to be presented during the events such as World Water Week and SUN Global Gathering. Country policy examples will also be used to lobby for enhanced coordination, accountability, increased budget allocation, capacity building, and reliable data on governments’ progress towards achieving SDGs on nutrition and WASH.

More information:

- [The recipe for success](#): how policymakers can integrate water, sanitation and hygiene into actions to end malnutrition.
- [Practical pathways](#) to integrate nutrition and water, sanitation and hygiene.

Practical pathways to integrate nutrition and water, sanitation and hygiene

Investing in the nutrition of children is crucial if countries are to nurture the human capital necessary for social and economic development. Improvements in water, sanitation and hygiene (WASH) services are critical for the success of such investments. Our research in Cambodia, Ethiopia and Madagascar¹ reveals opportunities and pathways for combining WASH and nutrition efforts to better tackle undernutrition. This brief draws on these three country examples to inspire other governments and development partners to take practical steps to establish an integrated, multisectoral approach across policies, programmes and financing.

Raoy and her daughter Natasha at the new waterpoint in their village in Belavabary commune, Madagascar.



Partner roles and capacities

Types of partners

In all the programme countries programme implementation will be based on a partnership arrangement with consortium partners and strategic implementing partners. Furthermore, there are collaboration partners from relevant networks, government ministries and agencies. The consortium partners for the Right2Grow programme are Action Against Hunger (ACF), CEGAA, Max Foundation, The Hunger Project (THP), Save the Children and World Vision, each leading the implementation in one of the programme countries. Strategic implementing partners (local NGOs, CSOs), who bring a great added value to the programme with their extensive knowledge of local realities and already established relationships with the communities, and who will participate in the implementation side by side with the consortium partners. The background and capacities of the consortium partners have been elaborated in the Partnership Agreement (Annex 2.). An overview of the local partners per country can be found in the Chapter Partnership Organisation of this full proposal. The capacities and background of these local partners can be found in the plans of the different countries.

Evolving roles for sustained impact

As the core of the Right2Grow programme is strengthening civil society, the roles of the different partners will evolve in the course of the implementation period. During the design and first implementation years, the consortium partners have a more central role, to facilitate participation of a wide range of stakeholders, work on in-country partnership building and support local partners in mutually strengthening their capacities. Obviously, mechanisms for local ownership and representation are built in (see chapter Partnership Organisation).

In the second half of the implementation period, the local partners will take an increasingly central role, shifting the balance of power towards locally led programme and budget design, while the consortium partners will play a support role. This process will flow naturally as a result of mutual capacity development and learning (see Chapters 3 and 4), strengthened organisational capacities of local CSOs, their skills to mobilise communities and lead advocacy initiatives themselves, as well as to achieve better representation, voice and recognition.

Mali programme highlights:

Amplifying engagement and impact with youth organisations and media

Right2Grow's Theory of Change in Mali is consistent with the Global TOC and shares many similarities with other programme countries. Yet, the country plan has put a strong emphasis on the involvement of media, journalists' networks focusing on Nutrition and WASH issues, and youth organisations during the implementation process.

Mali's country strategy aims at creating a space for exchange between local communities, CSOs and journalists, and using media to ensure that the neglected local voice is heard. People living in the community, especially local women, will be capacitated to lead community-based debates and challenge decision-makers, while, at the same time, raising the awareness among fellow community members about poor Nutrition and inadequate WASH conditions. Acknowledging the important role that social media plays nowadays, the country programme in Mali will partner with youth organisations such as Youth Association for Active Citizenship and Democracy (AJCAD) who will create and animate web spaces (Twitter, Facebook, WhatsApp, web television). The work of youth organisations will aim at taking the messages further, reaching marginalized youth groups together with local and national decision-makers.

Another core component of Mali's country programme is institutional and organisational capacity strengthening of local CSOs and youth groups, their positioning in civic space and empowerment in terms of innovation and fundraising, so they can continue with meaningful engagement in political, social and cultural issues over a long-term.

More information: Mali Theory of Change and Country Plan

Interventions and activities

The country plans of Right2Grow each work towards the same four outcomes, with relevant variations in focus or intensity for their country contexts. The following table shows examples of interventions and type of activities grouped by outcome with an indication of the timing of interventions. Specific activities per country can be found in the respective country plans in the Annex.

Table 2 – Interventions and activities per outcome

Outcome 1. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners		Timing/years				
		1	2	3	4	5
- Assessing food, nutrition security and WASH situation in intervention areas, including context-based gender analysis						
- Needs assessments and mapping of communities and community-based organisation						
- Community sensitisation and awareness raising about good nutrition and WASH practices, and social accountability, by using gender sensitive and transformative approach						
- Capacity strengthening of local communities/ CBOs to addresses barriers to good WASH and nutrition practices; Sensitising and partnering with private sector on social marketing approaches and women entrepreneurship						
- Strengthening or creating local level platforms for participation of communities in decision making processes and voicing the concerns of the most vulnerable, including women						

Outcome 2. Representatives and empowered civil society organisations effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition		Timing/years				
		1	2	3	4	5
- Stakeholder mapping and capacity needs assessments of civil society organisations, including gender analysis						
- Grassroot, community mobilisation around the issues of poor access and quality of WASH and Nutrition services						
- Capacity strengthening and technical support provision, particularly on budget monitoring and expenditure tracking, advocacy and communication, gender and inclusion, policy analysis, governance and collaboration, research and data collection						
- Evidence generation for advocacy, policy making and scaling up of successful approaches, and community led monitoring						
- Facilitating dialogues between stakeholders, bringing the voice of communities, women and vulnerable groups to decision making processes and strengthening government' accountability						

Outcome 3. National government and decentralised entities adopt and mainstream an integrated, multi-sectoral approach to undernutrition in policies, action plans and budget allocations		Timing/years				
		1	2	3	4	5
- Ensuring uptake of data and evidence for policy and decision making at national and decentral level, in a gender sensitive and transformative way						
- Strengthening multi-sectoral collaboration and engagement of multiple stakeholders in decision making processes around WASH and nutrition						
- Strengthening or creating national or lower level platforms for information and evidence sharing on nutrition and WASH as well as monitoring country progresses towards achieving SDGs						

Outcome 4. Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition	Timing/years				
	1	2	3	4	5
- Scoping, mapping and pre-positioning of donors and development actors at national and international levels					
- Advocate for multi-sectoral, gender-sensitive or transformative planning, budgeting and reporting					
- Sharing of good practices, research findings based on community-led monitoring and action research, capitalising on existing national and international events such a “world days” (water, nutrition, food etc)					
- Lobbying for increased resources and adoption or scaling up of proven approaches					

Technology and innovation

Right2Grow will promote the appropriate use of innovative approaches in communication, advocacy, dissemination of gathered knowledge and learning. For example, in Mali Right2Grow will launch social media campaigns tailored to youth. Also, Right2Grow will use existing platforms for information sharing across the partners, with as much involvement of community organisations as possible.

South Sudan programme highlights: Strengthening CSOs from the ground up

Locally rooted organisations are the foundation of Right2Grow’s Lobby and Advocacy strategy. CSOs should provide a connection with the communities and could generate evidence on local government services and budgets to inform national and local lobby and advocacy. However, in South Sudan only very few local CSOs are yet involved in issues of accountability and in lobby and advocacy at local administrative levels. In addition, they are faced with weak local authorities, often lacking (accurate) data and with a limited awareness of the role of CSOs in civic space. In South Sudan Right2Grow will therefore initially focus on partnership development of CBOs/CSOs at the local level. We will conduct a comprehensive mapping of locally rooted organisations, assessing their capacities and supporting the capacities of organisations interested in joining Right2Grow implementation. Right2Grow will then strengthen these CSOs, by engaging organisations that represent community groups, engaging these groups directly to voice their concerns, and investing in enhancing communities’ rights awareness. Right2Grow and CSOs will connect with stakeholders (community leaders, local media, private sector) to get their buy-in and support the processes.

There is also a need for stronger collaboration and learning among CSOs in South Sudan, because of their limited number, limited capacity and unequal distribution in the volatile context. Right2Grow will therefore join the forces of local CSOs and enhance their leverage by establishing subnational level CSOs networks. These networks should become the foundation for CSOs that conduct lobby and advocacy at the national level. This will in turn leverage the role of CSOs at local level. As Right2Grow partners can then engage Local Authorities, being responsible for service provision. They will be approached not only as duty bearers, but also as allies or champions, by advocating higher administrative levels to adhere to commitments on nutrition and WASH. This would ensure that local authorities get the resources to provide quality services and achieve better nutrition outcomes and access to WASH services in the communities.

More information: South Sudan Theory of Change and Country Plan

HOW? Local accountability | Using a Save the Children lens

Social accountability tools have gained popularity in recent years as informal and easily accessible strategies for **increasing citizen voices and improving public accountability**. These tools include a broad range of actions and mechanisms which citizens and communities can use **to hold public officials accountable**, in both local and national arenas. In the Right2Grow programme, **accountability plays a prominent role for the targeted communities and local partners**, because accountability supports high quality and appropriate programme interventions.

One of the actions in the programme will be the measurement of accountability of the government versus CSOs, contextualized per country and optionally measured at different levels within a country (national-regional-community). These strategies seek to bring government closer to citizens, so that public officials can more easily meet the demands of citizens and be accountable to them. The result is **better designed and targeted social interventions** across a range of basic services. For more information, see the methodology box on CVA and BMET by World Vision and CEGAA.

Downward accountability

Local accountability is often described as downward accountability. This includes promoting the participation of the targeted community groups as the standard way of working across all phases and interventions. This will happen not only by including **participatory activities**, but also through **information sharing channels, and feedback and complaints mechanisms**. Right2Grow will demonstrate continuous accountability to local partners and communities with whom we work. This will include **sharing approaches and strategies** with all partners and communities, facilitating the provision of **opportunities and communication channels** to express views and influence decision-making across the programme cycle, and working in a way that **builds trusting and collaborative relationships** with local partners and communities.

Upward accountability

This concerns the **accountability of the consortium partners and local strategic implementing partners (CSOs/CBOs)** towards the back-donor, the Dutch Ministry of Foreign Affairs. In addition to tools which relate more towards the OECD DAC **criteria of relevance, efficiency, effectiveness, sustainability, impact and coherence**, upward accountability is also addressed through **compliance with financial requirements**. These requirements – although closely linked to MEAL – fall under the responsibility of the consortium senior Financial officer. In addition, the above-mentioned requirements will be combined with learning within and outside the Consortium.

More information:

- Save the Children: [Global Accountability Report 2018](#)
- IDRC Research: [Improving Local Government Accountability for Poor and Marginalized Communities in Uganda](#)
- World Bank research: [Civil Society, Public Action and Accountability in Africa](#)



Strategic collaborations: EKNs and strategic partnerships

Obviously the Right2Grow programmes at national level have been aligned with the multi-annual country strategies (MACS) of the Dutch Government. During implementation, the Dutch embassies (EKNs) will be strategic partners in sharing information and aligning strategic opportunities for advocacy. Each of the countries have developed constructive relationships with the embassies during the country planning processes which shall further be strengthened depending on their MACS and capacities.

Similarly, Right2Grow seeks impactful collaboration with other strategic partnerships funded by the Dutch Government. In particular, the programmes of We Are Able (ZOA) in Uganda, Ethiopia and South Sudan, and Giving for Change (Wilde Ganzen) in Uganda, Ethiopia and Burkina Faso. We have established promising working relations at global and country levels for these partnerships, which will be expanded during implementation.

Uganda programme highlights:

Increasing community-lead approaches and district level public service delivery

The Right2Grow consortium in Uganda is a mix of international, national and local civil society organisation and platforms with various expertise in nutrition and WASH advocacy, budget tracking and monitoring, and community-led development. The consortium members make use of promising practices to ensure government decision-makers and other key stakeholders can effectively address undernutrition in a multi-sectoral, gender-sensitive and inclusive way.

Households and communities will be mobilized to adopt good nutrition and WASH practices, through the use of community-led approaches like Vision Commitment Action methods and Community-Led Total Sanitation. The consortium has specific attention for the inclusion of breast-feeding mothers, including the most vulnerable child and adolescent mothers, to ensure they are aware of their rights to better food, nutrition and WASH services.

Right2Grow aims to bridge the barriers to effectively influence decisions on policy implementation and legislation. We will establish or strengthen the District Nutrition Coordination Committees. These committees currently exist in only 10 districts but are promising since they can serve as platforms to raise the concerns from communities in relation to food, nutrition and WASH service delivery gaps. At national level through constructive engagements, Right2Grow will expand and protect the civic space. We will build on an existing strong collaboration with the Office of the Prime Minister on nutrition and WASH.

More information: Uganda Theory of Change and Country Plan

2. Global advocacy & communication strategy

Advocacy vision and principles

Right2Grow is a unique global movement with a vision of a world where every child is able to reach their full potential. The movement aims to inspire working and collaborating across boundaries, effectively and inclusively, to end undernutrition in all its forms. Right2Grow aims to stimulate evidence-based political dialogues (at community, country, regional and global levels) and to mobilise resources to effectively scale up successful approaches.

Initially **facilitated** by a range of civil society organisations and funded by the Dutch Government, the Right2Grow movement seeks to become a catalyst for progress both during as well as after its funding has ended. It aims to do so by involving and including other key actors who share its goals and core principles – **building a movement** with members ranging from national governments or government agencies and their civil society partners, community-based organisations as well as the private sector, UN agencies, research and learning institutions and donors to international development actors. Because ending undernutrition and ensuring safe WASH services for all will require effective multi-stakeholder partnerships, while acknowledging the role and responsibility of elected representatives and their institutions (e.g. parliament) who decide and lead on policies, budget and make political decisions and compromises. Opening up the Right2Grow membership to other parties than those already involved in year 1 will be addressed in year 2 through 5 of the partnership.

The Right2Grow movement has developed a joint lobby and advocacy strategy to guide its current and future partners. Because joint advocacy leads to an amplified voice and higher legitimacy. This advocacy strategy is outlined here below.

Core advocacy principles

The Right2Grow advocacy strategy is based on the following core principles:

- **Bottom-up, community-led, rights- and evidence-based and inclusive agenda setting:** driven by the needs and priorities identified in communities and by community-based organisations in programme countries.
- **A multi-sectoral approach:** essential to address each of the multiple underlying determinants of undernutrition
- **Bringing neglected local voices into policy processes and decision making:** ensuring that women and marginalised groups have a voice in decision-making and getting local voices heard in global political processes.
- **Uniting stakeholders** in a collective effort to sustainably improve WASH and nutrition policies and budgets.
- **Recognising the central role of civil society** in influencing dialogues on WASH and nutrition policies and budgets and ensuring legitimacy of political decisions
- **Effective advocacy as a two-way street** that requires response and accountable response mechanisms.
- **Mutual capacity development:** actively learning together, both through participatory once-off activities (e.g. training, workshops, seminars) and through collaborative processes (e.g. joint gaps analysis, joint research, joint lobbying and advocacy, joint campaigning) focused on lobby and advocacy.

Problem analysis

In recent years **laws and policies** addressing nutritional status and WASH **have been adopted** in many countries. However, the **implementation** of these laws and policies **is often ineffective**. Right2Grow has previously identified three reasons for this ineffectiveness in the TOC (please refer to the chapter on the TOC for more details):

1. **Multi-sectoral interventions** are essential to address each of the multiple underlying determinants of undernutrition - while relevant parties (from (I)NGOS to government bodies) are organised and used to working in silos, with budgetary allocations that continue to follow the “silo” logic. In the Right2Grow programme countries and international arena, progress is being made on formulating multi-sectoral approaches to address undernutrition. However, different countries are in different phases and effective implementation still proves difficult.
2. **Detailed information** on the costing, expenditure, availability, and quality of government services is often lacking, especially in remote areas. Government actors and civil society in programme countries are also ill-equipped to identify and fill the gaps in nutrition and WASH policies and budgets.
3. **Not all necessary decision makers are involved** and bringing the perspectives of the most marginalised into policy processes remains a big challenge.

Following further issue analysis in the six partner countries, Right2Grow finds that sufficient structural funding at the local level is lacking. Most funding goes to (I)NGOs, whereas available funding for local initiatives is often siloed, short term and unearmarked. Donors prefer collaborating and funding established (international) organisations, but this hinders the development, cooperation and funding of local voices in the international arena. The plurality of local voices is seldom heard, let alone translated into (international/Dutch) policy. Furthermore, current funding is insufficient or reprioritised when (climate, political, security or health) crisis hit, as COVID-19 showcases.

Furthermore, limited civil society space in our six partner countries hinders NGOs, CSOs and CBOs to effectively advocate for nutrition and WASH. Advocating for policy adjustments is often considered to be risky, because they do not want to be perceived as a political organisation or as going against the government. Local elected officials also face limited leverage to advocate for policy shifts.

Three overlapping advocacy arenas

Building on the problem analysis, the Right2Grow consortium has identified four pathways of change (outcomes) to bridge the gaps between current promising national policies and policy and funding realities. These pathways offer a framework in which local partners and their approaches and advocacy needs take the lead. Right2Grow therefore distinguishes three clearly distinct, but overlapping advocacy arenas: the programme **country** level, the regional and supra-regional, **global** advocacy level (including Europe/EU) and the **Dutch** level.

Country level agenda

The first level – at the **programme country level** (1) in each of the six programme countries – will be addressed extensively in each national plan and further developed in the first year. These plans aim to strengthen the educational, representational, communicative and collaborative civil society advocacy roles in each country. Programme country teams and their local partners will jointly define their own advocacy targets and design evidence-based strategies to meet those. In the first year of the programme, international Right2Grow partners will learn from local organisations about substance and priorities whilst providing technical support on translating this to lobby and advocacy, on a needs basis.

Following our bottom-up approach, Right2Grow has conducted a preliminary mapping of local needs in this respect, which will be expanded upon in 2021 as part of the in-depth country analysis of issues and stakeholders. Analysis at the country level shows that strategic lobby & advocacy planning is underdeveloped, and relevant civil society organisations lack the necessary training, knowledge and tools. The results are country-specific, but also show that organisations in all six Right2Grow partner countries specifically ask for help to improve their skills in monitoring budget allocation. Several would also like to be more aware of relevant developments in the political landscape regarding nutrition and WASH, so they can proactively influence policy making. Furthermore, they look at Right2Grow for capacity building purposes, because they do not know how to achieve goals with advocacy and lack adequate funding and resources to develop this themselves. Finally, in most countries, cooperation between NGOs, CBOs, CSOs and the private sector is scarce. They view the consortium as a possible uniting force for cooperation on nutrition and WASH between these organisations.

In the first phase of this programme, country teams and their local partners will jointly formulate an in-depth strategic issue, policy and stakeholder analysis on nutrition and WASH. Building on that analysis, they will jointly define their own capacity building targets (such as budget or political monitoring). Right2Grow will develop and provide workshops on lobby & advocacy to address the country specific lobby & advocacy capacity building targets. Simultaneously, country teams and their local partners will formulate advocacy goals (on community, local, national, regional and global level) and design evidence-based lobbying & advocacy strategies - and monitoring systems - to meet those goals.

In the second phase, Right2Grow will mentor local organisations in the implementation phase of their advocacy plans. This includes for example developing advocacy materials and messages, choosing specific tactics and evaluating the results. Furthermore, Right2Grow will facilitate shared learning, information exchange and peer review between local organisations on the technical process of lobbying, both within as well as amongst programme countries. The Right2Grow team will advise on essential adjustments throughout the course of the programme- in order to ensure its commonly agreed goals are being achieved.

It is Right2Grow's explicit intention that **in the third phase**, local civil society organisations in the Right2Grow programme countries will learn and grow to such an extent that towards the end of this programme, they will be able to confidentially organise successful joint national, regional and global advocacy events, setting the strategic agenda and deciding on campaigns, themes and speakers.

Lobby pathways and phases might differ in each country and will be constantly jointly fine-tuned and revised to meet changing local circumstances and to address emerging lessons learnt. The overall shared intention is that **local voices and community-based organisations will be included meaningfully in national dialogues and translated into policy changes**. The country-specific strategy will be addressed in the country level annual plans.

The remainder of this chapter deals explicitly with the other two advocacy settings – in regional and supra-regional, **global** advocacy arenas (including Europe/EU) (2), as well as **in the Netherlands** (3).

Global advocacy agenda

Following our core advocacy principles, our global advocacy strategy is a result of the bottom-up and community-led country level agenda. Right2Grow aims to provide local advocacy work with a global platform by strengthening the power of local voices. Right2Grow partners will provide local partners global network connections in order to showcase and amplify local needs and advocacy results.

As described above, in 2021, programme countries will develop their own locally specific lobby & advocacy targets and strategies within the overall framework of the Right2Grow TOC. As soon as possible, but at least from 2022 onwards, this input will guide our global advocacy agenda (e.g. *using international or supranational mechanisms and bodies to increase pressure on national institutions when domestic community-led advocacy processes do not seem to achieve the desired result or lobbying for specific international funding*). For 2021 however, we will focus on three key goals, based on our experience, the jointly developed TOC and our analyses to date:

1. **Linkage between WASH and nutrition** - international policy and decision makers, now often divided into two separate policy cycles, should recognise the linkage and reflect it in their plans, strategies and financing. As a result, the impact of WASH and nutrition policies is amplified, and the progress accelerated. With the new reality of COVID-19, hygiene has become even more important in both policy and practice. This provides a unique opportunity to link WASH and nutrition. We will therefore aim to establish WASH messaging/indicators in SUN on the one hand, and nutrition messaging/indicators in SWA (Sanitation and Water for All) on the other.
2. **Scale up successful approaches of community-led, bottom-up, grassroots, locally sourced nutrition & WASH initiatives.** We will be sharing lessons learnt in the Right2Grow consortium with relevant experts through a stream of short, informative briefs, podcasts and other means of modern communication with a range of expert networks of which we are members, such as but not limited to the Netherlands Working Group on International Nutrition; Netherlands Food Platform; Netherlands Water Platform; Sanitation and Water for All; Scaling Up Nutrition; Sustainable Sanitation Alliance; African Ministers Council On Water; International Coalition for Advocacy for Nutrition; Global Nutrition Cluster; Global WASH Cluster; Infant Feeding in Emergencies Working Group; Global Technical Assistance Mechanism; SDG 2 Advocacy Hub; Wasting Work Group; Generation Nutrition; Civil Society Nutrition 4 Growth Work Group; the Clean, Fed and Nurtured Coalition; World Water Council, and No Wasted Lives.
3. Achieving the SDGs requires **more predictable, long-term and localised funding.** Therefore, we will lobby in the international arena for adequate resources for commitments already made towards better nutrition and WASH (especially in line with SDG 2.2, SDG 6 and SDG 5 on Gender equality and women's empowerment).

Therefore, the Right2Grow consortium will jointly develop an aligned advocacy campaign, targeting donors and donor agencies, governments and other global development actors. Such a campaign may include policy briefs, video messages, advocacy sheets as well as jointly organising an event, jointly presenting at relevant international fora. We will seek to jointly decide which carefully selected regional or global events Right2Grow will target each year. **In 2021** we expect that this will be **World Water Week and the Nutrition for Growth Summit**.

The consortium's strategic partner relationship with DGIS/IGG explicitly opens the possibility to seek to **jointly advocate in the global arena together with the Dutch Government** – a pioneer in this field - for the breaking down of sectoral funding and programme siloes and promote gender-sensitive inclusive, integrated (multi-sectoral) community-led approaches. Also, to ensure the inclusion of vulnerable groups as active participants in global policy dialogues, e.g. jointly bringing CBOs/CSOs from implementing countries to the table. As a strategic partner, the Right2Grow consortium will also seek to support the emerging strategic agenda of DGIS/IGG and its other strategic partnership under this funding window, the ZOA-led 'We are Able' alliance as well as the Wilde Ganzen-led Alliance for community-led resource mobilisation, and possibly other relevant Alliances we are yet to discover

The Right2Grow adaptive global advocacy agenda will be constantly fine-tuned, to meet emerging opportunities. The global advocacy agenda will be 'nourished' by and built on the lessons learned in the programme countries as well as from research from knowledge institutions and other organisations. The global lobby & advocacy strategy will be evaluated by the global steering committee bi-annually and adapted if needed.

Dutch advocacy agenda

Beyond L&A activities/focus related to the Right2Grow programme countries, Right2Grow also has distinct target audiences in the Netherlands, because of its funding relationship with the Dutch Government and the relevance of the issue for Dutch foreign policy. Though these actors are not directly implicated in the Right2Grow programme implementation, Right2Grow is respectful of the communication guidelines of MFA: *'to generate insight into / familiarity with why and what NL does with its foreign and development policy.'*

Acknowledging the important role of the Dutch Government and Dutch duty bearers, Right2Grow established a role which focuses specifically on Dutch L&A. The Dutch L&A position works closely with relevant partners in the Netherlands and is a liaison with the Dutch Government, especially under the pillar of food security to ensure focus on nutrition and WASH. Dutch L&A lead aligns with the Global L&A lead and Advocacy Liaison to inform, encourage and support the Dutch Government as duty bearers, prioritising undernutrition in their policy development, implementation and resource allocation. Their prioritisation of undernutrition is to be reflected in setting standards and enforcing them; supporting the development and implementation of equitable, inclusive, and budgeted policies/programmes; collecting and using data to inform action and mobilise public investments. This requires Dutch L&A coordinating lobby and advocacy with the Dutch parliament. In direct contact, Dutch L&A will target SDG2, SDG5 and SDG6-ambassadors and other key spokespersons across the political spectrum after the upcoming election cycle (March 17th 2021), and encourages the meaningful participation of civil society and knowledge institutions.

Increasing the attention of the Dutch public and elected politicians to undernutrition also helps for this topic to remain a Dutch Government priority in the years to come. Thus, the Dutch L&A lead focuses on all Dutch advocacy activities of the Right2Grow consortium.

Specifically, Dutch L&A communicates the WASH, Nutrition, and WASH-Nutrition nexus with the intention that the Dutch duty bearers prioritise undernutrition. Right2Grow is successful when they commit to having specific policy guidelines and budget line-items for nutrition and WASH programming, set standards and enforce them; implement equitable, inclusive, and budgeted policies/programmes; collect and use data to inform action; and mobilise public investments.

The outcomes and insights of the Right2Grow programme feed its lobby & advocacy activities/ agenda in the Netherlands. Impact reports will be actively shared and disseminated to key audiences by senior level experts as well as credible speakers.

Instrumental is also a regular lobby through participating and feeding into networks like Netherlands international Working Group on International Nutrition (NWGN); Netherlands Food Partnership/Food & Business Knowledge Platform/Agriprofocus (NFP); Netherlands Water Partnership (NWP) and Partos. National debates and events will be organised and key to share Right2Grow approaches, achievements and learnings (from in-country) as to strengthen (sub)national platforms.

Furthermore, advocacy in the Netherlands will look at specific Dutch commitments into Nutrition for Growth (N4G), and Food Security Summit (FSS), etc. This focus will be further developed in the emerging advocacy agenda.

Implementation structure and activities

Advocacy is the cornerstone of Right2Grow and therefore a joint responsibility of the entire consortium - all members will be contributing. However, Right2Grow is a new consortium, building its joint programming and advocacy muscles from 2021 onwards. For practical reasons, we will therefore appoint two L&A leads; one L&A lead to coordinate the Dutch L&A Right2Grow agenda (Max Foundation), and one L&A lead to coordinate the Global L&A Right2Grow agenda, who will be working closely with an expert acting as the liaison between the in-country consortium advocacy focal points (both positions by Save the Children).

These leads will work closely together, as well as with the other member organisations. Other members will provide content or process expertise flexibly, on a needs basis, as signalled by the Local Advocacy Liaison and coordinated by the CSO mutual capacity lead/support function. The lead roles are initially based in the Netherlands; the Local Advocacy Liaison will be based regionally or in one of the six countries. Draft Terms of References for the lead roles (global L&A, Dutch L&A, local L&A liaison) can be found in Annex 8.

All Right2Grow advocacy roles work will be supported on a needs basis by a designated reference group of senior experts called The Advocacy Accelerators.

The set-up will be evaluated annually by the global steering committee, keeping an eye on the potential to decentralise the position of the Global L&A lead into one of the six Right2Grow countries.

Global advocacy

The main responsibilities for the Global Advocacy lead are to lead global advocacy activities for the Right2Grow consortium, and to share relevant experiences, with a specific focus on the nexus of WASH-Nutrition in programming, to address the underlying causes of undernutrition. Specific activities include the participation or the contribution of Right2Grow members to international events on nutrition and WASH, and to ensure publications, liaise with global advocacy units of Right2Grow members (Save the Children, ACF, World Vision, The Hunger Project) to share and get information for the benefit of the programme, liaise with international organisations like UNICEF, WHO on nutrition and WASH topics.

Key advocacy outputs for 2021 are included in Part C. of this Narrative proposal: Global Annual Plan 2021.

Key outputs in 2021 and beyond:

- Defining a more specific agenda regarding the EU and the EU influencing together with the Dutch lead.
- Jointly develop a Global L&A strategy with the L&A country focal points and the with input from the accelerators and consortium members
- Organise access to relevant platforms and connection between different movements like the SUN movement on nutrition and SUSANA and SWA on WASH, GAIN and UNICEF on global advocacy initiatives
- Organise at least 2 side events during international conferences together with other consortium partner(s) World water Week and Food Summit/Nutrition
- Showcase and stage Right2Grow by joining fora and symposia in 2021, which include the Nutrition for Growth Summit August 2021 (Lisbon), World Food Summit 2021 (Food Systems), World Water Week 2021 (Stockholm SIWI)
- Development of an agenda for global lead activities in 2022, with the L&A liaison and country focal points and the with input from the accelerators and consortium members and aligned with the Dutch L&A and Dutch Government agendas
- Produce 2 policy/evidence briefs in collaboration with the Dutch L&A lead and the Advocacy Liaison
- Attend 2 side events at international conferences (World water Week and Food Summit/Nutrition) to share Right2Grow approaches ensuring local voices are included

Dutch advocacy

The purpose of the Dutch L&A lead focuses on all Dutch advocacy activities of the Right2Grow consortium. It prioritises and communicates the WASH, Nutrition, and WASH-nutrition nexus to Dutch Government, Dutch civil society and relevant knowledge institutions. The Dutch L&A works closely with Global Advocacy lead and Liaison Advocacy ensuring local voices are included in relevant advocacy arenas in the Netherlands.

Key activities and outputs to be delivered in the first year, in cooperation with the Global Advocacy Lead when overlapping, (Y1) are:

- Dutch L&A strategy: The Dutch and Global lead will develop 2021 lobby & advocacy plans (including identifying key audiences), and before the end of the year a compact plan for 2022-2025. This will include looking at specific Dutch commitments into N4G, FSS, etc;
- Strategic Governance Plan: the Dutch-, Global-, and the Liaison Advocacy Officer jointly develop a structured plan on how their L&A works together and feed into each other to enhance their impact. This implies looking into linkages and governance of country/local level advocacy efforts and global/Dutch L&A (top-down and bottom-up) and Right2Grows roles. This requires synergy between CSOs, CSCs and global/Dutch L&A efforts. The plan will strategise what CSOs/CBOs need from Dutch/Global L&A to enhance their impact and vice versa;
- The Dutch and Global lead will jointly develop an annual agenda to support DGIS/IGG and align with the ZOA-led We Are Able alliance, GAIN and UNICEF in the Netherlands and Wilde Ganzen-led alliance for local resource mobilisation;
- Events/debates in the Netherlands: Besides the launching event of Right2Grow programme, the Dutch L&A lead will (co-) organise two annual expert debates in the Netherlands on WASH and Nutrition, targeting policy makers and Dutch Public, such as organising the following-up of the 2019 IGG WASH & Nutrition workshop. Dutch L&A will link with (side events) at international WASH-Nutrition conferences to make use of/optimize each other's events;
- SDG2, SDG5 and SDG6-ambassadors in the Netherlands and other key spokespersons across the political spectrum are targeted after the upcoming election cycle (March 17th 2021) and informed about Right2Grow approaches, evidence-based programming and learning to inform and influence their policies and agenda;
- Feeding into at least three international partnerships and movements relevant to our work (e.g. SuSanA, SUN-SWA, MCLD etc) to maximise jointly the L&A on Dutch and global level (using their network/events area of specialisation).

Notably, during Q3 of year 1, we will reassess what we need when we define the tasks and outputs for year 2 and onwards.

Global and country level liaison

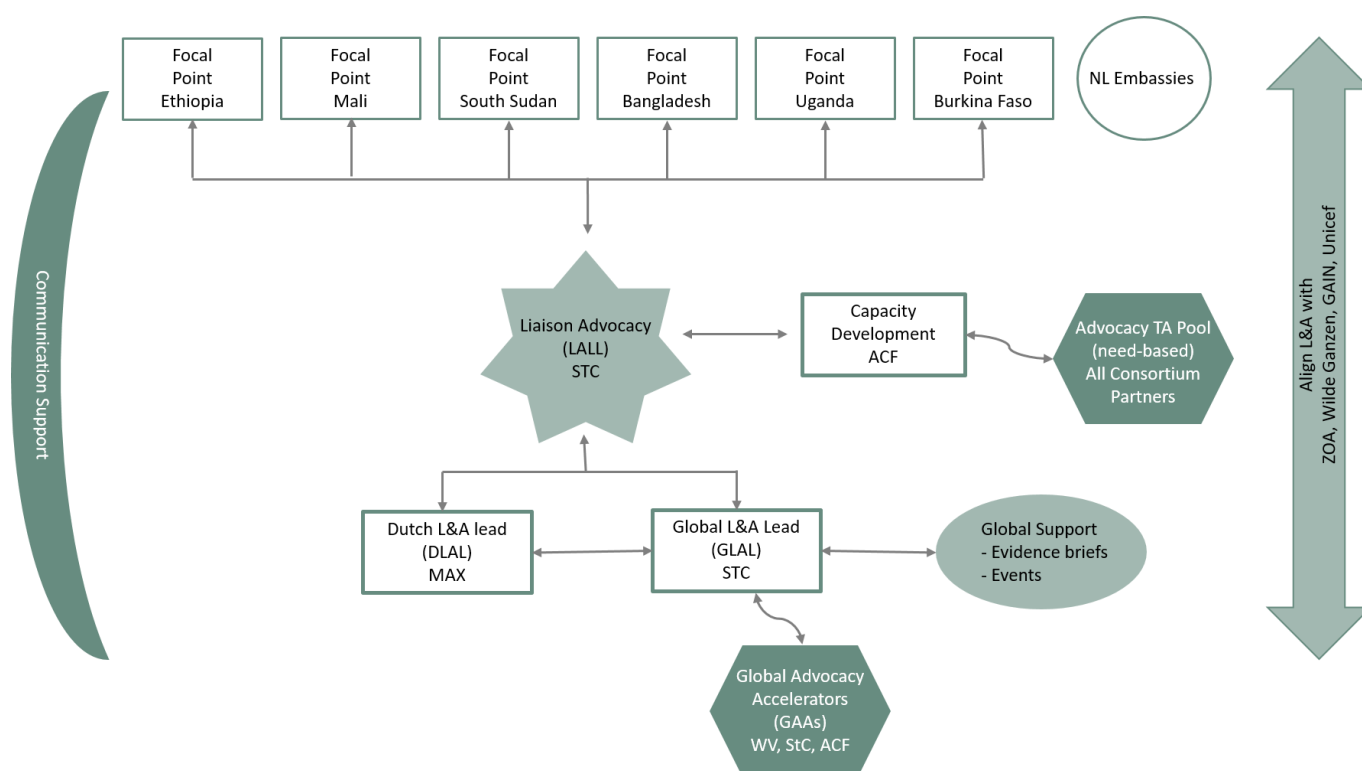
The country level lobby and advocacy activities are the heart of the Right2Grow's Lobby and Advocacy strategy. We therefore need smooth communication, linking and learning on Lobby and Advocacy between countries and with the global and Dutch advocacy interventions. Purpose of the liaison role is to act as interlocutor between the six countries of Right2Grow on L&A activities, facilitating exchange and learning across the consortium programme countries, mobilise advocacy-specific technical support for the country teams on a needs-basis, through the appropriate consortium coordinator - and to furnish the Global L&A lead and Dutch L&A lead with lessons, insights, documentation and relevant information or approaches from the implementation of Right2Grow. The Local Advocacy Liaison will be based in one of the regions or one of the six countries.

Key interventions and outputs

- Sharing regular updates with all L&A groups of Right2Grow, ensuring sharing or exchange and amplifying country level voices and input
- Support in the conduct of national advocacy capacity mapping and support provision of needs-based TA by the consortium through the mutual capacity lead
- Engage with country level L&A staff on outcomes of national events to use in global or Dutch L&A
- Support and join kick-off meetings of the Right2Grow programme in-country with IGG & EKN
- Develop in collaboration with the L&A country focal points a national and regional agenda for Right2Grow on L&A
- Identify raw material for case studies from reports or exchanges, leads and suggestions to communication support

Global advocacy accelerators, pool of experts from different organisations

The main goal of the accelerators is to act as a reference group for the Right2Grow L&A functions on -thematic - expertise. Specific tasks include the opening of doors to select key global events and stages to contribute to international L&A activities on WASH-Nutrition, provision of thematic input, and act as credible speakers to deliver key messages to key audiences. The global advocacy accelerators, sources from the different partners of the Right2Grow consortium, will work on a voluntary basis and will link with the Global L&A lead.



Implementation structure Right2Grow Lobby and Advocacy

Communication

Constructive communication supports all work processes in the Right2Grow consortium – both internal (*e.g. supporting the sharing of knowledge and systematic learning and exchange across the countries, especially within similar regions; and other MEAL and knowledge management processes*) and external (*e.g. supporting consortium advocacy work by sharing knowledge and lessons learnt outside the consortium, with key audiences defined in the advocacy strategy*). Incidental technical support on communication can also be provided on request to country leads or other consortium members. The role of communication is to be evaluated by the Global Steering Group bi-annually and adapted if needed.

What will we communicate and why?

If Right2Grow is to succeed in its aims as a movement, it will need to become a recognised global brand – a movement which others will want to join and be a part of, to add their voice to the shared advocacy agenda. Therefore, developing a shared, visually recognisable tone of voice, style and identity will be fundamental. As with any consortium, communication can only be successful in a joint consortium effort, with members foregoing the urge to emphasise their own visibility and logo in support of the combined effort.

In its theory of change, the Right2Grow consortium defines four core outcomes (*which will then lead to the desired impact – see TOC*). Communication supports the achievement of these outcomes and the uptake of lessons learnt and provides the narrative pathway that supports both the transformation of outcomes achieved into sustainable long-term impact and visibility of local ownership. The first three intended outcomes lie squarely in the consortium members' community-led country programmes. Each country has developed its own context-specific communication strategy to support these outcomes in year 1 and will adapt its strategy if needed. The global communication lead can provide support on a needs basis to countries, local organisations and consortium partners.

The fourth strategic outcome is at a regional and broader international level. This is where the global advocacy strategy of the Right2Grow consortium is aimed at. Communication supports that global advocacy strategy as needed, using short well-prepared messages through members' and MFA regular communication channels,² a separate consortium website, and at least two mass media publications or appearances per year at key moments like World Water Day, Child Rights Day, Women's Day, World Hunger & World Food Day or other emerging news opportunities to draw public attention.

Global communication outputs 2020-2021

In Q4 2020 the Right2Grow communication lead organises the design of a proposed Right2Grow corporate style and logo for the Global Steering Committee to approve, as well as a basic website (in both English and French), and a compact year one communication plan - so that we can hit the ground running once programmes commence in 2021. Key outputs in year 1 are:

- produce an informative animated film about the goals and approaches of the Right2Grow consortium
- produce six podcast episodes, one from each programme country, to support the building of a global experience and learning for consortium members (and in following years: to share results and insights from programmes)
- produce six newsletters
- provide needs-based support to Dutch and global advocacy leads in editing material such as policy briefs or key messages for events and debates in order to be accessible for non-technical experts
- edit technical reports in order to make them accessible to a wider audience via the consortium website and social media

² MFA general public communication channels: [NederlandWereldwijd.nl](https://nederlandwereldwijd.nl); Humans of BZ (facebook); Instagram (@MinBZ); #Waarbenik; LinkedIn & Twitter (@MinBZ, followers: 70.000).

- coordinates social media messaging and delegates this where necessary to communication partners of the consortium partners to share through their own networks and socials
- organise at least two mass media publications or appearances in Dutch media
- follow fellow organisations that deal with undernutrition and poor WASH online: tagging, sharing messages, commenting on posts, using joint hashtags, etc.
- provide needs-based support to country teams with their communication plans and implementation
- a compact communication plan for 2022

Advocacy & communication budget

Some global lobby & advocacy and communication support is included in general global management costs of partners - hence, with little extra costs. We make use of existing events and efforts by global partners to minimise cost, while ensuring Right2Grow's distinct added value. The global lobby & advocacy and communication budget is integrated in the direct cost of global consortium partners and amounts to 1.447.253 euros for five years.

3. Global MEAL plan

Global MEAL strategy

The Monitoring, Evaluation, Accountability and Learning (MEAL) strategy of the 'Right2Grow' programme is built upon several principles and key approaches, which can be found in the global MEAL System Charter (see Annex 4.). This charter outlines the purpose, principles and definitions of the MEAL system components; and provides guidance on programme evaluation and organisation of MEAL. The MEAL plan helps to specify the MEAL activities at country level, which can be reviewed on an annual basis.

Core elements in the MEAL strategy are the principles of adaptation, usefulness, decentralisation and co-creation, as well as the combination of qualitative and quantitative approaches to collect and analyse data to be used for learning, steering and accountability.

- **Adaptive** MEAL aims to both support the adaptive management approach of the programme and provide an adaptive MEAL framework to changing or emerging needs throughout the programme cycle. As the advocacy environment is volatile and complex, strategies and TOCs can change over time which needs to be reflected in the result frameworks (RF). It should also allow capturing of unexpected results. This requires flexibility in the result chain and its indicators and demands an investment in qualitative MEAL approaches.
- **Usefulness** forces us to focus on what is really needed and relevant for the programme and avoid unnecessary burdens for the consortium partners as well as CSOs. All partners and CSOs will report on a number of joint outcome indicators, while all other indicators are formulated at country level. The departure point is having a 'lean and meaningful' result framework at both levels. At country level, the framework will be reviewed annually together by partners and CSOs to see if it still matches with the TOC, and if we are measuring the right things at the right time in the right way. Global reviews will take place as well but less frequently. Furthermore, not only the products of MEAL interventions (results, reports) should be useful, also the process of gathering, documenting and disseminating data should serve communities, CSOs and partners in their L&A work.
- **Decentralisation** and **Co-creation** within MEAL aims to bring the management of the MEAL system in the countries of implementation. This is about shifting the power in decision making, which is also apparent in having national and local voices at the global MEAL level. We will invest in contextualised, tailored and co-created MEAL between different levels. This not only applies to governance but also for example to the end evaluation which will be carried out at country level. More information can be found under *Roles and responsibilities*.

Right2Grow's approaches for MEAL focus on **gaining knowledge on what works**, what doesn't work, and why, in L&A-related processes such as advocacy and decision making, CSO coalition building, or gaining/maintaining civic space. These themes can differ per country as well as their priority. In general, we want to be able to **identify trends over time** or see the opposite as we are operating in a constantly moving enabling environment. Our role, apart from successes or failures in processes around L&A, should also emerge. Besides knowing what happened as a result of our work, we also want to **improve the recognition and visibility of the contribution of local and national actors**.

An important qualitative approach that supports the above which will be used for learning, (limited) reporting, and profiling is **outcome harvesting**. Outcome Harvesting is a participative approach which can be used from global to community level and in-between. Across the partnership, staff and CSOs will document **results or changes** they have seen which are related to the country TOCs and describe how our activities contributed to these results. These can be 'mapped' on the TOC to facilitate a regular discussion on progress, gaps, and planning during a country learning week. Attention for **obstacles and failures** is crucial too, as these are often overlooked or not documented. Also, **triangulation of outcomes** is important to support the (limited) reporting. Given its perceived limitations with

regard to objectivity Outcome Harvesting as a single approach may not be suitable for validating outcomes. **External and independent validation by means of mixed-method research** will also be needed, particularly for end term evaluations.

A range of **other qualitative methods** such as QIS (Qualitative Information System)-ladders, Most Significant Change, photovoice method, or Stories of Change can be picked by countries to support their MEAL work. These methods can be implemented in a light or more extended manner, to be contextualised by the country to suit its capacities and preferences. A method can be introduced in the first year focusing on the basics only and be strengthened and elaborated over the coming years supported by capacity strengthening on MEAL by -mainly internal- experts. Because the advocacy process can be complex, fast-paced, and dynamic, which makes data collection challenging, and because advocacy efforts often aim for outcomes that are hard to operationalise and measure, new and innovative methods will be deployed specifically for assessing advocacy and policy change efforts. These will include stakeholder interviews, policy analysis and tracking which will be conducted to measure the consortium's policy influencing and advocacy interventions.

Quantitative methods are also used to monitor the results of what we are doing. Although these are often linked to outputs, **also at outcome level** numbers are important to see trends over time which can also feed into qualitative data. Right2Grow aims to use secondary data where available, collect data ourselves on outputs and outcomes, but to limit data collection at household level.

Target setting for end 2021 (and end of programme if required) will be done at least for the obligatory global-level indicators when the baseline data is collected and analysed at the beginning of 2021. Annual target setting will often be an estimation and not an 'exact science,' in order to suit the flexibility and complex nature of L&A. Actual results and targets can differ significantly - which will be discussed at country level, and explained in a narrative for indicators reported to MFA. Joint target setting at country level could contribute to discussions on quality of activities and outputs, and hence enhance shared accountability. However, targets might also hamper being flexible and decrease the appetite for changing activities in case of L&A momentum or external changes. The need for target setting for country-level indicators will therefore be discussed in year 1.

To allow for **evidence-based lobby & advocacy and optimal use of data**, data literacy is considered essential. Besides the combination of monitoring/tracking of activities and the necessary data collection to inform progress, specific training for local partners and CSOs will be organised on the use of data for conducting evidence-based L&A. The training could cover various aspects, from data collection to data analysis to visualisation and communication. Right2Grow will be responsive to the needs identified/flagged at local level and customise the training accordingly.

Global result framework

All Right2Grow country teams will develop performance indicators that are suitable for their own country context, based on the country theory of change/Work plan. Besides those, a number of global-level indicators have been chosen - with the country teams in the lead of the selection process. Through a voting process by country teams on the most relevant indicators for their programme from a long list of global indicators, a smaller set of indicators has been chosen which applies to all countries. These indicators allow for aggregation of results and comparison over time within countries.

These indicators are also linked to the basket indicators of the Ministry of Foreign Affairs, namely SCS 1, 2, 4, 5 and 8. We will also look into the possibility to report on SCS 6 (which is not related to a particular outcome). The unit of measurement for these indicators will remain the same for all countries, while contextualised in its definition in the spirit of the standard indicator. The different methods that will be used for the data collection will be confirmed and synchronised for all countries and capacity strengthening of the consortium partners and CSOs on the use of these methods will be ensured. All countries will report on these indicators at multiple times throughout the project period.

Besides the obligatory indicators at global level, there are also a number of optional global indicators which do not apply to all Right2Grow programme countries: teams can choose to report on these, and also decide on the frequency themselves. Also, at global level several SDG indicators and indicators stemming from the Ministry's impact level result frameworks have been offered, from which countries can pick and choose the most relevant ones. These are used to monitor trends over time and as input for our lobby and advocacy, but not to show results of our work - as we cannot fully attribute either negative or positive results at impact level to the consortium. And because some aspects (e.g. impact on stunting prevalence) cannot be measured in five years' time. The optional indicators below can be disaggregated by area (rural/urban) and by gender (male/female) where appropriate:

- Prevalence of wasting among children under five
- Prevalence of stunting among children under five
- % of women in reproductive age (15-49) with anaemia
- % of infants under 6 months who are exclusively breastfed
- Number of people using safely managed sanitation facilities
- Sanitation facilities coverage
- Number of people using safely managed drinking water
- Drinking water service coverage
- Share of population using basic hand washing facilities
- Number of farms with higher productivity and income
- Number of farmers with better market access
- Number of farms that are more resilient to shocks and stress

The Right2Grow consortium wants to ensure that the MEAL plan is gender-sensitive, by integrating a gender analysis into the baseline studies, by collecting quantitative sex-disaggregated data in case this is relevant for the indicators and/or by collecting information about qualitative changes, e.g. to measure the outcomes of a particular policy, programme or activity for women and men, or the change in individuals' attitudes and behaviours. Below indicators will also be made gender-sensitive as far as possible, supported by a gender expert.

Table 3 – Global result framework

Indicator	Suggested method	Countries
Outcome I. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners		
Ind 1.1 # of actions in which communities formulate demands for improved (WASH and nutrition) services <i>Linked/contributing to basket indicator SCS4</i>	Selection of output indicators defined by countries	All countries
Ind 1.2 # of barriers to good nutrition and WASH services successfully addressed by joint community and private sector initiatives	Situational analysis	All countries
Ind 1.3 % of and type of involvement in decision-making processes of women and youth in community structures that advance nutrition/WASH.	To be decided	Optional
Outcome II. Representative and empowered civil society organisations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition		
Ind 2.1 # 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 <i>Linked/contributing to basket indicator SCS3</i>	Outcome harvesting	Optional
Ind 2.2 # of advocacy initiatives carried out by CSOs, for, by or with their membership/ constituency <i>Linked/contributing to basket indicator SCS4</i>	Selection of output indicators defined by countries (if available)	Optional
Ind 2.3 Level of involvement of women and youth (information, consultation, joint planning, decision-making, empowerment) <i>Linked/contributing to basket indicator SCS8</i>	QIS-ladder or inclusion tracker	All countries
Outcome III. National government and decentralised entities adopt and mainstream an integrated, multispectral approach to undernutrition in policies, action plans and budget allocations through participatory processes of CSOs		
Ind 3.1 Improved degree of social accountability	QIS-ladder	All countries
Ind 3.2 # of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development <i>Linked/contributing to basket indicator SCS2 and 1</i>	Policy tracker or outcome harvesting	Optional
Ind 3.3 Percentage of public budgets allocated and implemented for nutrition and WASH services (increased funding). <i>Linked/contributing to basket indicator SCS2 and 1</i>	Budget research	All countries
Outcome IV. Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition		
Ind 4.1 # of commitments (agreements, allocation of resources, policy statements) by donors/international actors to prevent undernutrition through a multi-sectoral approach	To be decided	All countries
Ind 4.2 Degree to which donors along the humanitarian-development nexus are addressing the underlying determinants of undernutrition through commitments and scaling up of initiatives that have proven successful.	QIS-ladder	Optional
Intermediate outcome D. CBOs and CSOs have the legitimacy & capacity to voice the concerns of the marginalised and disempowered		
Ind D1 # of CSOs with increased L&A capacities <i>Linked/contributing to basket indicator SCS5</i>	Capacity self-assessment	All countries

Other intermediate outcome indicators are defined at country level, which will be measured at least annually. As part of the baseline process, these indicators might be further refined and contextualized. Some examples include:

- Number of CBOs & CSOs with strengthened organisational capacity
- % of households who practice small doable WASH and Nutrition actions consistently and correctly
- % of community that report positive WASH and Nutrition practices changed
- Number of CSOs which have developed and rolled out integrated nutrition and WASH advocacy strategies
- Number of advocacy actions undertaken by CBOs and communities
- Number of CSOs that have developed and rolled out integrated nutrition and WASH advocacy strategies
- Number of CBOs and CSOs that are consulted during annual programming and budgeting exercises
- Degree to which CSOs champion a learning-focused approach that incentivizes governments to exchange challenges and successes
- Number of evidence-based policy or service improvement recommendations on Nutrition and WASH which are presented to government/decision makers
- Number of meetings held involving multi-sectoral coordination between humanitarian and development actors and donors on WASH & nutrition to share experiences and strengthen the evidence base
- Number of budget briefs formulated to lobby budgetary allocation to communities towards addressing undernutrition

As an example, the draft country-level Result Framework for Uganda has been added as Annex 5. As explained below, the global level and country Result Frameworks will be further refined as part of the baseline process and the annual reviews.

MEAL process

Each country level Right2Grow consortium team will develop a Monitoring, Evaluation, Accountability, and Learning (MEAL) plan with defined roles and responsibilities, and tools. These should be discussed and explained during a recommended overall kick off meeting at the beginning of the project lifecycle where consortium and local partners, and CSOs will be oriented on the project objectives, design, approaches, roles and responsibilities. The implementation of the country MEAL plans will be supported by the development and adoption of essential MEAL tools that will ensure that there is effective monitoring of the planned activities, evaluation of the Right2Grow programme interventions and approaches, and that there is accountability and learning amongst the consortium partners. Based on the MEAL roles and responsibilities, tools, and plan, the in-country MEAL teams should conduct a MEAL capacity gap assessment that will be conducted using agreed upon assessment tools.

Guided by the MEAL capacity gap assessment result, the country MEAL teams will develop and implement a strategy to build the capacity of all programme MEAL personnel, ensuring that all have the required skills and knowledge to design, implement and use high quality MEAL systems for the purpose of programme learning and continual improvement. This includes training on how to use the MEAL tools to facilitate adaptive management. Some training will be done in-house while others will be outsourced based on the capacity available within the consortium partners. Where relevant, a Training of Trainers model will be applied for these trainings, whereby the MEAL focal points will be trained and coached as new trainers on a particular methodology or skill for these trainings. This model will build a pool of competent MEAL focal points who can then teach the material to other M&E staff.

Training during the project will be designed with clear objectives that will be tailored to the groups' skill sets and needs, using pre and post-tests to assess learning. Once trained, personnel will be expected to apply learnings in the performance of their roles and responsibilities. The country MEAL teams will organise follow-on training workshops to ensure that programme staff have the appropriate skills and capacity for their roles throughout the project life cycle. Other trainings that will be provided to strengthen the Right2Grow programme include:

- Training on gender consideration and inclusion, and child safeguarding
- Training on indicators' definition, data sources, data collection procedures, accurate data capturing, data quality, and reporting.
- Training on regular information security and privacy, and awareness to protect the confidentiality, integrity, accessibility of sensitive information, and personally identifiable information
- Training on data literacy which is essential for evidence-based lobby and advocacy.

The Global MEAL Coordinator will organise exchange sessions on the MEAL plan and different tools amongst the consortium and local partners, and CSOs targeted by consortium partners. These exchange sessions can also contribute to the learning and capacity-strengthening process.

Quality assurance of MEAL processes

All global Right2Grow partners have their policies to ensure quality of programme implementation and policies on how they interact with local partners to ensure quality of implementation. Activities implemented by single partners are guided by these standards. These policies include tools and guidelines to adhere to the needed standards of quality to create results from activities. As Right2Grow has a partnership approach, with mutual capacity development at its core (see Mutual Capacity Development Strategy), quality of activities will also be monitored and guided by peer learning and coaching between all partners, including local partners.

The quality of activities generally equates to the level of capacity of the implementing agency and the level of intent and ownership of the activity by the partner and participants. Therefore, attention to staff and organisational capacity as well as clear understanding and ownership of programme activities is crucial to ensure quality of implementation.

The organisation of quality control and mutual learning lies at country level and is based on the partnership principles of Right2Grow and will evolve during the partnership, and it will also be subject to learning between partners. Please refer to the country level MEAL plans (part of each Country Plan) for more detail. Country level examples of quality control of activities include:

- Using normative tools (implementation plans, indicator performance tracking tables, quality reference frameworks and standards)
- Identifying the most crucial activities and focusing quality control mostly on these, to maximise impact
- Design of normative tools in joint programme kick off meeting
- Adaptation of activities to the realities of the areas of implementation for contextualisation
- Operational Audit System to keep track of processes, procedures, standards, rules and regulations
- Supervisory and coaching visits by technical experts during implementation of activities
- Frequent reporting of activities, including the major achievement and challenges, pointing at possible high/low quality of implementation
- Use of automated data/information platforms for sharing of progress on activities
- Consolidation of quality reports by the country lead organisation, joint analysis of data and progress reports
- Discussing and resolving issues of quality of activities in team meetings within consortium partners and joint project review meetings between partners at country level

Next to that, advocacy-related events will be monitored using appropriate monitoring tools with a focus on the type of events and the outcome of the events. Different monitoring tools will be used at different levels as some events will be organized at the local level while some will be organized at the national level. Objectives of the monitoring would be to improve the advocacy activities as/if required.

Evaluation process

The Right2Grow programme has also planned an evaluation process which is in line with the decentralised approach. Country teams will be leading the baseline processes and agree on the Terms of Reference together. The baseline studies will also allow for target setting. The Global MEAL coordinator will provide guidance and support to ensure alignment with the global MEAL plan. On the basis of the baseline studies, the Right2Grow consortium will reflect on the usefulness and relevance of the indicators at country and global level and refine the indicators in line with the adaptive management approach. This exercise will be done repeatedly throughout the project cycle. An external end-line evaluation will be conducted at the end of the implementation period. The evaluation will assess the achievements against the outcomes and targets set for the programme and reflect on the pathways of change identified in the TOC. This evaluation will be conducted by an external party.

Gender and inclusion in MEAL processes

Monitoring and evaluation will be done from the perspective of achieving gender equality and inclusion and will be part of the baseline study (such as a gender analysis or gender rapid assessment), mid-term and end line evaluations. Data collected will be segregated where possible by gender and age, or detailed in a qualitative narrative, and we will ensure there are gender-specific targets and gender sensitive performance indicators. Reporting will also be done regularly on gender to ensure continuous learning and exchange between countries, provide an evidence base to inform decisions, and ensure accountability. The use of a gender marker throughout the different phases of programming will also be considered.

Furthermore, all global Right2Grow partners will adhere to the Global policies of Gender equality and inclusion, with deliberate efforts made to design, implement, monitor and evaluate quality gender transformative and inclusive programming with a view to scale up efforts to influence decision makers at all levels to embrace gender equality and inclusion. Routine accommodations to support inclusion (i.e. practiced consciously by members of the Right2Grow consortium) will include considering times of day when all genders are available to attend community level meetings (e.g. not mornings for women and girls), facilitating training in environments/spaces that are welcoming to marginalised groups, and paying special attention to crafting of messaging for low-literate audiences (e.g. through song and theatre) and for persons with disabilities.

COVID-19 implications for MEAL processes

Due to uncertainties of the COVID-19 era, the consortium will be agile in its ability to make fundamental changes in terms of planning, implementation, monitoring and evaluation, from linear processes of using knowledge to plan and check compliance to more adaptive management processes of acting under conditions of ongoing uncertainty and imperfect information.

To start with, the consortium will weigh M&E efforts against the risks posed by COVID-19. Some of the considerations the consortium will undertake will include:

1. M&E activities will be utilization-focused and focusing on what is important and essential.
2. Ensure that staff and stakeholders are not put in harm's way and that activities are compliant with restrictions imposed by partner governments.
3. An analysis will be conducted of what are the risks and short/medium term impact of dropping some parts of the monitoring and evaluation plan. This will be documented, shared and communicated to all relevant stakeholders and the Dutch Ministry of Foreign Affairs.
4. Consult with relevant stakeholders and ensure that all COVID-19 implications on activities (including M&E activities) have been discussed.
5. Monitoring and/or evaluation methodology adjustments may require data collection alternatives such as virtual data collection, online surveys and focus groups, telephone interviews etc.

Ensuring downward accountability

The Right2Grow global and in-country partners will endeavour to use human, financial and material resources as efficiently and effectively as possible to deliver maximum impact. Consortium partners are members of initiatives such as Accountable Now and the International Aid Transparency Initiative (IATI) and therefore adhere to the Global Standard for CSO accountability. Broadly, the Right2Grow Consortium's downward accountability approach will be guided by 5 pillars that involve:

1. **Providing information** to all stakeholders, including communities in which Right2Grow will work, national and local government partners, as well as CSOs operating at national and local level.
2. **Consulting** with local communities, local and national governments, and CSOs to ensure they are aware of, understand and can influence key decisions related to Right2Grow programming.
3. **Promoting participation** so that CBOs and CSOs are involved in, and take ownership of, the Right2Grow activities
4. **Collecting and acting on feedback and complaints** through strong reporting mechanisms so CBOs, CSOs, programme staff and local and national governments can voice their ideas and concerns and report safeguarding incidents, enabling Right2Grow work to be more relevant, effective and safe.
5. **Transparency** by ensuring compliance with the IATI standard in order to improve transparency of resources received from the Ministry of Foreign Affairs and the results to address undernutrition.

Accountability in Uganda and Burkina Faso

As an example, at District level in Uganda, the R2G consortium in Uganda will for instance organize report dissemination meetings at districts and sub county levels on a quarterly basis. The partners will be intentional and make the meetings highly interactive and inclusive for leaders and other stakeholders to provide feedback.

At community level, an accountability system will be set up to support the programme interventions through information sharing, community participation, and the possibility for the communities to share their feedback and raise issues they may have about the programme. Measures are taken to help maximise participation by addressing the following concerns: program transparency, voluntary participation, inclusive measures for vulnerable groups and considering all points of views, child friendliness and gender sensitivity to support safety and confidence to participate.

In Burkina Faso R2G consortium partners will install accountability committees at community level, ensuring communities have a platform to provide useful and actionable feedback. The committees will be responsible for disseminating information on the accountability mechanisms within the community. The committee will also be responsible for alerting agencies to any cases of violence, abuse or mistreatment observed in the community as a result of the project. Furthermore, a toll-free number will be available for anonymous complaints and to ensure confidentiality.

Linking and learning

Right2Grow defines learning as the systematic incorporation of best practices and failures, recommendations and observations – including findings that emerge from monitoring, evaluation and accountability mechanisms – to improve the quality of our work. Learning will be incorporated in the programme at country level, regional level (e.g. East Africa and Sahel) and global level. We will aim for a living learning agenda that facilitates **cross-fertilisation of lessons** between consortium partners and countries.

Key learning questions

Three global and country level TOCs will be the starting point for selecting and shaping key questions for the learning agendas. One of primary goals of the learning agendas will be to unpack and test the **assumptions** that support the structure of our TOCs. By focusing on the assumptions as the main source of our questions, we are able to demarcate the learning agenda and dive deep at the same time.

As part of the proposal development process, partner countries have formulated example questions that will provide the starting point for defining country-specific, regional and global level learning agendas. These learning agendas are flexible and adaptable to changing contexts. We aim for maximised usefulness, meaning that the process of information gathering, reporting and sense-making should be short, practical and accessible for everyone involved. Partner countries' questions that reflect their current interests and knowledge gaps have been categorised into four sets of questions listed below.

Questions about **aspects of strategies** such as inclusivity or context variability.

- How are the rights of mothers and children addressed in nutrition specific and nutrition sensitive interventions? And furthermore, how can we promote the (neglected) rights of children under 5 among policy makers and CSOs?
- How can we best secure gender sensitiveness and inclusion within WASH and nutrition?
- How do different livelihood zones have an effect on WASH and nutrition practices?

Questions about the role of specific **stakeholders**:

- What are the determining factors in behavioural change among parents for better nutrition of their children?
- How can CSOs encourage the (local) private sector to take into account the specific WASH and nutrition needs of the most vulnerable?

Questions about **causal mechanisms** in our theory of change:

- How does CBO/CSO involvement in governance and decision-making bodies improve the consideration of the specific needs of the community, in terms of nutrition and WASH?
- To what extent does the adoption of a multisectoral approach by the government (local and central) lead to better nutrition and WASH services delivery?
- How do decentralised government institutions get influenced by data on quality performance of service delivery?

Questions about **effectiveness and impact**:

- How can we secure the effectiveness of our chosen advocacy strategies and how should we monitor these?
- What effects have appropriate WASH practices on the prevention of undernutrition among children below 5 years?

Facilitating knowledge uptake

Our past experiences have shown that the use of data and research findings for better programming and policymaking remains a challenge. This is mainly due to the fact that research evidence is usually presented and shared in a format that is not easily understandable by the targeted stakeholders. To bridge this gap and ensure knowledge uptake, Right2Grow will work to facilitate the understanding and use of data gathered during the programme implementation and in-year monitoring. This will be done by simplifying the understanding of data and making it practical, accessible, tailored to the needs and expectations of key stakeholders, user-friendly and ready-to-use. Right2Grow learning officers will produce impactful communications to inform wider policy and budget dialogues in the countries and support stakeholders in the process of using the evidence for policymaking, programming and advocacy. Annual key stakeholder workshops are planned to disseminate generated data and foster the uptake of knowledge in key stakeholder's work. Dissemination of country findings to the Global & Dutch level and ensuring uptake will be done in collaboration with the Global Lobby and Advocacy team. All learning outcomes will be summarised in a Right2Grow annual learning report.

Fostering in-country & regional learning and exchange

Right2Grow will also provide space for capturing, sharing and exchanging learning among the partners within one programme country as well as between programme countries. Acknowledging the importance of understanding different perspectives and learning from each other's experiences, Right2Grow will organise linking and learning events such as the end of the year **"learning week"**. This is a participatory learning approach, consisting of multiple events, both virtual (e.g. webinars, learning surveys, social media learning events) and face-to-face (panel discussions, action reviews, cross-team lunches etc), tailored according to the needs and wants of the country teams. Partners will have the opportunity to learn from each other, exchange on leverages and barriers in programme implementation, identify synergies and opportunities for replication of successful approaches, and also to learn from failures. Right2Grow Global linking and learning lead envisions to organise one **"learning week"** per year as a joint learning event for all six programme countries.

Putting communities in the centre of validating answers

For Right2Grow, communities, especially women and youth, are much more than information providers. They are the primary knowledge holders of local realities. Therefore, Right2Grow will involve local communities in expressing their opinions and perceptions on data gathered and encourage them to formulate key questions and validate/characterise answers to learning questions. This will be done by organising focus group discussions in the communities, ensuring that women and marginalised groups have their say in reviewing and interpreting data, and jointly formulating recommendations on how to further adapt TOCs and national plans to specific local needs.

Data - driven programme management & information for adaptation

Right2Grow believes that knowledge generated through monitoring and evaluation is at the heart of strategic decision-making. Collected data will be a starting point for revisiting country TOCs and national plans and informing effective response strategies to emerging issues and changes in the context. This process of identifying risks, appraising response options, reassessing conditions, making decisions and adjusting programme direction, based on gathered data and generated knowledge, will be repeated on a yearly basis, in line with Right2Grow Adaptive management approach. Different activities will be organised such as the end of the year **strategic reviews** in all six programme countries, involving key stakeholders, including communities, women and vulnerable groups we work with, and **yearly reflection meetings** hosted by different Global Consortium partners on rotating basis and involving programme country leads to discuss the adaptation of Global TOC and global strategy, based on new realities and new knowledge about the programme countries.

MEAL roles and responsibilities

As decentralisation is applied throughout the programme, this also applies to roles and responsibilities of those involved in monitoring, evaluation, accountability, and learning. Those roles and responsibilities can be found on different levels and might change over time. The draft Terms of Reference will be available in Annex 8.

Countries in the lead

Each consortium partner and CSO will be responsible for the MEAL activities of their own organisation, besides teaming up in joint MEAL activities depending on the topic and locality. Consolidation of data and learnings at national level is done by the MEAL focal point, who shares this with the global M&E lead and the global L&L lead. In all countries, the MEAL country focal point is positioned with the country lead. A review of the functioning of this setup is done at least after year 1 and around mid-term. The Global L&L lead will ensure that the learning agenda is followed up, collects the end products and shares these amongst the programme country teams. In case of common learning interests, the global L&L lead will translate these into global learning questions and coordinate with the global M&E lead and MEAL focal points to ensure that all countries are using the same methodology from the beginning.

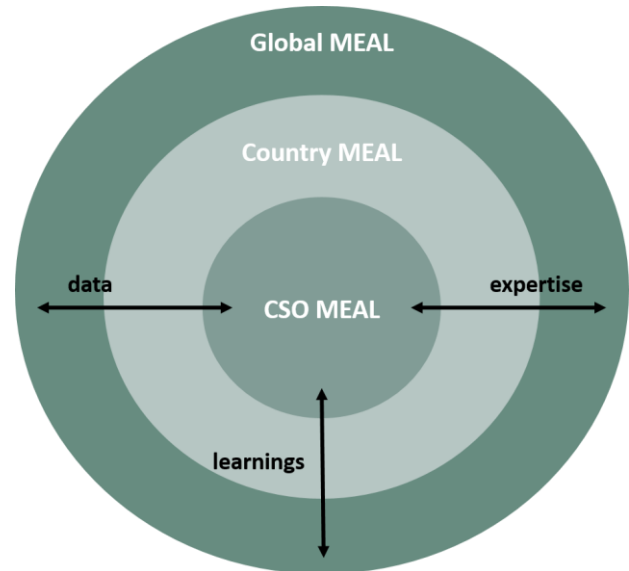


Figure 1. MEAL Set up in Right2Grow

Table 4 - Country focal points for MEAL

Country	Meal Focal Point
Burkina Faso	Save the Children
Bangladesh	Max Foundation
South Sudan	Save the Children
Mali	ACF
Uganda	The Hunger Project
Ethiopia	World Vision

Crucial is the principle of subsidiarity - meaning that what can be done at country level, is arranged at country level, without involvement of the global MEAL working group. Country teams including CSOs decide on what governance and decentralisation of responsibility and ownership of MEAL will look like, whereby the principle is at least joint ownership between consortium members and CSOs. All countries foresee to provide support to implementing partners in ensuring high quality data collection, processing and use of data for programme improvements. Agreement in advance on data collection tools, frequency and data handling is therefore important. The exact roles and responsibilities of all involved will be discussed with consortia partners and implementing partners in a country kick off meeting on MEAL early 2021. This is also an opportunity to discuss how those involved in the project see the transition to more local ownership, and to agree on a timeline.

Responsibilities foreseen for CSOs are defined per country and could be:

- Jointly plan and budget annually implementation activities with partners
- Jointly/leading monitoring of progress towards the programme goal and its outcomes with partners
- Data collection and analyses

- Jointly review the TOC and result framework
- Active involvement in the design, planning, implementation and analysis of baselines, mid-term and end evaluation; participate in validation of evaluation findings and recommendations
- Co-develop and implement the learning agenda with partners
- Conduct annual performance review and planning meetings
- Implement programme accountability mechanisms set by the consortium
- Responsibility for MEAL at community level, such as support citizen monitoring processes at community level, organise community review meetings

Added value of global MEAL

At the global partnership level, MEAL expertise is found within the global MEAL working group. A global M&E lead (responsible partner: World Vision) and global Linking and Learning lead (responsible partner: ACF), preferably located in one of the six Right2Grow countries, coordinate this consortium-wide working group. The draft Terms of References for these lead roles can be found in the annex of Full Proposal Part C: Partnership Organisation.

Country and CSO representation at global level is vital as it ensures their inclusion in thinking and decision making on MEAL across the partnership. Equally, global MEAL will benefit from local thinking and experiences to increase the feasibility, effectiveness, and efficiency of MEAL strategy and activities.

Several MEAL topics apply across countries and will benefit from exchange or harmonisation. The main role of the global MEAL working group which includes CSO representation is therefore providing guidance on cross-country MEAL and facilitating exchange between countries, consortia members, and CSOs. Concretely, this could mean responsibilities such as:

- Providing overall MEAL strategy
- Stimulate and facilitate learning and exchange between countries
- Offer expertise and guidance on M&E and innovative learning approaches lacking in-country,
- Provide guidance and support data collection and aggregation especially concerning the joint (basket) indicators
- Coordinate annual reporting processes for MEAL, including the development of annual learning report
- Provide inputs for global annual reflection meetings to support adaptive management approach
- Address MEAL issues from/to the global programme group
- Report to MFA annually on the basket indicators
- Reviewing Terms of References and tools developed for baseline and mid-term evaluation

Data management and IATI integration

Privacy and confidentiality

Consortium partners operate their own privacy and confidentiality policies:

- Action Against Hunger: Personal Data Protection Guide For Humanitarian Action. All Personal Data Managed by ACF (including staff, beneficiaries, partners, local communities, donors' data) are concerned through all the phases of data management (Collection – Storage – Usage- Disclosure-Disposal).
- Max Foundation: The Code of Conduct of Max Foundation contains an integrity & safeguarding policy as well as a data confidentiality policy. All staff as well as others involved in the organisation have to conform to these policies. All staff are required to sign the Code of Conduct before starting their work for Max Foundation.
- Save the Children: Save the Children International has IT security, data protection and data retention policies. Signing of Code of Conduct obliges all staff (and consultants) to not share confidential information.
- The Hunger Project: All THP staff are required to sign the Code of Conduct and a non-disclosure agreement prior to onboarding. The Code of Conduct encompasses a privacy policy, child protection policy, safety and security policy, and confidentiality policy.
- World Vision: Data Protection, Privacy & Security (DPP&S) framework. All WV staff are required to sign an Information Protection Sworn Statement prior to onboarding.
- CEGAA: CEGAA's Confidentiality Policy and Code of Conduct ensure the privacy and confidentiality of all forms of personal and organisational information, whether verbal, written or machine readable. It is the requirement for employment at CEGAA that all staff members and management sign up to these policies. Related Disciplinary Procedures are in place in cases of misconduct as far as privacy and confidentiality are concerned.

Consortium partners are committed to making data public and readily accessible, as appropriate with respect to ownership, privacy and confidentiality. Guiding principle will be that information we publish as open source will be public for non-commercial use, limited only to the degree that (a) partners have internally confirmed its accuracy, (b) it is not subject to partner's Privacy and Confidentiality Policies which restrict the selling, disclosure or sharing of investor information; (c) it is not owned by a third-party (e.g. a photographer who has taken photographs expressly for Right2Grow's use); (d) it protects the privacy and other rights of individuals, and (e) it does not physically endanger partner's teams or community partners.

Measures will be taken to ensure and safeguard confidentiality and protect personal identity information, both in hard copy and digital files. Manual records (paper files) collected from the field will be kept in file cabinets and clearly labelled or coded with the date, place of data and name of the responsible person's name. Access to these original/hard data records will be limited to the staff who are involved with MEAL data entry. For digital files (a) sensitive information will be de-identified and stored outside of the routine monitoring database in a separate database, (b) the programme (routine monitoring) database will only contain non-sensitive information, (c) digital data collection service is password protected with user access restrictions where data collectors cannot access the data after uploading.

Project data will be protected by filtering their accessibility. The primary data managers will be the MEAL programme officer and the MEAL technical advisor in the country offices of the agencies that will have open access to the storage file. This will be followed by technical project managers and officers who will have limited access. Prior to any publication of data of a personal nature or which could create any form of controversy, authorisation will be requested from the management teams of the consortium members.

IATI integration and compliance

Right2Grow is also committed to the use of an open information policy, based on the assumption that all information should be disclosed unless the policy provides robust reasons for it to be withheld from publication. Right2Grow is therefore committed to publishing, as a minimum, IATI compliant data on the funding from the Power of Voice funding mechanism. For all publications in the IATI Registry, the Right2Grow consortium partners will develop and agree on an exclusion policy for data that cannot be published, e.g. to prevent any harm to the involved organisation's work or staff. This will be determined case by case.

MEAL budget

At country level, at least 5% of the budget is allocated for Monitoring, Evaluation, Accountability and Learning. This includes staffing costs for MEAL. The complementing Global MEAL budget is integrated in the direct cost of global consortium partners and amounts to 1.450.000 euros for five years.

4. Mutual capacity development

Capacity development for what?

Mutual capacity development and technical assistance (TA) are at the heart of the Right2Grow partnership and strategy. In each country, strengthening the capacities of communities, community-based organisations, grassroots movements and civil society is planned to ensure they have the necessary knowledge and skills to influence decision-makers and speak with a loud collective voice.

The essence of this is actively learning together, through participatory and collaborative processes. Right2Grow acknowledges that local skills and capacities are already there, and that local partners have a valuable knowledge base and abilities that can still be enhanced. Thus, capacity development strategy does not start from scratch but builds on existing skills and expertise, ensuring complementarity and taking into account different perspectives and contexts. At the same time, global partners will strengthen their own knowledge of local realities, needs and solutions: mutual capacity development³.

However, Right2Grow acknowledges the conceptual ambiguity and challenges of capacity development and technical assistance in general⁴:

- Capacity is complex, and consists not only of the capabilities of individuals but also their organisations and wider systems they work in.
- Who is in charge of capacity development? Local ownership of change processes is crucial.
- Capacity development is highly contextual and includes dealing with complexity and multi-actor environments and processes.
- Strengthening capacity has multiple entry points and multiple tools.

The **objectives of mutual capacity development**, in the sphere of control of Right2Grow, are⁵:

- To ensure the capacity of local partner organisations and consortium partners to **jointly achieve Right2Grow objectives and development outcomes**. Through ...
 - **enhanced “hard skills”** - their capability to act and commit to outputs, with specific technical or specialised knowledge (e.g. WASH-Nutrition nexus) so they can exert influence; and
 - **increased “soft skills”** - their capability to relate to external stakeholders and to influence them; mobilise constituencies and build consortiums across society; their capability to adapt and self-renew; their capability to achieve coherence in results.
- To **ensure sustainable change and continuation of impact** beyond the scope of Right2Grow and (organisational) sustainability of CSOs themselves.

³ We will build on the lessons on Mutual Capacity Development of previous strategic partnerships such as the Dutch Fair, Green & Global Alliance, [FGG, 2017](#).

⁴ [Capacity Development Beyond Aid](#), SNV & ECDPM, 2015

⁵ Based on: [Bringing the invisible into perspective: Reference document for using the 5Cs framework to plan, monitor and evaluate capacity and results of capacity development processes](#), ECDPM, 2011:

Learning process and partnership building

In Right2Grow mutual capacity development is approached as an active learning process and partnership building, rather than a linear pathway. Based on our joint theory of change and 5-year strategy we have developed an evolving learning agenda, which includes assessing the underlying assumptions and addresses specific topics related to lobby and advocacy. This learning agenda is discussed in our MEAL plan.

Furthermore, the process of situational analyses, including capacity assessment of CBOs, CSOs and civic space as well as the policy environment at country and global level will inform a capacity development agenda for these stakeholders. At the same time this is also part of the partnership development at country and global level. The local partners will jointly decide which topics are most relevant to them, and which tools for capacity development will be used. We will make sure that available tools are adapted to the country contexts and apply context-sensitive methodologies - applicable to in-country realities, social and cultural norms. The country-level partnership takes charge of this, and activities are included in the country plans.

Capacity development and technical assistance will be provided when country-level learning can be strategically complemented. This can include the availability of global learning opportunities such as e-learning modules, participation in training or conferences, joint regional capacity development events, as well as technical programme support from global partners. Right2Grow will maximise the existing opportunities for learning and capacity development, aligned with those local or regional capacity needs. Technical assistance and capacity development are therefore closely interlinked with the global MEAL plan and global lobby and advocacy strategy.

In Right2Grow we view mutual capacity development as an opportunity for innovative partnership development and adaptive management. It should be seen as organisational development, “an ongoing effort to improve an organisation’s problem solving and collaborative efforts, ultimately leaving it with new ways of working and the ability to take corrective steps towards renewal and development as and when the need arises”.⁶ We are convinced that a mutual capacity development approach is the most appropriate and effective way to bring about lasting, structural change.

Supporting capacity development will therefore go beyond training. It will include mutual learning between organisations and stakeholders as well as between programme countries; spaces for dialogue, debate and discussion between stakeholders; and organisational learning processes that foster a learning culture within the organisation, and the capability for self-reflection and adaptation.

⁶ Phum Thol, Sim Chankiroth, Dennis Barbian and Graeme Storer. Learning for capacity development: a holistic approach to sustained organisational change. Development in practice, Volume 22, September 2012.

Capacity development areas

Based on an initial mapping of identified in-country priorities and needs of consortium members and local partners, Right2Grow has identified a number of areas and topics to focus the technical assistance on. These topics include, but are not limited to:

- **WASH-Nutrition nexus and multi-sectoral approach to nutrition**, such as 1,000 days, BabyWASH, south-to-south learning and sharing best practices on integrated programming;
- **Policy analysis**, including review of existing legislation on WASH and Nutrition, identifying gaps and improvement needs, defining recommendations to stimulate public debate and discussion;
- **Budget monitoring and expenditure tracking**;
- **(Field) research and participatory data collection**, such as governance studies on WASH and Nutrition, participatory and community-led analysis of context-specific risk factors for undernutrition and poor WASH conditions;
- **Gender and inclusion**, including gender-sensitive methodologies, working with women groups and gender-based CSOs;
- **Advocacy and communication, government engagement and lobbying**, such as designing context-specific and evidence-based advocacy strategies, campaigning and working with media;
- **Innovation and working with the private sector**, such as innovative and sustainable WASH and nutrition business models, social marketing and access to finance;
- **Community-led development** and community mobilisation;
- **Adaptive management and organisational development**, multi-stakeholder processes, navigating complexity, sociocracy;
- **Monitoring, Evaluation, Accountability and Learning (MEAL)**, including knowledge dissemination and uptake

More elaborate skills and capacity mapping will be done at the beginning of 2021, in order to tailor design the technical assistance and capacity development programmes according to the needs, level of skills and expertise in each of the programme countries.

Organisation

Capacity development will be a shared role between all consortium partners of Right2Grow. Right2Grow has mapped the different areas of expertise of the global partners. Based on their relative strengths, global partners, being it country, regional or HQ based, will contribute TA matched to the needs of the local partners. Needs will emerge from programme countries during design stage and implementation and will be brought forward to a partnership programme team, consisting of local and global programme officers of partners.

Capacity development will be matched with country plans - as country plans evolve over the course of 5 years, the Global capacity development strategy will also adapt to match new needs, emerging priorities and areas of focus in the countries. We will revisit the global Mutual Capacity Development Strategy at the beginning of each year to make sure it is well aligned with the country plans.

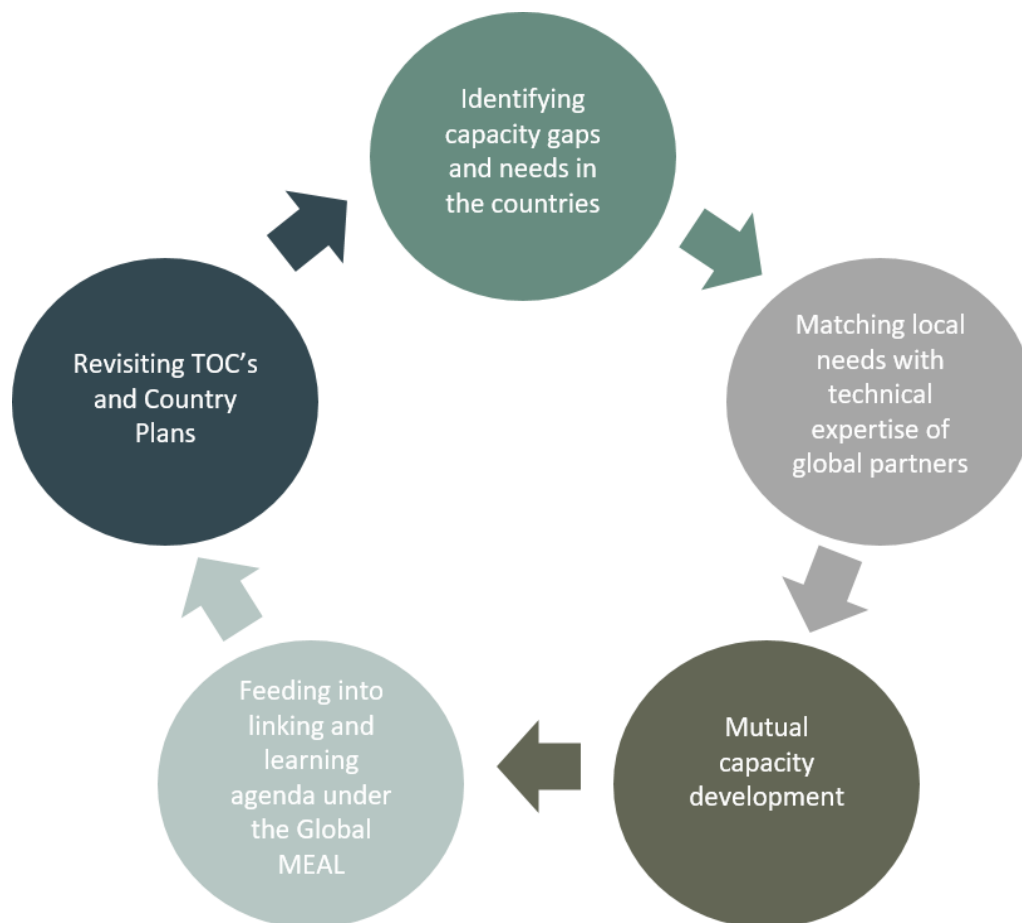


Figure 1: Mutual capacity development process

The global technical assistance and mutual capacity development will be coordinated by a global Mutual capacity development lead, under responsibility of global consortium partner ACF. S/he will support developing capacity development agendas at country level and will match needs for capacity development with existing expertise. This global lead will also closely work together with the other global leads on linking and learning and lobby & advocacy.

The global technical assistance and mutual capacity development will also be supported by a CSOs lobby and advocacy support officer under responsibility of global consortium partner SC. S/he will focus specifically on the core element of Right2Grow: the capacity of local CSOs to influence relevant stakeholders at all levels.

Draft Terms of Reference for these global lead roles can be found in the Annex 8.

Table 5 - Proposed interventions

Interventions on mutual capacity building	Timing/years				
	1	2	3	4	5
- Mapping skills, capacities and expertise in the countries; identifying capacity gaps					
- Defining country-specific capacity development needs and priorities jointly with country teams and in line with country plans and TOCs; adapting capacity development strategy as programme evolves					
- Shaping and implementing country-specific capacity building programmes, while ensuring local ownership and supporting endogenous capacity					
- Sharing best practices, successes and challenges in mutual capacity development to support learning process across and within Right2Grow partnership					
- Evaluations of local partners' capacities to exert- influence					

Budget

We assume some global technical assistance will be included in general global management costs of partners - hence, with little extra costs. We make use of existing approaches and methods to minimise cost, while ensuring contextualisation. The Global capacity development budget is integrated in the direct cost of global consortium partners and amounts to 1.109.919 euros for five years.

RIGHT2GROW

C. Global Annual Plan 2021



GLOBAL ANNUAL PLAN 2021

Table of contents

Country Plans 2021	2
Three-front actions.....	2
Integrating COVID-19 impact.....	2
Partnership development.....	2
Interventions and activities in 2021	2
Global Advocacy & Communication Plan 2021	4
Three overlapping advocacy arenas: country level, global and the Netherlands	4
Communication	6
Global MEAL Plan 2021	7
Baselines and target setting	7
Capacity strengthening on evidence-based L&A and data use	7
Data - driven programme management & information for adaptation.....	8
Roles and responsibilities with regard to MEAL.....	8
IATI integration and compliance.....	8
Mutual capacity development in 2021.....	9
Building the agenda for mutual capacity development	9
Capacity development areas	9

Country Plans 2021

The six country plans for 2021 follow from the five-year strategies in each Right2Grow programme country (Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda), and are included in much more detail there. This is the global summary of these locally designed country plans.

Three-front actions

Right2Grow will be active on three fronts: local, national and global. At the local level it will be about changing community attitudes and practices on nutrition and WASH and increasing community awareness so they can claim their rights and hold their governments accountable, and together with a private sector, ensuring an enabling environment for good WASH and nutrition practices; at the national level it will be about strengthening CSO capacity to voice the concerns of the most vulnerable and influencing governance; and at the global level it will be about influencing donors and international development actors, learning across countries and sectors and beyond.

Integrating COVID-19 impact

In 2021 the impact of the COVID-19 pandemic on the context and the implementation of Right2Grow will be significant. The following aspects have therefore been integrated in the design of the Annual Plans 2021:

- Use adaptive management to constantly scan for opportunities within the range of compliance to achieve similar results with different activities, shifting inputs to where they can have the most impact and mitigating the negative impact of COVID-19 through implementation of Right2Grow.
- The Right2Grow programme will be implemented in compliance with the health and safety measures that are in place in the different geographical locations of the programme.
- Due to the limitation of the number of people present in meetings and the limitations to travel opportunities, partners will divert to alternative ways of communication and gathering.
- When technology allows, digital communications are used, like online meetings and interaction on digital platforms.
- To allow for inclusive participation, additional efforts will be made at community level to reach out to those with less access to technology using alternative communication means like radio, (news)papers, and local influences, and making strategic use of the places where people still gather or visit.

Partnership development

In all six Right2Grow programme countries the implementation will be based on a partnership arrangement with consortium partners and strategic implementing partners. Furthermore, there are collaboration partners from relevant networks, government ministries and agencies. In 2021 each of the country level partnerships will be developed, based on the local actor analyses. Although the consortium partners and country level leads will have a more central role, the strategic implementation partners (local CSOs) and collaboration partners will also be engaged to start building local ownership of the programme. Focus will be on strengthening the capacity of these local partners to ensure meaningful participation and input in the programme and enable shifting the power balance during the later stage so they can take on a more central, leading role.

Interventions and activities in 2021

Each Right2Grow country's plan will work towards the same four outcomes, with relevant variations in focus or intensity for their country contexts. The following table shows examples of interventions and types of activities grouped by outcome. Specific activities per country, sometimes also timed per quarter, can be found in the respective country plans in Country Folders.

Table 1 – Interventions and activities per outcome in 2021

Outcome 1. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners
- Assessing food, nutrition security and WASH situation in intervention areas
- Needs assessments and mapping of communities and community-based organisation
- Community sensitisation and awareness raising about good nutrition and WASH practices, and social accountability
- Capacity strengthening of local communities/ CBOs to addresses barriers to good WASH and nutrition practices; Sensitising and partnering with private sector on social marketing approaches and women entrepreneurship
Outcome 2. Representatives and empowered civil society organisations effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition
- Stakeholder mapping and capacity needs assessments of civil society organisations
- Grassroot, community mobilisation around the issues of poor access and quality of WASH and nutrition services
- Capacity strengthening and technical support provision, particularly on budget monitoring and expenditure tracking, advocacy and communication, gender and inclusion, policy analysis, governance and collaboration, research and data collection
Outcome 3. National government and decentralised entities adopt and mainstream an integrated, multi-sectoral approach to undernutrition in policies, action plans and budget allocations
- Ensuring uptake of data and evidence for policy and decision making at national and decentral level
- Strengthening multi-sectoral collaboration and engagement of multiple stakeholders in decision making processes around WASH and nutrition
Outcome 4. Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition
- Scoping, mapping and pre-positioning of donors and development actors at national and international levels
- Advocate for multi-sectoral planning, budgeting and reporting
- Sharing of good practices, research findings based on community-led monitoring and action research, capitalising on existing national and international events such a “world days” (water, nutrition, food etc)
- Lobbying for increased resources and adoption or scaling up of successful approaches

Strategic collaborations: EKNs and strategic partnerships

In 2021 the Right2Grow programmes at national level will continue the collaboration with the Dutch embassies (EKNs), which was established during the programme development phase - as strategic partners in sharing information and aligning strategic opportunities for advocacy. In addition, Right2Grow will build out opportunities for collaboration with other country level strategic partnerships funded by the Dutch Government, such as We Are Able (ZOA) and Giving for Change (Wilde Ganzen).

Global Advocacy & Communication Plan 2021

Three overlapping advocacy arenas: country level, global and the Netherlands

Right2Grow will work on three clearly distinct, but overlapping advocacy arenas: the programme **country** level, the regional and supra-regional, **global** advocacy level (including Europe/EU) and the **Dutch** level.

Country level agenda

The first level – at the **programme country level** in each of the six programme countries – will be further developed in the first year. Programme country teams and their local partners will jointly define their own advocacy targets and design evidence-based strategies to meet those. In the first year of the programme, international Right2Grow partners will learn from local organisations about substance and priorities whilst providing technical support on translating this to lobby and advocacy, on a needs basis. In addition, mapping of local needs will be expanded upon as part of the in-depth country analysis of issues and stakeholders. In 2021 country teams and their local partners will jointly formulate an in-depth strategic issue, policy and stakeholder analysis on nutrition and WASH. Building on that analysis, they will jointly define their own capacity building targets (such as budget or political monitoring). Right2Grow will develop and give workshops on lobby & advocacy in each country to address the country specific lobby & advocacy capacity building targets. Simultaneously, country teams and their local partners will formulate advocacy goals (on community, local, national, regional and global level) and design evidence-based lobbying & advocacy strategies - and monitoring systems - to meet those goals.

Global advocacy agenda

As described above, in 2021, programme countries will develop their own locally specific lobby & advocacy targets and strategies within the overall framework of the Right2Grow TOC. As soon as possible this input will guide our global advocacy agenda (e.g. *using international or supranational mechanisms and bodies to increase pressure on national institutions when domestic community-led advocacy processes do not seem to achieve the desired result, or lobbying for specific international funding*). For 2021 however, we will focus on three key goals mentioned in the Five-Year strategy, based on our experience, the jointly developed TOC and our analyses to date:

1. **Linkage between WASH and nutrition**
2. **Scale up successful approaches of community-led, bottom-up, grassroots, locally sourced nutrition & WASH initiatives.**
3. Achieving the SDGs requires **more predictable, long-term and localised funding.**

The consortium's strategic partner relationship with DGIS/IGG explicitly opens the possibility to seek to **jointly advocate in the global arena together with the Dutch Government** – a pioneer in this field - for the breaking down of sectoral funding and programme siloes and to promote gender-sensitive inclusive, integrated (multi-sectoral) community-led approaches. Also, to ensure the inclusion of vulnerable groups as active participants in global policy dialogues, e.g. jointly bringing CBOs/CSOs from implementing countries to the table. As a strategic partner, the Right2Grow consortium will also seek to support the emerging strategic agenda of DGIS/IGG and its other strategic partnerships under this funding window, the ZOA-led 'We are Able' alliance as well as the Wilde Ganzen-led alliance for community-led resource mobilisation, and possibly other relevant alliances we are yet to discover.

Key activities and outputs in 2021:

- Develop a joint global advocacy campaign in 2021, targeting donors and donor agencies, governments and other global development actors (e.g. including policy briefs, video messages, advocacy sheets as well as jointly organising an event, jointly presenting at relevant international fora, and so on)
- Facilitating exchange and learning across the Right2Grow consortium programme countries, mobilise advocacy-specific technical support for the country teams on a needs-basis, and to furnish global advocacy campaigns with lessons, insights, documentation and relevant information or approaches from the implementation of Right2Grow
- Jointly develop a global lobby and advocacy strategy with the country L&A focal points and the with input from the advocacy accelerators and consortium members

- Organise access to relevant platforms and connection between different movements like the SUN movement on nutrition and SUSANA and SWA on WASH and others and keep contact with GAIN and UNICEF on global advocacy initiatives
- Produce 2 policy/evidence briefs in collaboration with the Dutch L&A lead and the Advocacy Liaison
- Showcase and stage Right2Grow by joining fora and symposia in 2021, which include the Nutrition for Growth Summit August 2021 (Lisbon), World Food Summit 2021 (Food Systems), World Water Week 2021 (Stockholm SIWI)
- Organise 2 side events during relevant international conferences together with other consortium partner(s) (e.g. World water Week and Food Summit/Nutrition), ensuring local voices are included
- Defining a more specific advocacy agenda regarding the EU together with the Dutch lead
- Development of an agenda for global advocacy activities in 2022, with the L&A liaison and country focal points and the with input from the accelerators and consortium members and aligned with the Dutch L&A and Dutch Government agendas

Dutch advocacy agenda

The Dutch L&A role works continuously and closely with relevant partners in the Netherlands and is a liaison with the Dutch Government, especially under the pillar of food security to ensure focus on nutrition and WASH. Right2Grow will inform, encourage and support the Dutch Government as duty bearers, prioritising undernutrition in their policy development, implementation and resource allocation. Their prioritisation of undernutrition is to be reflected in setting standards and enforcing them; supporting the development and implementation of equitable, inclusive, and budgeted policies/programs; collecting and using data to inform action and mobilise public investments. This requires Dutch L&A coordinating lobby and advocacy with the Dutch parliament. In direct contact, Dutch L&A will target SDG2, SDG5 and SDG6-ambassadors and other key spokespersons across the political spectrum after the upcoming election cycle (March 17th 2021). Coordination also encourages the meaningful participation of civil society and knowledge institutions.

Instrumental is also a regular lobby through participating and feeding into networks like Netherlands international Working Group on Nutrition (NWGN); Netherlands Food Partnership/Food & Business Knowledge Platform/Agriprofocus (NFP); Netherlands Water Partnership (NWP) and Partos. National debates and events will be organised and key to share Right2Grow approaches, achievements and learnings (from in-country) as to strengthen (sub)national platforms.

Furthermore, advocacy in the Netherlands will look at specific Dutch commitments into Nutrition4 Growth (N4G), and Food Security Summit (FSS), etc. This focus will be further developed in the emerging advocacy agenda over year 1.

Key Activities and Outputs

- Dutch L&A strategy: develop 2021 lobby & advocacy plans (including identifying key audiences), and before the end of the year a compact plan for 2022-2025.
- Strategic Governance Plan: develop a structured plan how their L&A works together and feed into each other to enhance their impact. This implies looking into linkages and governance of country/local level advocacy efforts and global/Dutch L&A (top-down and bottom-up) and Right2Grows roles. This requires synergy between CSOs, CSCs and global/Dutch L&A efforts. The plan will strategise what CSOs/CBOs need from Dutch/Global L&A to enhance their impact and vice versa;
- Develop an annual agenda to support DGIS/IGG and align with the ZOA-led We Are Able alliance, GAIN and UNICEF in the Netherlands and Wilde Ganzen-led alliance for local resource mobilisation;
- Events/debates in the Netherlands: Besides the launching event of Right2Grow programme, (co-) organise one annual expert debate in the Netherlands on WASH and nutrition, targeting policy makers and Dutch Public, such as organising the follow-up of the 2019 IGG WASH & Nutrition workshop. Link with (side events) at international WASH-Nutrition conferences to make use of/optimize each other's events.

- SDG2, SDG5 and SDG6-ambassadors in the Netherlands and other key spokespersons across the political spectrum are targeted after the upcoming election cycle (March 17th 2021) and informed about Right2Grow approaches, evidence-based programming and learning to inform and influence their policies and agenda.
- Development of an agenda for Dutch advocacy activities in 2022, with the L&A global lead and liaison and country focal points and with input from the accelerators and consortium members and aligned with the new Dutch Government agenda.

Communication

Communication supports the global and Dutch advocacy strategy as needed, using short well-prepared messages through members' and MFA regular communication channels,¹ a separate consortium website, and at least two mass media publications or appearances per year at key moments like World Water Day, Child Rights Day, Women's Day, World Hunger and World Food Day or other emerging news opportunities to draw public attention.

Global communication activities and outputs in 2020-2021:

In Q4 2020 the Right2Grow communication lead organises the design of a proposed Right2Grow corporate style and logo for the Global Steering Committee to approve, as well as a basic website (in both English and French), and a compact year one communication plan - so that we can hit the ground running once programmes commence in 2021.

In 2021:

- Produce an informative short animated film about the goals and approaches of the Right2Grow consortium
- Produce six podcast episodes, one from each programme country, to support the building of a global experience and learning for consortium members (and in following years: to share results and insights from programs)
- Produce six newsletters
- Provide needs-based support to Dutch and global advocacy leads in editing material such as policy briefs or key messages for events and debates in order to be accessible for non-technical experts
- Edit technical reports in order to make them accessible to a wider audience via the consortium website and social media
- Coordinate social media messaging and delegate this where necessary to communication partners of the consortium partners to share through their own networks and socials
- Organise at least two mass media publications or appearances in Dutch media
- Follow fellow organisations that deal with undernutrition and poor WASH online: tagging, sharing messages, commenting on posts, using joint hashtags, etc.
- Provide needs-based support to country teams with their communication plans and implementation
- A compact communication plan for 2022

¹ MFA general public communication channels: NederlandWereldwijd.nl; Humans of BZ (facebook); Instagram (@MinBZ); #Waarbenik; LinkedIn & Twitter (@MinBZ, followers: 70.000).

Global MEAL Plan 2021

Baselines and target setting

Based on the global Monitoring, Evaluation, Accountability and Learning (MEAL) strategy of Right2Grow, the 2021 MEAL Plan will mainly focus on the extensive baselines which are needed to direct programme interventions and will inform target setting and benchmarking. In line with the decentralised approach of Right2Grow, the country teams will be leading the baseline processes and will agree on the Terms of Reference together. The Right2Grow Global MEAL coordinator will provide guidance and support to ensure alignment with the Global MEAL Strategy.

Target setting for end 2021 (and end of programme if required) will be done at least for the obligatory global-level indicators when the baseline data is collected and analysed at the beginning of 2021. Annual target setting will often be an estimation and not an 'exact science' to suit the flexibility and complex nature of L&A. The need for target setting for country-level indicators will be discussed in year 1.

Revisiting country-level indicators

On the basis of the internal in-country baseline studies, the Right2Grow consortium will refine the global indicators and reflect on the usefulness and relevance of the indicators at country level, in line with the adaptive management approach. This exercise will be repeated throughout the project cycle.

Capacity strengthening on evidence-based L&A and data use

To allow for evidence-based lobby & advocacy and optimal use of data, besides the combination of monitoring/tracking of activities and the necessary data collection to inform progress, specific trainings for local partners and CSOs will be organised on the use of data for conducting evidence-based L&A. The trainings could cover various aspects, from data collection to data analysis to visualisation and communication. The data literacy trainings, analysis and publications will serve and support the progress and implementation of the Right2Grow programme.

Monitoring, linking and learning

In 2021 the country level partnerships will agree on joint systems for quality control and mutual learning. Both at global and country level partners will develop a living learning agenda that facilitates cross-fertilisation of lessons between consortium partners and countries as described in the Global MEAL Strategy. Facilitating knowledge uptake will be integrated in the learning agendas from the onset. This will be done by simplifying the understanding of data and making it practical, accessible, tailored to the needs and expectations of key stakeholders, user-friendly and ready-to-use. Community members, their organisations and other civil society organisations will be both active providers and consumers of the data and information. Annual key stakeholder workshops at country level are planned to disseminate generated data and foster the uptake of knowledge in the work of key stakeholders. Dissemination of country findings to the global & Dutch level and ensuring uptake will be done in collaboration with the Global Lobby and Advocacy and Communication team.

In 2021 Right2Grow will organise linking and learning events such as the end of the year **"learning week"**. This is a participatory learning approach, consisting of multiple events, both virtual (e.g. webinars, learning surveys, social media learning events) and face-to-face (panel discussions, action reviews, cross-team lunches etc), tailored according to the needs and wants of the country teams. Partners will have the opportunity to learn from each other, exchange on leverages and barriers in programme implementation, identify synergies and opportunities for replication of successful approaches, and also to learn from failures.

Data - driven programme management & information for adaptation

Right2Grow believes that knowledge generated through monitoring and evaluation is at the heart of strategic decision-making. Collected data will be a starting point for revisiting country TOCs and national plans and informing effective response strategies to emerging issues and changes in the context. This process of identifying risks, appraising response options, reassessing conditions, making decisions and adjusting programme direction, based on gathered data and generated knowledge, will be repeated on a yearly basis, in line with Right2Grow Adaptive Management approach. Different activities will be organised such as the end of the year **strategic reviews** in all six programme countries, involving key stakeholders, including communities, women and vulnerable groups we work with, and **yearly reflection meetings** hosted by different Global Consortium partners on rotating basis and involving programme country leads to discuss the adaptation of Global TOC and global strategy, based on new realities and new knowledge about the programme countries. All learning outcomes will be summarised in a Right2Grow annual learning report.

Roles and responsibilities with regard to MEAL

The Global MEAL Strategy outlines the envisioned organisation of MEAL, heavily depending on decentralisation as a key governing principle. The exact roles and responsibilities of all involved will be discussed in a country kick off meeting on MEAL early 2021 with consortia partners and implementing partners. This is also an opportunity to discuss how those involved in the project see the transition to more local ownership, and to agree on a timeline.

IATI integration and compliance

Right2Grow is committed to publishing, as a minimum, IATI compliant data on the funding from the Power of Voice funding mechanism. Right2Grow is also committed to the use of an open information policy, based on the assumption that all information should be disclosed unless the policy provides robust reasons for it to be withheld from publication.

Mutual capacity development in 2021

Building the agenda for mutual capacity development

Mutual capacity development and technical assistance will commence in 2021 as outlined in the Global Mutual Capacity Development Strategy. The Right2Grow learning agenda – which will be jointly specified in 2021 - is the foundation for capacity development. 2021 will also feature many processes of situational analyses, including capacity assessment of CBOs, CSOs and civic space as well as the policy environment at country and global level to inform a capacity development agenda for these stakeholders. This is supplemented by topics and tools for capacity development decided upon by the local partners, as we build out global and country level partnerships in 2021.

Capacity development areas

Based on an initial mapping of identified in-country priorities and needs of consortium members and local partners, Right2Grow has identified a number of areas and topics to focus the technical assistance on. These topics include, but are not limited to:

- **WASH-Nutrition nexus and multi-sectoral approach to nutrition**, such as 1,000 days, BabyWASH, south-to-south learning and sharing best practices on integrated programming;
- **Policy analysis**, including review of existing legislation on WASH and nutrition, identifying gaps and improvement needs, defining recommendations to stimulate public debate and discussion;
- **Budget monitoring and expenditure tracking**;
- **(Field) research and participatory data collection**, such as governance studies on WASH and nutrition, participatory and community-led analysis of context-specific risk factors for undernutrition and poor WASH conditions;
- **Gender and inclusion**, including gender-sensitive methodologies, working with women groups and gender-based CSOs;
- **Advocacy and communication, government engagement and lobbying**, such as designing context-specific and evidence-based advocacy strategies, campaigning and working with media;
- **Innovation and working with the private sector**, such as innovative and sustainable WASH and nutrition business models, social marketing and access to finance;
- **Community-led development** and community mobilisation;
- **Adaptive management and organisational development**, multi-stakeholder processes, navigating complexity, sociocracy;
- **Monitoring, Evaluation, Accountability and Learning (MEAL)**, including knowledge dissemination and uptake.

More elaborate skills and capacity mapping will be done at the beginning of 2021, in order to tailor design the technical assistance and capacity development programmes according to the needs, level of skills and expertise in each of the six programme countries.

Proposed interventions

Interventions on mutual capacity building 2021
- Mapping skills, capacities and expertise in the countries; identifying capacity gaps
- Defining country-specific capacity development needs and priorities jointly with country teams and in line with country plans and TOCs; adapting capacity development strategy as programme evolves
- Shaping and implementing country-specific capacity building programmes, while ensuring local ownership and supporting endogenous capacity
- Sharing best practices, successes and challenges in mutual capacity development to support learning process across and within Right2Grow partnership

RIGHT2GROW

D. Partnership Organisation



PARTNERSHIP ORGANISATION

Table of contents

Partnership agreement2

Partnership vision3

 Addressing inherent inequality3

 Vision and core principles.....3

Roles of partners.....5

 Country participation and lead roles of consortium partners.....5

 Overview of local partners per country.....5

Governance to address power relations8

 Joint steering at country level8

 Direct representation of vulnerable groups9

 Joint steering at global level10

Continuous joint learning and innovation11

Decentralisation12

 Joint budgeting12

 Local accountability and contracting.....12

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Partnership agreement

Right2Grow's formal consortium partnership agreement is included in this proposal (Annex 2). It covers many aspects of the partnership organisation. Until the contracting stage, no additional agreements have been made, as the current partnership agreement is clear about:

- **How the partners will keep each other informed on the progress of the programme, but also about their financial health**

Right2Grow is founded on strong partnership collaboration principles and structures, as reflected in Article 5.1 of the partnership agreement. At global and programme country level, partners will meet at least quarterly for updates and joint decisions. This is also elaborated in the sections on the Right2Grow governance structures below. Any additional agreements on information regarding financial health will be included in the Sub-award Agreements, as described in the partnership agreement Article 5.1.9.

- **How the partnership can be adapted**

The Right2Grow consortium strongly believes in the application of adaptive management, not only in programme implementation, but also in the partnership organisation. The formal structure and management of the partnership can therefore be adapted, using the processes described in the partnership agreement, Article 4. This requires consensus from all consortium partners, or termination by breach of contract as described in the same article. The global coordination committee, in which all consortium partners are represented - both global and country level - will be the platform to discuss and agree on partnership adaptation.

- **Each consortium member's role in monitoring and evaluating progress in the activities for which a grant has been received and, in the projects, financed from the fund**

Transparency between partners is an important element of Right2Grow's partnership organisation, also reflected in Article 5.1 of the partnership agreement, detailing frequent coordination and progress meetings. Any additional agreements on reporting, monitoring and evaluation will be included in the Sub-award Agreements, as described in the partnership agreement Article 5.1.9.

Partnership vision

The Right2Grow consortium currently has six global partner organisations but intends to become a movement which involves many more organisations - because in order to get to zero undernutrition and zero people without access to basic WASH services, we will need the force of many. To that end, Right2Grow has developed a shared vision for its partnership organisation with a strong emphasis on meaningful participation of all concerned stakeholders and on local ownership. A summary of that vision is presented here.

Addressing inherent inequality

Inequality causes and exacerbates both poverty and human rights violations, and it is growing. Sometimes unequal power relations are visible, but far more often they are subtle and tacitly internalised, difficult to discuss, and even harder to change. In order to enable sustainable, systemic change, and in order to contribute to protecting and expanding civic space, Right2Grow is committed to addressing power imbalances, both inside and outside our consortium. Lessons learnt in this process will be shared with other civil society actors, for example through the #Shift the Power dialogues, as well as other relevant fora.

Power imbalances are intertwined with control over resources. Some might argue that the Dutch Ministry of Foreign Affairs (MFA) is the most powerful partner in Right2Grow, and that local civil society and (in)formal rural community groups have the least power. And that within communities, marginalised groups (such as women, youth, disabled people or minorities) seemingly have even less influence.

Right2Grow consciously flips that perspective. Because of its analysis of the root causes of the world's current inability to address unmet WASH and nutrition needs, especially in remote rural areas: we see strong women, men and children in affected communities ready to voice their needs, and ready to contribute their own part of the solution. Right2Grow will therefore bridge the gap between these powerful women, men and children - and the often - powerless leaders, experts and technocrats who are as of yet unable to meet their needs. This way actual power will be shifted.

Vision and core principles

Right2Grow argues that (in)formal community groups are the key actors to change norms, values, and practices, and to hold their own governments accountable for services delivered to them. They need to have the relevant knowledge, skills, collective agency, and legitimacy to speak up. Tangible results of interventions should have their ultimate impact in communities. That is why Right2Grow proposes to use **a community-led approach**. All Right2Grow partners actively participate in the global Movement for Community-Led Development, defined at the World Bank as “an approach that gives control over planning decisions and investment resources for local development projects to community groups.” The **core principles** underlying this are: **vision and priorities are set by the people who live in that geographic community; build on local strengths; collaborate across sectors; and intentionality and adaptability in working to achieve systemic change**. Right2Grow adopts these core principles - because we believe that we can only succeed in our ambitious mission if we truly harness diversity and the full potential of local knowledge.

Furthermore, Right2Grow is also committed to the **Participation Revolution**, one of the Grand Bargain commitments to which the Dutch Government is signatory. Right2Grow adopts governance mechanisms to **ensure active civil society participation, surfacing voice and agency by co-creation of programme design, implementation, monitoring and evaluation; an emphasis on citizen generated data, and on strengthened local dialogues, including the most vulnerable**.

Annex 7 provides a more detailed overview of the practices behind these principles (such as for example **consent decision making and information integrity**). This practice was applied in each of the country planning processes as well as at the international level. Right2Grow's first proposal started with a series of **inclusive stakeholder consultations** in each proposed programme country in early 2020, where needs-based and country-specific approaches were co-created. After subsequently having been selected as a strategic partner by the Dutch

Government, we then included an even wider group of stakeholders in each country to jointly formulate context-specific localised country plans, which form the basis for this current full proposal. In text boxes below, Right2Grow programme country teams describe how Right2Grow core principles as well as those of the participation revolution will continue to be applied in the years ahead.

Participation principles in practice

Bangladesh | To reach community members the project will form women-led courtyard groups with about 40 households in the communities it works with. The participation of the poor, the poorest, the most vulnerable and the marginalised (e.g. disabled, adolescents) will be ensured first. The courtyard group will conduct various issue-based sessions every month to raise the awareness of the community people. Each quarter the courtyard will conduct participatory monitoring and take repositions based on the monitoring information and will undertake plans for further improvement. In this process the community members, especially the most vulnerable/marginalised people, take part in the project activities and decision-making process. In addition, the project will support activation, restructuring or reconstituting community support groups at the ward level to assist courtyard groups and present their demands to various service providers.

Burkina Faso | At community level, the implementing CSOs will jointly select the annual priorities and key action points according to budget and feasibility based on planning and review meetings. These will involve the participation of the different community members including women, children, elders, people living with disabilities and the most marginalised. The identified challenges and solutions proposed by these community bodies will feed into the planning cycle at the regional level. A similar approach will be used to ensure accountability and transparency with communities and reinforce their participation in overall programme monitoring. Programme reviews will be organised with community members to ensure their inputs in assessing key successes, challenges and lessons learned to be integrated in subsequent years. At the regional level, the CSO partners (RESONUT and AMR) will remain the main facilitators along with the consortium members in charge of the respective regions. Periodic meetings will be organised with Right2Grow collaborating actors at the regional level to inform and enrich the actions with inputs from participants (CSOs, CBOs and private actors) and to organise advocacy actions together. Right2Grow will take part in regional review meetings to share information and reinforce the programme's framework.

Ethiopia | The project will work to change the existing trend of decision-making control by socially and economically powerful interest groups and will shift the power to communities who are directly experiencing nutrition, WASH and food security problems. Communities are the ones who deal with the problems daily and who will make meaningful contributions to the project implementation. We will achieve this by; 1) The project will reach as many people as possible through community level public hearings and meetings at convenient times and locations to make them aware of all aspects of the project; 2) Communities will fully take on the local leadership role and serve on committees that focus on specific problems or activities through CBOs. CBO leaders will receive leadership trainings; 3) The project gives recognition to local knowledge and experiences. Hence, through the needs assessment activity, communities will define their problems and set priorities themselves. Communities will be part of data collection, and as respondents in the needs assessment process; 4) Communities will participate in local level platforms, Woreda task forces and in the national steering committee through their leaders. Since service providers and private sector actors will also be in the platforms, community voices will be heard, and policy influencing will be likely. Their participation in the Woreda taskforce and national steering committee will enable them to put decision alternatives in the project governance; 5) We will put in place feedback mechanisms to get community views and will take joint actions on feedback in a participatory manner.

Roles of partners

Country participation and lead roles of consortium partners

Equal participation and joint ownership of the consortium are important principles in the collaboration of Right2Grow. Therefore, each of the consortium members with country-level presence take on the role of “lead” partner in at least one programme country. In addition, each partner is also the “lead” in at least one of the global support roles like lobby & advocacy or linking & learning. As CEGAA has no on-the-ground presence in the programme countries, it does not lead any of the programme country consortium teams, but they have the global lead role in strengthening capacities and learning on budget monitoring and expenditure tracking (‘BMET’).

Table 1 - country participation and lead roles of consortium partners

Programme Country	ACF	CEGAA	Max Foundation	Save the Children	The Hunger Project	World Vision
Bangladesh	Partner	Partner	Lead	Partner	Partner	Partner
Burkina Faso	Partner	Partner		Lead	Partner	
Ethiopia	Partner	Partner	Partner		Partner	Lead
Mali	Lead	Partner				Partner
South Sudan	Partner	Partner		Lead		Partner
Uganda	Partner	Partner			Lead	Partner

Global Roles	ACF	CEGAA	Max Foundation	Save the Children	The Hunger Project	World Vision
Advocacy and communication	Support		Dutch lead	Global lead	Communication	Support
M&E, learning	L&L Lead					M&E Lead
Capacity development	Global lead	BMET lead		Support		
Global coordination					Lead	

At global level the tasks have been divided according to organisational strengths, following a process of consent decision making. All global roles are defined (see Annex 8. Terms of References of global roles), and may well be adapted as our programme progresses, following the principles of adaptive management.

Overview of local partners per country

The exploration of country level strategic implementing partners started at the concept note stage of Right2Grow programme development late 2019 and early 2020. In most programme countries, local NGOs took part in design workshops. During the full proposal stage, the process of selecting strategic implementing partners continued and built upon Right2Grow’s Vision for working with local Partners (see Annex 6). Country-level consortium partners jointly assessed different local CSOs using the following criteria:

- **Track-record:** the organisation already works on interventions relevant to our outcomes such as in the field of WASH/ nutrition/ food security/ advocacy/ awareness raising / human rights/ civil society engagement / climate change adaptation/ conflict sensitivity
- **Local knowledge & connections:** the organisation has good knowledge of the local context, issues, opportunities and gaps, and already established connections with local communities/ women’s groups/ marginalised groups
- **Representation:** the organisation has legitimacy to speak for/ represent vulnerable populations

- **Network:** the organisation already established connections with other local/national CSOs/ government/ private sector
- **Programme capacity:** the organisation has capacity to carry out research/ data collection/ lobby and advocacy activities/ education and awareness raising activities (even though that capacity might need to be strengthened)
- **Organisational capacity:** the organisation is able to work in a transparent manner (e.g. annual activity reports and budgets publicly available) and is open to strengthen this capacity.

Selected strategic implementing partners did not need to score “high” on all of the above criteria but were selected based on their overall capacity and position to be a strategic partner of Right2Grow. The following table contains a preliminary list of partners; in some countries, the selection process is still ongoing.

Table 2 – list of local strategic implementing partners

Bangladesh
<ul style="list-style-type: none"> • Horizontal Learning Program Foundation (HLP) <p>Other strategic implementation partners will be selected later on following a standard due diligence procedure (specific to their organisation).</p>
Burkina Faso
<ul style="list-style-type: none"> • Network of Civil Society Organisations for Nutrition (RESONUT) • Association Monde Rural (AMR)
Ethiopia
<ul style="list-style-type: none"> • Mothers and Children Multisectoral Development Organisation (MCMDO) • Jerusalem Children and Community Development Organisation (JeCCDO) • Organisation for Rehabilitation and Development in Amhara (ORDA) • Gurage Culture and Development Association (GCDA) • Mums for Mums
Mali
<ul style="list-style-type: none"> • The Malian Association for Community Development (AMADECOM) • MALIAN ASSOCIATION FOR THE PROTECTION OF THE ENVIRONMENT "STOP-SAHEL" • National Coalition of the International Campaign for Water and Sanitation (CN-CIEPA) • Youth Association for Active Citizenship and Democracy (AJCAD) • The Malian Children's Aid Society of the Sahel (OMAES) • The Budget Monitoring Group (BGM)
South Sudan
<ul style="list-style-type: none"> • Community Initiative for Development Organisation (CIDO) • Universal Intervention and Development Organisation (UNIDOR) • Support for Peace and Education Development Program (SPEDP) • Child Rights Civil Society Coalition (CRC)
Uganda
<ul style="list-style-type: none"> • Civil Society Budget Advocacy Group (CSBAG) • Community Integrated Development Initiatives (CIDI) • Nutritional Society of Uganda • Food Rights Alliance (FRA) • The Movement for Community Led Development Uganda Chapter (MCLD-U)

Text box - Participation principles in practice

Mali | This participation revolution is quite possible because our partners have applied it before. We plan to strengthen capacities of community members in human rights and citizen control approaches, in dialogue with decision-makers, budget analysis and local advocacy techniques. Community mobilisation, implemented through participatory learning and action approaches, will be strong and inclusive, and will involve all relevant community members, including women and vulnerable groups. We have reserved a yearly budget amount per community for additional relevant activities of their choice.

South Sudan | The South Sudan partnership consists of seven organisations (4 international organisations and three national organisations) who all have an equal seat at the table to make decisions and drive the change needed across the communities in South Sudan. With this partnership comes commitment to strengthen the capacity of our national NGO colleagues throughout the programme. These organisations are the neighbours and citizens of South Sudan who are doing their part to drive change throughout their communities. The Right2Grow partners have broad experience in implementing community-based approaches in South Sudan. They will mobilise, engage and empower local communities, CBOs, CSOs, and key stakeholders to participate, own, and support planned interventions. Also, they will work with community leaders and existing structures as entry points and drivers of change. The interventions will be designed to ensure participation of the most vulnerable groups like women and adolescent girls, and people with disabilities. Both men and women will be equally engaged through existing women and men groups formed at community level.

Uganda | In Uganda, the Right2Grow programme will enhance the participation revolution by building on ongoing initiatives like nurturing and supporting CBOs and CSOs to build their capacities. The programme will be intentional in targeting community structures and community groups, including vulnerable categories like youth (adolescent girls, child mothers), women of reproductive age, and mothers. The Country programme will also collaborate very strategically with another Power of Voices grantee, 'We Are Able' to ensure disability inclusion through advocacy engagement processes at local and national level. To determine capacity gaps, the programme will facilitate capacity needs assessments to inform strategies for capacity strengthening, where vulnerable groups will be capacitated to participate in decision-making processes. For meaningful Participation, the Rights2Grow Partners will catalyse active involvement of all stakeholders in gender analysis, power mapping and participatory approaches to planning, budgeting, monitoring and impact assessments using tested models like Vision Commitment and Action (VCA) and Citizen Voice and Action (CVA).

Governance to address power relations

The vision described above strongly influences the way Right2Grow collaborates at all levels. However, we are not naive - we do also recognise the inevitable power dynamic that follows the flow of resources: between MFA and the Right2Grow consortium partners, as well as between them and local partners. With three of the largest international NGOs in the world as partners inside the consortium, working closely alongside smaller, national and community-based civil society organisations with less resources (such as money, numbers of staff, staff salaries and or access to knowledge), the perceived differences in status may well also affect perceptions of power. In fact, in our problem analyses we recognise that the role and (perceived) power of (I)NGOs also needs to be addressed. And finally, the contractual lines required by legal obligations and imposed by internal processes, such as the partnership agreement, contracting and reporting lines, will also affect power relations. In order to stay true to our vision, Right2Grow will attempt to offset this by intentionally collaborative governance mechanisms as well as extensive facilitation of joint processes to ensure **ground-up, decentralised, inclusive, and shared decision-making**.

Joint steering at country level

Right2Grow will operate in six programme countries, each with its own **Country Steering Committee (CSC)**, to steer all national planning, budgeting, implementation, monitoring, reporting, and learning. To ensure continuity, each CSC will be chaired by one consortium partner, the 'country lead' - which receives support from its global counterpart in its own organisation (*for brainstorming, addressing global consolidation, dealing with power dynamics, reviewing, etc*). The country lead role has been jointly defined as follows:

- Facilitates equal decision making and application of principles
- Stimulates cooperation amongst partners and propose measures to enhance consortium building and facilitates the division of roles and responsibilities between partners
- Ensures country context is well applied to the global TOC
- Manages process of joint planning and budget
- Aggregates plans and reports to country level plans and reports
- Analyses synergy and gaps in light of TOC and on coherence & completeness
- Ensures organisation of joint activities - like knowledge management and MEAL (*by lead or other partners if so agreed*).
- Signalling potential risks (*e.g. pocket-based approach / lack of progress / consortium dynamics*) & troubleshooting
- Functions as consortium point of contact for the Embassy (*for meetings with Embassy: aim to participate as lead together with at least 1 other country partner*)
- Country lead participates in Global Country Planning Team to share and learn about other countries' processes

Each country chair will be supported by a rotating co-chair, to ensure shared ownership. This co-chair is elected annually by the members and can be any of the other country partners. CSCs will aim to have at least an equal number of local partners as the number of participating consortium partners. The consortium as a whole will also ensure representation of the local communities and voices at the country steering committee level.

Two seats on each CSC will be reserved for advisors. One seat will be filled by a representative of the local civil society coordination network or another key stakeholder (e.g. from government). To ensure optimal linking with the Dutch MFA, and where possible alignment with its policies on Food and Nutrition Security and Water Management, the Right2Grow consortium will invite the Netherlands Embassy to take the other advisory seat, or if that is not feasible, to suggest a suitable external candidate. The Embassy's specific role and expectations have been jointly explored in each country during the development of this full proposal and will be jointly evaluated and amended if need be. In addition, Right2Grow will invite other Power of Voices partners to the CSC meeting to ensure cross-partnership learning and exchange when meaningful.

Direct representation of vulnerable groups

As Right2Grow acknowledges the inherent inequality and power imbalances in programme implementation, special attention is given to the direct representation of vulnerable groups, including women, in programme decisions. At the beginning of the partnership the vulnerable groups will be represented at programme country steering committee level by local NGOs, selected for their level of local representation. In each of the programme countries, partners have carefully integrated local representation in the programme cycle. Examples of this are given in the text box below.

However, Right2Grow aims for more active representation of the most vulnerable in all consortium decision making processes. Direct representation at country steering committee level will be an explicit learning point, to be jointly reflected and acted on in 2021. Each programme country will make its context-specific, appropriate and effective approach to direct representation. Right2Grow will also actively exchange with other strategic partnerships on what works and what does not yet work with regards to direct representation of local communities and target groups in partnership decision making.

Text box - Examples of local representation and inclusion in decision making

Bangladesh | Apart from active and direct representation of community members, including the most vulnerable, in so-called courtyard groups, marginalised members of the communities will also be represented in community-based organisations. The project will facilitate the inclusion of at least one female member and one most vulnerable / marginalised groups member in the executive committees.

Ethiopia | This programme uses an inclusive approach to all community groups and gives much attention to a meaningful and active participation of women and vulnerable communities throughout the process. These community groups will have a representation and leadership role in all of the advocacy channels that this programme will establish/ support in the five implementation years. In these communication channels/ platforms, specific challenges and problems that women and other vulnerable communities are facing will be outlined, discussed and advocated to get attention by government, donors and other relevant stakeholders. Another specific approach to boost women's and vulnerable communities' participation in decision making include the development of a comprehensive advocacy plan that outlines the type of advocacy materials that addresses and promotes women's and vulnerable communities' decision-making role in the household and community. The advocacy plan will consider the local socio-cultural contexts and barriers of women and vulnerable groups and will be inclusive of men to ensure equal understanding and buy-in.

Joint steering at global level

At the global level, the Right2Grow central **Coordination Committee (CC)** will include representatives of all six consortium partners, and one representative from each CSC. They will jointly undertake overall coordination and oversight and provide guiding principles to CSCs. While the CC leads in accountability to the Dutch MFA, the CSCs and (in)formal community groups lead on content. Again, also this set-up may well be amended if need be, following emerging insights and adaptive management principles.

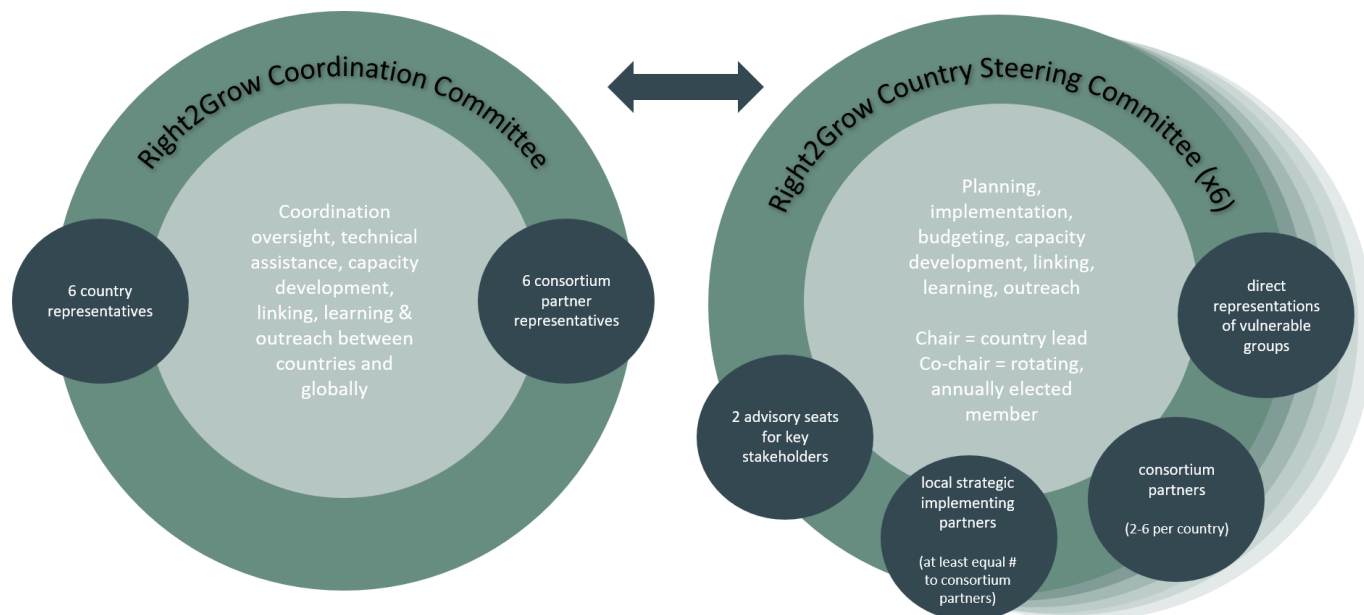


Figure 2: Right2Grow governance structure

Continuous joint learning and innovation

Right2Grow aims to create and foster a culture of mutual capacity strengthening and peer learning. Adopting the innovative **Adaptive Management Approach**¹ provides well-tested tools to navigate the complexity of achieving systemic change through concerted action by multiple actors at different levels within society and across national boundaries. To avoid top-down imposition of such an unknown approach, each country team jointly reflected on its advantages and risks; all chose to include it in their learning strategies.

Adaptive management emphasises rapid learning and feedback to inform changes, which will be gathered within countries by consortium and local partners and at global level through linking and learning of the CSCs (*e.g. through peer exchange and learning visits, needs-based technical assistance, strategic reviews, and reflection meetings to discuss the global TOC*). Operationalisation starts with the co-creation of a 'real time', fluid, context-specific TOC, focused on jointly identified issues and agreed priorities for action. This TOC will be revisited regularly, to ensure that Right2Grow is achieving maximum impact and allows for course correction of its activities. On a needs basis, technical assistance and backstopping on adaptive management will also be provided to CSCs and their local partners by experts within the consortium. More on the way this is organised within Right2Grow is included in the chapter on Mutual Capacity Development and MEAL in the Global Five-Year Strategy.

¹ Integrating emerging lessons from and with the [Global Learning for Adaptive Management program](#)

Decentralisation

Joint budgeting

To ensure fair and equal participation, each country will receive an equal portion of the overall available activity budget. Each CSC has jointly developed a national annual plan, and a proposal for annual allocation of its resources through a transparent consultative process. Resources have been jointly allocated following national priority pathways within the Right2Grow strategy as well as jointly determined organisational strengths and aptitudes. In this process, country consortium partners ensured that the efforts of local NGOs were also supported with adequate budget allocations. Following adaptive management and results-oriented joint learning, budgets may well be allocated very differently in the years ahead - which is to be decided locally in the CSC and vetted by the CC. More on the budgets and the underlying budgeting principles is included in the Budget Notes.

Local accountability and contracting

It is important to emphasise that all decisions concerning local budget and budget allocations are made locally, by the programme country consortium partners themselves, and that local NGOs will be contracted locally, either by the programme country consortium lead, or by other programme country consortium partners. Right2Grow will continue promoting accountability to local country committees so as to ensure ownership of the programme by the local actors.

Maximum decentralisation would be achieved if all contracts, both for local NGOs and programme country consortium members, could be arranged at programme country level. This would make all programme country partners accountable to their country lead organisation, and country steering committee. Right2Grow intends to organise all its contracting and subcontracting decentral, but acknowledges that this is currently not feasible due to legal restrictions in some of the consortium partners. Notwithstanding, all consortium partners are fully committed to the principles of decentralisation and will explore how to overcome internal legal barriers to programme country level contracting and subcontracting. As soon as this is possible, and hopefully within the programme's duration, Right2Grow will then be able to organise decentral contracting.

RIGHT2GROW

Annexes



ANNEXES TO THE NARRATIVE PROPOSAL

Table of contents

Annex 1. Visual TOCs (Global TOC and six country TOCs)

Annex 2. Partnership Agreement

Annex 3. Track Record

Annex 4. Global MEAL System Charter

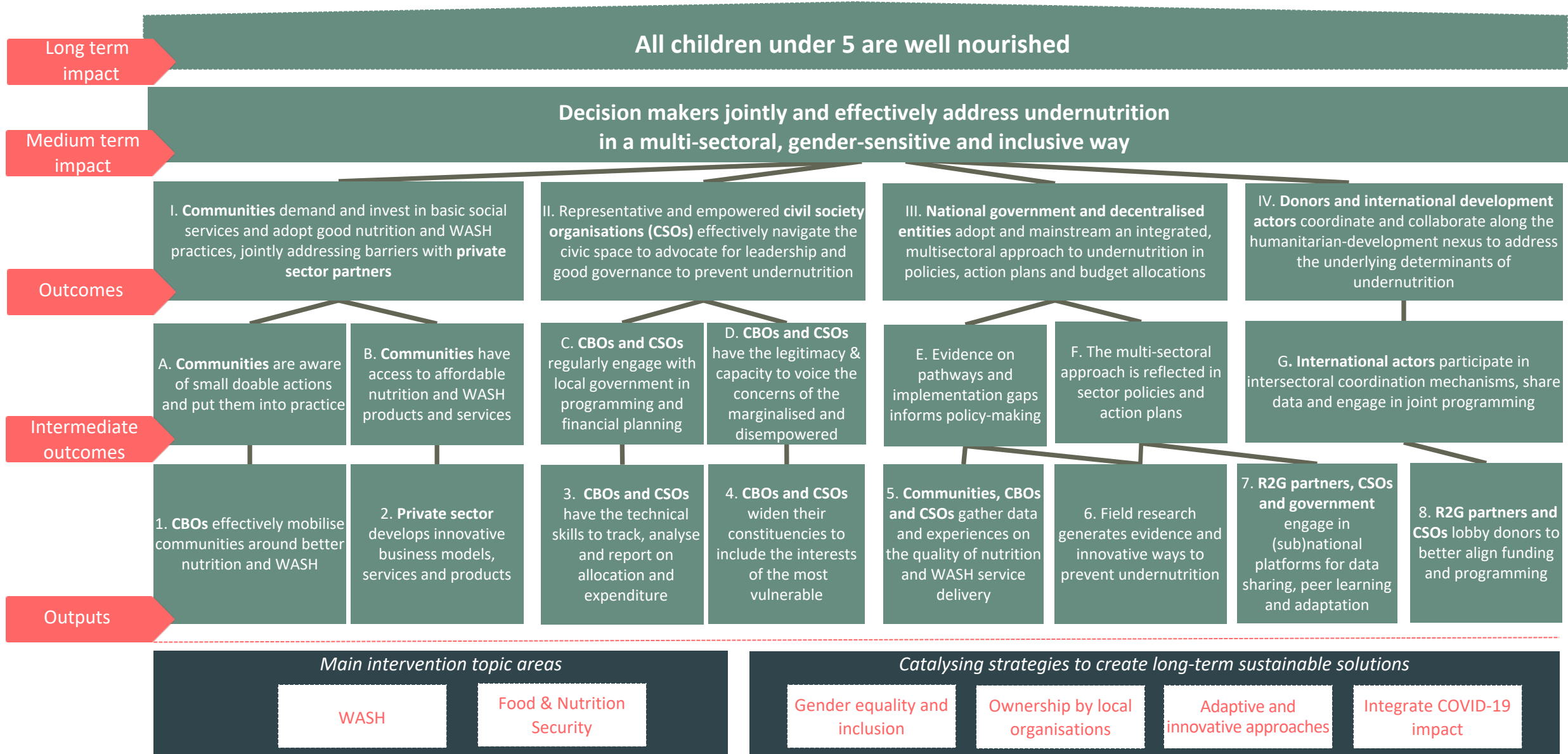
Annex 5. Example Country Level Results Framework

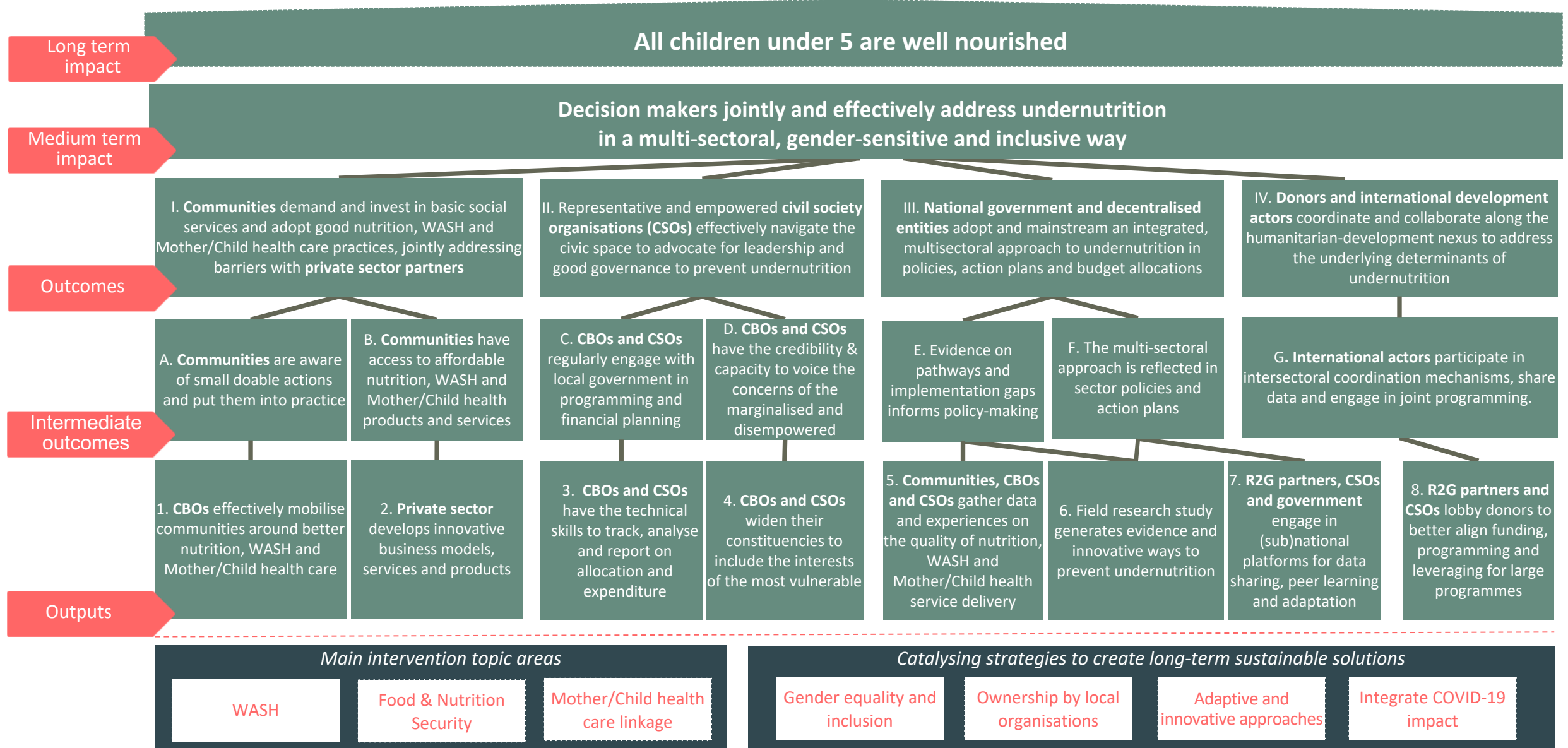
Annex 6. Vision of working with partners

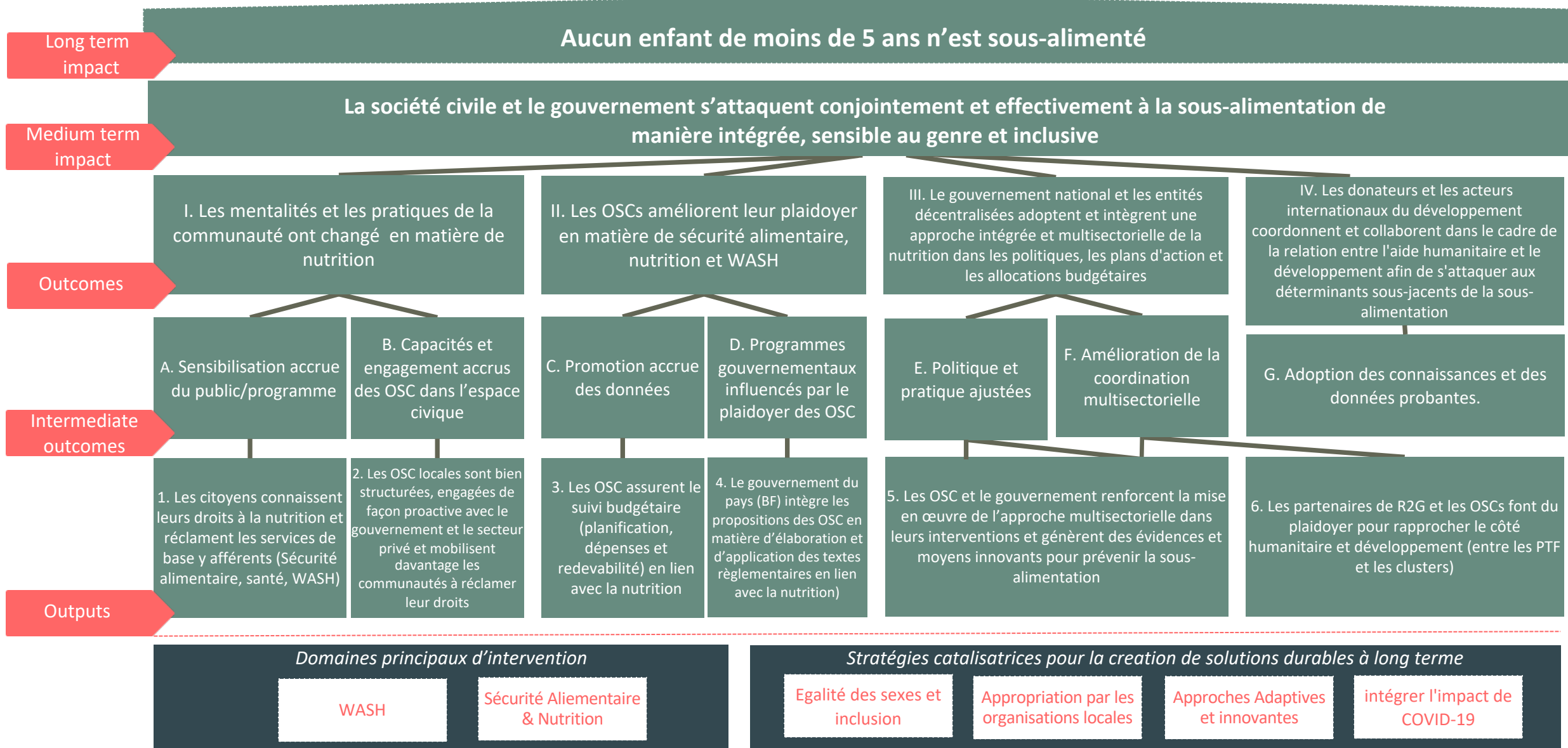
Annex 7. Principles of country planning

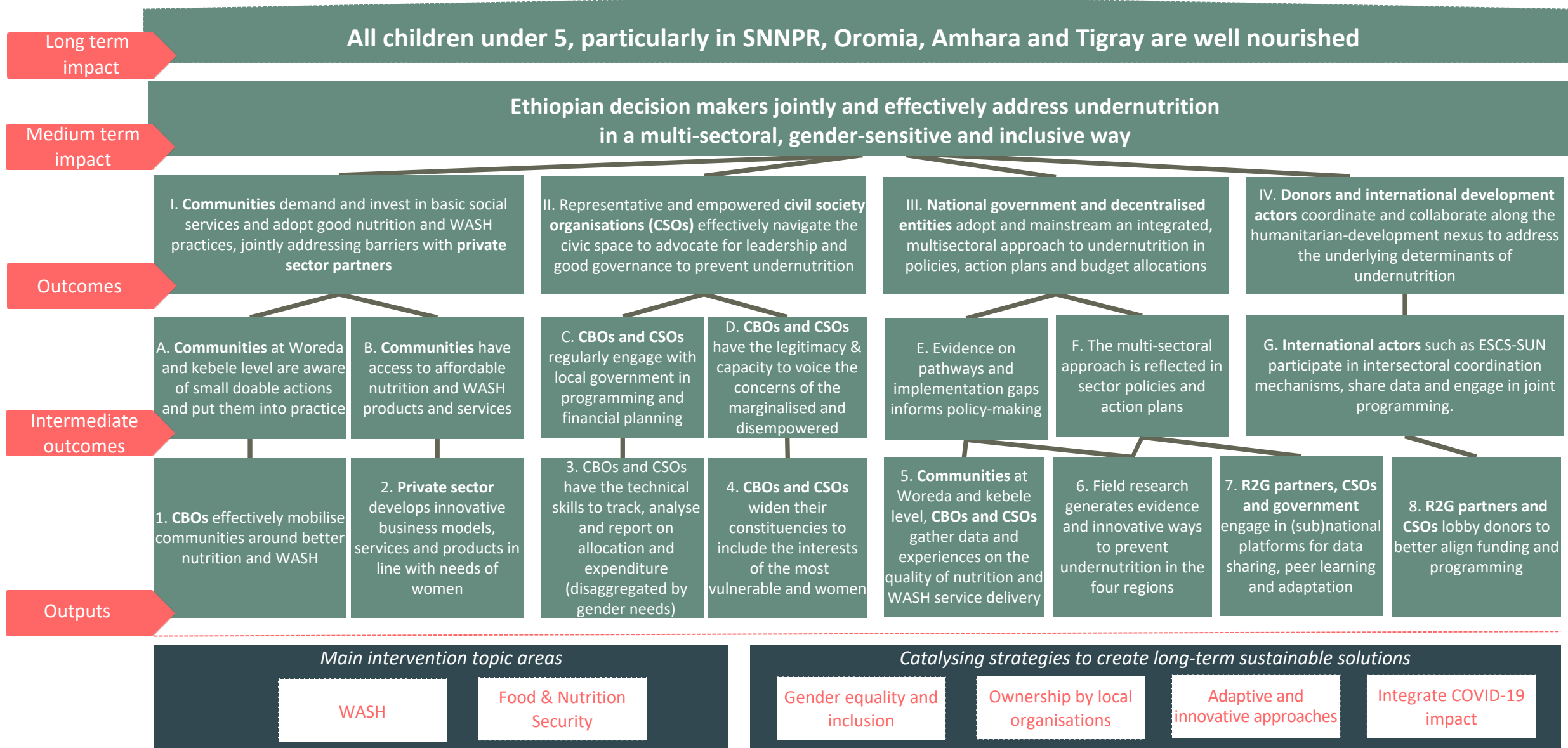
Annex 8. Terms of References for global roles

Annex 1. Visual TOCs











Long term
impact

Tous les enfants de moins de 5 ans sont bien nourris

Medium term
impact

Les décideurs luttent conjointement et efficacement contre la sous-nutrition d'une manière multisectorielle, sensible au genre et inclusive

Outcomes

I. Les communautés demandent et investissent dans les services sociaux de base et adoptent les bonnes pratiques en matière de nutrition et de WASH, en s'attaquant aux obstacles conjointement avec les partenaires du secteur privé

II. Les organisations de la société civile (OSC) représentatives et dotées de moyens d'action opèrent efficacement en matière de nutrition et d'EHA dans le plaidoyer en faveur du leadership et de la bonne gouvernance afin de prévenir la sous-nutrition

III. Le gouvernement national, les parlementaires et les entités décentralisées adoptent et intègrent une approche intégrée et multisectorielle de la sous-nutrition dans les politiques, les plans d'action et les allocations budgétaires

IV. Les bailleurs de fonds et les acteurs internationaux de développement coordonnent et collaborent dans le cadre du Nexus humanitaire-développement pour s'attaquer aux déterminants sous-jacents de la sous-alimentation

Intermediate
outcomes

A. Les communautés sont conscientes des petites actions réalisables et les mettent en pratiques

B. Les communautés ont accès à des services nutritionnels et d'EHA abordables

C. Les Organisations communautaires (OC), les OSC et les médias collaborent régulièrement avec les autorités locales en matière de programmation et de planification financière

D. Les OC, les OSC et les médias ont la légitimité et la capacité d'exprimer les préoccupations des personnes marginalisées et démunies.

E. Les enseignements tirés des parcours et des lacunes de mise en œuvre éclairent l'élaboration des politiques et des lois

F. Les mécanismes de coordination entre le gouvernement et la société civile, ainsi qu'entre différents secteurs (WASH- nutrition- sécurité alimentaire) contribuent à l'efficacité des programmes de WASH et nutrition - santé

G. Les acteurs internationaux participent aux mécanismes de coordination intersectorielle nationales et régionales, partagent les données et s'engagent dans une programmation conjointe.

Outputs

1. Les OSC mobilisent efficacement les communautés autour d'une meilleure nutrition et EHA et les sensibilisent à adopter des mesures anti Covid-19

2. Le secteur privé développe des modèles commerciaux, des services et des produits innovants

3. Les OC, les OSC et les Médias ont des compétences techniques nécessaires pour suivre, analyser et rendre compte des affectations et des dépenses ainsi que des politique et stratégies sur le WASH, la nutrition et la sécurité alimentaire

4. Les OC et les OSC élargissent leur champ d'action pour inclure les intérêts des plus vulnérables

5. Les communautés, les OC et les OSC recueillent des données et des expériences sur la qualité de la nutrition et la prestation de services EHA spécifique au contexte

6. La recherche sur le terrain génère des données probantes et des moyens innovants pour prévenir la sous nutrition et les mauvaises conditions WASH

7. Les OSC participent et contribuent au dynamisme des mécanismes de coordination entre le gouvernement et la société civile, ainsi qu'entre différents secteurs (WASH- nutrition- sécurité alimentaire- changement climatique)

8. Les partenaires de R2G, les OSC et les décideurs s'engagent dans des plateformes pour le partage des données, l'apprentissage par les pairs, l'adoption des bonnes pratiques de gouvernance et plaident ensemble auprès des bailleurs de fonds afin qu'ils alignent mieux leurs financements et la programmation sur les priorités du gouvernement et soutiennent les approches multisectorielles de la nutrition, telle que l'intégration avec les Changement climatiques.

Main intervention topic areas

WASH

Sécurité Alimentaire
et Nutritionnelle

Catalysing strategies to create long-term sustainable solutions

Egalité de Genre et
Inclusion

Appropriation par les
organisations locales

Approches adaptatives
et innovantes

intégrer l'impact de
COVID-19



All children under 5 are well nourished to contribute to the growth and development of children in South Sudan and allow them to reach their full potential

Decision makers jointly and effectively address undernutrition in a multi-sectoral, gender-sensitive and inclusive way

I. **Communities** demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with **private sector partners**

II. Representative and empowered **civil society organisations (CSOs)** effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition

III. **National government and decentralised entities** adopt and mainstream an integrated, multisectoral approach to undernutrition in policies, action plans and budget allocations

IV. **Donors and international development actors** coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition

A. **Communities** are aware of small doable actions and put them into practice

B. **Communities** have access to affordable nutrition and WASH products and services

C. **CBOs and CSOs** regularly engage with local government in programming and financial planning

D. **CBOs and CSOs** have the legitimacy & capacity to voice the concerns of the marginalised and disempowered

E. Evidence on pathways and implementation gaps informs policy-making

F. The multi-sectoral approach is reflected in sector policies and action plans

G. **International actors** participate in intersectoral coordination mechanisms, share data and engage in joint programming.

1. **CBOs** effectively mobilise communities around better nutrition and WASH

2. **Private sector** develops innovative business models, services and products

3. **CBOs and CSOs** have the technical skills to track, analyse and report on allocation and expenditure

4. **CBOs and CSOs** widen their constituencies to include the interests of the most vulnerable

5. **Communities, CBOs and CSOs** gather data and experiences on the quality of nutrition and WASH service delivery

6. Field research generates evidence and innovative ways to prevent undernutrition

7. **R2G partners, CSOs and government** engage in (sub)national platforms for data sharing, peer learning and adaptation

8. **R2G partners and CSOs** lobby donors to better align funding and programming

Main intervention topic areas

WASH

Food & Nutrition
Security

Catalysing strategies to create long-term sustainable solutions

Gender equality and
inclusion

Ownership by local
organisations

Adaptive and
innovative approaches

Integrate COVID-19
impact



All children under 5 in Uganda are well nourished

Government decision makers and other key stakeholders jointly and effectively address undernutrition in a multi-sectoral, gender-sensitive and inclusive way

I. **Communities** demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with **private sector partners**

II. Empowered Local and International **civil society organisations (CSOs)** effectively navigate the civic space to influence decisions on policy implementation and legislation on food, nutrition and WASH

III. **National government and decentralised entities** adopt multisectoral approach to undernutrition and integrate, food, nutrition and WASH in policies, action plans and budget allocations

IV. **Donors and international development actors** coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition

A. **Communities** are aware and empowered to adopt gender sensitive food nutrition and WASH practice

B. **Communities** have access to affordable food, nutrition and WASH products and services

C. Local and intern. CSOs **convene to influence local and central** govt. planning and budgeting processes to prioritize food, nutrition and WASH

D. **CBOs and CSOs** have the legitimacy & capacity to voice the concerns of the marginalized and disempowered

E. Evidence on pathways and implementation gaps informs policy-making

F. Government, CSOs and investors breakdown policy and funding silos related to food, nutrition and WASH.

G. **Donors** participate in intersectoral coordination mechanisms, share data and engage in joint programming.

1. **CBOs**, women, children, adolescent girls, mothers and their families, effectively mobilised and aware of their rights to better food, nutrition and WASH services

2. **Public-Private partnerships** develop innovative and gender sensitive models for better food, nutrition and WASH services.

3. **CBOs and CSOs** have the technical skills to track, analyse and report on allocation and expenditure related to food, nutrition and WASH.

4. **CBOs and CSOs** organised into district and national multisectoral platforms, including marginalised groups for effective joint advocacy.

5. **Communities, CBOs and CSOs** gather data and experiences on the quality of nutrition and WASH service delivery

6. Field research generates evidence and innovative ways to prevent undernutrition

7. **R2G partners, CSOs and government** engage in district multisectoral and budget platforms for data sharing, peer learning and adaptation

8. **R2G partners and CSOs** lobby donors to better align funding and programming

Main intervention topic areas

WASH

Food & Nutrition
Security

Catalysing strategies to create long-term sustainable solutions

Gender equality and
inclusion

Ownership by local
organisations

Adaptive and
innovative
approaches

Linkage to private
sector

Integrate COVID-19
impact

Annex 2. Partnership Agreement

Partnership Cooperation Agreement

Right2Grow Alliance:
The Hunger Project Nederland
CEGAA
Action Against Hunger Spain
MAX Foundation
Save the Children Nederland
World Vision Nederland

Parties

This Partnership Cooperation Agreement (PCA) is concluded between:

1. **Stichting The Hunger Project Nederland**, having its registered address at Arthur van Schendelstraat 500, 3511 MH Utrecht, The Netherlands, hereinafter referred to as 'lead applicant / THP-NL', for the purposes of signature of this PCA duly represented by Evelijne Bruning, in her capacity as Country Director,

AND

2. **Centre for Economic Governance and Accountability in Africa**, having its registered address at 157 Pietermaritz Street, Office Suite B1, Corner Pietermaritz & Peter Kerchhoff Streets, Pietermaritzburg 3201, South Africa, hereinafter referred to as 'co-applicant / CEGAA', for the purposes of signature of this PCA duly represented by Nhlanhla Ndlovu, in his capacity as Director,

AND

3. **Fundación Acción contra el Hambre**, having its registered address at C/Duque de Sevilla 3, 28002 Madrid, Spain, hereinafter referred to as 'co-applicant / ACF-SP', for the purposes of signature of this PCA duly represented by Olivier Longué, in his capacity as General Director,

AND

4. **Stichting MAX Foundation**, having its registered address at Strawinskylaan 503, A-tower, 5th floor, 1077 XX Amsterdam, the Netherlands, hereinafter referred to as 'co-applicant / MF', for the purposes of signature of this PCA duly represented by Margaretha Le Poole - Groenendaal in her capacity as Director/Co-founder,

AND

5. **Stichting Save the Children Nederland**, having its registered address at Laan van Nieuw Oost-Indië 131, 2593 BM The Hague, the Netherlands, hereinafter referred to as 'co-applicant / STC-NL', for the purposes of signature of this PCA duly represented by Pim Kraan, in his capacity as Chief Executive,

AND

6. **Stichting World Vision Nederland**, having its registered address at Utrechtseweg 12, 3811 ND in Amersfoort, the Netherlands, hereinafter referred to as 'co-applicant / WV-NL', for the purposes of signature of this PCA duly represented by Marco van der Graaf, in his capacity as Chief Executive Officer,

(together "Partners").

WHEREAS:

Partners are applying for funding from the **Power of Voices Strategic Partnerships grant** instrument ("PoV"), as part of the Policy Framework for Strengthening Civil Society published by the Ministry of Foreign Affairs of the Netherlands ("MoFA-NL") on December 3rd 2019. The Decree invites civil society organisations to propose a Strategic Partnership with the Social Development Department, Civil Society division (DSO/MO) of MoFA-NL for a 5-year period between January 1st, 2021, and December 31st, 2025.

This application concerns the **Right2Grow consortium**, which consists of the above six civil society organisations (CSOs), and includes four consortium partners from the Netherlands, one from Spain, and one from South Africa (an upper middle income country). One of the Dutch consortium partners

(THP-NL) acts as the Lead Applicant and has registered local Country Offices and an operational track record in four out of the six proposed Programme Countries.

This application specifically addresses the Food Security and WASH nexus, and thus falls under PoV **thematic window #3: Food Security, Sustainable Water Management and/or WASH.**

Furthermore, the Right2Grow consortium proposes to work in six low income countries, all classified as 'Least Developed Countries' on the DAC List of ODA recipients. Furthermore, all six proposed working countries are included on MoFA's BHOS 'Investing in Global Prospects' policy note country list: **Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda:**

- **THP-NL**, a CSO registered in the Netherlands, acting as the Lead Applicant and coordinating the overall implementation of the Right 2 Grow programme including financial and administrative coordination and chairing the steering committee in Uganda for the formulation and coordination of the implementation of the country-level Theory of Change;
- **CEGAA**, a CSO registered in South Africa, acting as co-applicant and providing technical support in all selected countries;
- **ACF-SP**, a CSO registered in Spain, acting as co-applicant and chairing the steering committee in Mali for the formulation and coordination of the implementation of the country-level Theory of Change;
- **MF**, a CSO registered in the Netherlands, acting as co-applicant and chairing the steering committee in Bangladesh for the formulation and coordination of the implementation of the country-level Theory of Change;
- **STC-NL**, a CSO registered in the Netherlands, acting as co-applicant and chairing the steering committee in both Burkina Faso and South Sudan for the formulation and coordination of the implementation of the country-level Theory of Change; and,
- **WV-NL**, a CSO registered in the Netherlands, acting as co-applicant and chairing the steering committee in Ethiopia for the formulation and the coordination of the implementation of the country-level Theory of Change.

SECTION 1 DEFINITIONS

In this Agreement, the following terms shall have the following meanings:

"Administrative decision"	The official nota for Power of Voices (PoV) Grant Instrument that was published in the Government Gazette nr. 65318, 22-11-2019;
"Agreement"	This Partnership Cooperation Agreement;
"Applicant" / "Lead Applicant"	The Hunger Project Nederland (THP-NL), as the recipient of the PoV subsidy;
"Application"	The set of documents submitted to DSO/MO prior to or latest on March 12 th , 2020, on behalf of the Partnership;
"Client"	Civil Society Division of the Social Development Department, Ministry of Foreign Affairs (DSO/MO);
"Co-applicants"	The following consortium Partners: CEGAA, ACF-SP, MF, STC-NL and WV-NL;
"Grant Decision"	The decision in which the submitted Application will be awarded by DSO/MO, under the terms and conditions as laid down therein (' <i>Beschikking</i> ');
"Partners" / "Parties"	Each and every signatory to this Partnership Cooperation Agreement;
"Programme"	The programme defined in the Application (specifically the Theory of Change that forms the basis of this Application) to which this Agreement forms an Annex;
"Stage 3"	The process after selection of the programme proposal, consisting of the elaboration of the Strategic Partnership Proposal and linkage with

	the Multi-annual Country Strategies (MACS) and results frameworks of the Dutch government;
"Steering Committee"	A committee that will be established at Country-Level;
"Global Coordination Committee"	A committee that will be established at Global Level;
"Sub-award agreement"	Written agreement between the Lead Applicant and the other Partners, further detailing practical arrangements, signed after the award of a subsidy for the Right2Grow Programme;
"Subcontract"	Written agreement between each Partner chairing a Country Steering Committee and the subcontractors in that Country.

SECTION 2 PURPOSE AND SCOPE

1. The purpose of the Partnership is to contribute to an enabling environment for fulfilling SDG 2.2¹ through a multi-sectoral approach, so that civil society and government can jointly and effectively prevent and address undernutrition in a gender-sensitive and inclusive way.
2. All Parties enter into this Agreement in the spirit of collaboration, commitment and respect for the conditions under which the respective Partners are working, with the common interest and objective of bringing the programme of work to a successful completion. They shall provide each other all necessary assistance and cooperation to ensure that they are all able to perform their respective obligations, while abiding by the rules of the PoV grant instrument as set out in the Administrative Decision.
3. All Parties will commit themselves to the objective and outcomes defined in the Global Theory of Change as described in the Application.
4. The scope of the Programme is set out in the Application (including its annexes) and the funding for and progress of the Programme shall be shared among the Partners according to the processes, tasks and amounts agreed upon in Stage 3.
5. The Partners convene around the core principle of community-led development and recognize that collaboration with country-based civil society organizations as local partners is indispensable. The Partners acknowledge that the specific role of local partners will be jointly defined in consultation with those local partners for each of the focus countries of this Programme. In general terms, local partners shall be actively involved in programme design, implementation, monitoring and evaluation with an emphasis on inclusion of the most vulnerable, in citizen-generated data and strengthened local dialogue.
6. Each consortium Partner will take the Lead in one Programme Country, and will take on the role of Chair of the Country Steering Committee. Because CEGAA does not have registered local offices in these countries, SC-NL will take the lead in two countries. Not all Right2Grow Consortium Partners will be working in all proposed Programme Countries. However, at the very least three of the Consortium Partners will be active in each Country. The R2G Consortium proposes to divide participation as per the table below. Following adaptive management principles, the extent and level of involvement may vary according to capacity, need and disposability.

¹ SDG 2.2: by 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.

	The Hunger Project (THP)	CEGAA	ACF	World Vision (WV)	Save the Children (STC)	Max Foundation (MF)
Bangladesh	X	X	X	X	X	Lead
Burkina Faso	X	X	X		Lead	
Ethiopia	X	X	X	Lead		X
Mali		X	Lead	X		
South Sudan		X	X	X	Lead	
Uganda	Lead	X	X	X		

SECTION 3 ADDED VALUE OF THE CONSORTIUM

The Parties acknowledge the added value of each Partner and the specific expertise, capacity and track record that each Partner brings to the Consortium on the basis of the added value of individual Partners. The added value of each Partner as well as the Right2Grow Consortium can be summarised as follows:

1. The Right2Grow Consortium includes a diversity of organizations: from well-established iCSOs with a presence at scale to more focused organizations, all with a specific niche and expertise relevant to R2G, and breadth of experience at all levels - from local to global -- and the resources and reach that they bring to the table individually and combined.
2. The Partners have a solid knowledge of and presence in the countries where Right2Grow proposes to operate, and in both development and humanitarian settings.
3. All Partners work with local partners and a wide variety of formal and informal Civil Society organisations, and empowerment and strengthening mutual capacity are intrinsic to our way of working.
4. All consortium members firmly believe that an integrated, multi-sectoral approach is necessary to realise development. The Partners bring different perspectives on this, with an emphasis on the nexus of WASH and food & nutrition security by both ACF and MF, while STC, WV, and THP bring ample experience in both intervention areas as part of a holistic community-led development approach to which all Consortium Partners subscribe.
5. The Alliance will include country-specific local partners, many of whom have already been involved in the Country Consultations held early 2020 leading to the development of this proposal, but with whom formal agreements will be signed if the R2G is successfully approved to stage 3 of Power of Voices.
6. While THP is Lead Applicant, all 6 Consortium Partners have a joint stake in R2G, and in stage 3 we will define specific roles and responsibilities based on capacity, complementarity, and an effective division of labour. That said, we have identified areas of particular added value of the Partners which will guide the allocation of responsibilities:
 - a) THP has expertise in the intersection of gender and nutrition, promotion of indigenous foods, and grassroots mobilisation and advocacy capacity building. THP coordinates the global Movement for Community-Led Development, and both STC and THP are members of the Netherlands International Working Group on Nutrition;
 - b) CEGAA will provide technical assistance and capacity strengthening in budget monitoring and expenditure tracking at local and national government levels;
 - c) ACF has a strong evidence and research track record on the prevention and treatment of acute undernutrition, and is a global leader on WASH and Nutrition research and guidance. In addition, ACF has expertise in policy analysis, and on disseminating research findings to inform decision-making. ACF currently chairs the Sustainable Sanitation Alliance (SuSanA) WASH-Nutrition working group;

- d) STC provides nutrition expertise and the ability to get political commitment in direct dialogue with national governments and globally. STC also convenes the SUN Civil Society global network;
- e) MF brings solid experience and evidence in integrated approaches to tackling undernutrition and migrating ownership to local and national civil society organisations and governments, and in market-driven supply & demand. MF is active in the NGO Platform of the Netherlands Water Partnership;
- f) WV has a proven track record in the field of Social Accountability through its model Citizen Voice and Action (CVA), which uses citizen-generated data for advocacy, M&E frameworks, and a strong global campaigning capacity.

For more information about the added value and track record of each Consortium Partner, see Annex A ("Consortium Partners Expertise and Added Value").

SECTION 4 TERMS OF AGREEMENT AND TERMINATION

1. This Agreement provides the regulatory framework for the relationship and division of work between the Partners that will be carried out under the Programme as described in the Application and confirmation of roles and responsibilities of Partners and communication protocol, after granting of the subsidy for the duration of the Programme.
2. This Partnership Cooperation Agreement may be updated if that is deemed to be necessary by at least two of the Partners. Any proposed changes to the Partnership Agreement need to be approved by consensus by the full Global Coordination Committee.
3. This Agreement shall take effect upon the signing by all Right2Grow Consortium Partners and shall remain in effect until an updated Agreement, as indicated in 4.2, has been signed. The Partners' services shall commence when the Grant Decision becomes effective.
4. The Agreement shall remain in effect for the duration of the Project and until all rights and duties arising out of this Agreement and outlined in the Grant Decision of the Client have been settled.
5. The participation of individual Partners in this Agreement shall terminate either by 'formal end', i.e. satisfactory completion of all rights and duties outlined in the Grant Decision, or shall terminate forthwith:
 1. In the event that a Partner has committed a material breach of this Agreement and/or the Grant Decision and/or the Sub-Award Agreement, and the breach cannot be remedied or the Partner(s) fail(s) to remedy the breach within 20 business days of receiving notice from the Client to do so;
 2. In the event that the Client terminates the Grant Decision for any reason whatsoever; or,
 3. In the event that the Client ceases to provide funding for the Project for any reason; or,
 4. In the event that a petition for bankruptcy is filed for or on behalf of the Partner; or,
 5. In the event that the Partner is commits any act of gross negligence, gross fault or persistent misconduct; or
 6. In the event that the Partner fails or refuses after written warning from the Lead Applicant to carry out the duties or obligations reasonably and properly required of it under this Agreement; or
 7. In the event that the Partner ceases to operate its business or undertaking;
 8. In the event that the Partner provides the Partnership with any false or misleading information with regard to its ability to perform its duties or obligations under this Agreement; or
 9. In the event that the Partner has done anything which brings the Partners or the Project into disrepute or otherwise damage others, including, but not limited to, committing an act of fraud or dishonesty, whether or not connected with the Project.
6. In the event of the occurrence of any cause constituting Force Majeure, the affected Partner must inform the Lead Applicant in writing if unable to meet its responsibilities under this

Agreement. Force Majeure is taken to mean an unforeseeable or exceptional event beyond the reasonable control of any Partner, which involves an act of nature or war - whether declared or not, invasion, revolution, insurrection or other acts of a similar nature. Labour disputes, strikes or financial difficulties as described under 4.4 do not constitute Force Majeure. No Partner will be considered to be in breach of its obligations under this Agreement if it has been prevented from complying by a cause constituting Force Majeure.

7. Except in case of serious breach of this Agreement, or otherwise in cases specified in 5 and 6, no Partner has a right to unilaterally leave the Partnership unless in case of true and just cause.
8. The termination of this Agreement, howsoever arising, is without prejudice to the rights, duties and liabilities of the Partners accrued prior to termination. The expressed or implied provisions in this Agreement, which have effect after termination shall continue to be enforceable, notwithstanding termination.
9. The updated Partnership Cooperation Agreement requires consensus of all parties involved in the Agreement.
10. Nothing in this Agreement is intended to contradict the terms and conditions of the Administrative Rules as set out by the Client. Any inconsistency between the different parts of this Agreement and the Client's requirements shall be resolved by giving precedence in the following order: (a) the terms and conditions of the Grant Decision inclusive of all the Client's rules and regulations, (b) the terms and conditions of this Agreement.
11. The Lead Applicant will use its best efforts to alert the co-applicants to the provisions of the Grant Decision that may override those of the Agreement, but it shall be the co-applicants responsibility to ensure that their subcontracts are managed in compliance with the Client's rules and regulations.

SECTION 5 ORGANIZATION, MANAGEMENT AND RESPONSIBILITIES WITHIN THE PARTNERSHIP

5.1 Management structure of the Partnership

1. The Partners recognize and adopt the following guiding principles underpinning the governance mechanisms of the Partnership: vision and priorities are set by the country-based civil society organizations and community groups; to build on local strengths; collaborate across sectors; and intentionality and adaptability in working to achieve systemic change.
2. The Partners shall establish a Coordination committee at the Global level and a Steering Committee at country-level in each of the Program Countries. The Global Coordination Committee will be responsible for coordination and oversight and provide guiding principles to country teams for them to determine local partner representation in country-level Steering Committees. To ensure alignment with global objectives as described in the global Theory of Change, the Global Coordination Committee will approve country budgets and work plans.
3. The Global Coordination Committee will be chaired by the Lead Applicant and composed of one representative of each respective Partner and the chairs of the Country Steering Committees.
4. The Lead Applicant will carry the ultimate contractual responsibility and liability, as laid down in the Grant Decision. At the same time, the Partners recognize the joint responsibility for the implementation of the Programme and each Partners' contribution to that.
5. The Partners will establish a Steering Committee per country. There will be a total of 6 Steering Committees. The country-level Steering Committees will be responsible for developing and using country-level Theories of Change as a guide to implementation and process evaluation. This means that decision-making power about the division of tasks, roles, responsibilities and associated proposed budget allocations lies with each of the countries Steering Committee.

6. Each country-level Steering Committee will be chaired by one of the Partners. This Country Chair will act as representative of the country-level Programme in the Global Coordination Committee.
 - a. The Country Chair will be responsible for the coordination and proper implementation of the country-level Programme, in accordance with the tasks and amounts agreed upon during Stage 3 and in the annual Country Plan.
 - b. There will be at least equal representation of the number of local partners in the Steering Committee compared to the representation of Consortium Partners.
 - c. Country-level Steering Committees will meet on a quarterly basis. The agenda shall be circulated by the country chair at least five (5) days before the quarterly meeting. The meeting minutes and decisions are duly documented by the country chair, and shared within seven (7) days with the Lead Applicant.
7. The Global Coordination Committee (GCC) will meet (virtually) on a quarterly basis, and within two (2) weeks after the quarterly steering committee meetings, for main coordination and decision-making and during which country chairs shall present on progress made against the country-level Theory of Change. The Lead Applicant shall circulate the agenda to all Partners at least five (5) days before the quarterly meeting. The meeting minutes and decisions are duly documented by the Applicant.
8. Decision making will take place during quarterly meetings of the Global Coordination Committee and of the steering committees, either via qualified majority voting and a quorum of three-quarters of Committee members. In case decisions concern individual Partners, approval needs to be obtained from the other Partners. Decisions may also be made by means of written communication provided these decisions are made within the framework of the Grant Decision signed with MoFA, including compliance with MoFA's rules and regulations.
9. The Partners agree that THP-NL shall act as the lead intermediary between the Partnership and the Client, thereby representing the interest of the Partners vis-à-vis the Client. Where possible, at least one other Partner will be invited to join in any MoFA meetings. A copy of all correspondence relating to the work and activities of the other Partners must be forwarded to all Partners without delay. All correspondence affecting material interests of the other Partners shall be agreed in consultation with these before mailing.

The Applicant will Sign a Sub-Award Agreement with each individual Partner, following the receipt of the Grant Decision by the Applicant. This will be done in good faith and in a timely manner, that is within one month after a positive decision of the Client towards supporting this Project, and will contain at a minimum, but not exclusively, the following issues in more detail:

- a. The terms, provision and conditions of the Grant Decision that apply to the individual Partner;
- b. Reporting schedule;
- c. Funds and budgets allocated to the Partners for Year 1;
- d. Payment schedule;
- e. Financial records and administration; and
- f. Donor requirements.

5.2 Responsibilities

1. Each Partner undertakes to use all reasonable endeavor to support the achievement of the goals of Project and accordingly implement the tasks assigned to it, as described in the Project application to which this Agreement is an Annex.
2. Each Partner acknowledges that its operation within the Project is under its own responsibility and liability.
3. The Partners agree to enable the Lead Applicant to fulfil its obligations towards the Client in respect of the subsidy and to fulfil their obligations towards the Lead Applicant and towards the Client.
4. Each Partner undertakes to participate (pro-)actively and appropriately, where necessary and according to the content of this Agreement and the Grant Decision, in the Partnership and improve the Partnership and the Project during its course based on feedback and monitoring and evaluation findings.

5. All Partners shall provide the key personnel needed to successfully implement the Project according to the schedules defined in the Grant Decision, of which the Project application forms an integral part, ensuring all dates and activities of the work, deliverables and events are met and done accordingly.
6. The Partners agree that the Lead Applicant shall coordinate reporting to the Client based on the information provided by the Partners. All Partners shall provide the required information and data about the implementation of its respective tasks and activities within the Project to the Lead Applicant in a timely and qualitative manner to fulfill the reporting requirements as outlined in the Grant Decision, and compliant with International Aid Transparency Initiative (IATI) standards. The specific dates as per when these inputs are to be delivered will be taken up in the Sub-Award Agreement to be drawn up between the Lead Applicant and the Co-Applicants.
7. Each Partner is free to engage sub-contractors for specific services for its contribution to the Project in accordance with the Grant Decision on the basis of a written and signed agreement, which should at a minimum ensure compliance of the sub-contractor with the provisions of this Partnership Cooperation Agreement. The respective Partners shall be fully responsible for the performance of the sub-contractor as part of its share in the Project.

SECTION 6 FINANCIAL MANAGEMENT

1. The sharing of costs and risks are defined in the Right2Grow consortium Budget Principles, attached here as Annex B.
2. The Partners hereby authorize the Lead Applicant to receive and disburse the financial installments of the Client. The Lead Applicant shall allocate this funding to the other Partners in accordance with the Grant Decision and the rules outlined in this Agreement.
3. Once financial installments have been received by the Lead Applicant, the Lead Applicant is expected to disburse the allocations to the co-applicants within one (1) month, based on the Sub-Award Agreements.
4. In case funds are to be transferred to Partners in a currency other than euros, the Lead Applicant shall use the date of receipt of that installment from the Client as the value date to determine the exchange rate for the Partner.
5. The payments by the Lead Applicant to the other Partners will depend on the timely availability of the financial installments to be provided by the Client to the Lead Applicant. Co-applicants have the right to halt implementation of the Project if there is a significant delay in payment. A delay is considered to be significant when it has a negative impact on the Project, or when it exceeds a period of 2 months.
6. The Partners acknowledge that it is a requirement that all the Project Funds are used for the purposes and in accordance with the approved Project Budget or as otherwise approved by the Client in writing in advance.
7. Each Partner agrees to comply with audit procedures that are in accordance with generally accepted auditing standards. All Parties will cooperate fully with any internal or external audit requested by the Client, even if such an audit takes place after the expiry or termination of this Agreement.

SECTION 7 INTELLECTUAL PROPERTY RIGHTS

1. Parties will exchange knowledge in the context of the Project arising from this Agreement.
2. The Party who generates Project Results or knowledge in the context of the Project is the owner of these Project Results or this knowledge.
3. In case of joint ownership of Project Results or knowledge, the joint owners shall negotiate a separate agreement with regard to joint ownership of any potential IP that may develop from this Agreement. Where no joint ownership agreement has yet been concluded:

- a. each of the joint owners shall be entitled to use their jointly owned Project Results or knowledge on a royalty-free basis, and without requiring the prior consent of the other joint owner(s), and
 - b. each of the joint owners shall be entitled to grant non-exclusive licenses to third parties, without any right to sub-license, subject to the following conditions:
 - i. at least 45 days prior notice must be given to the other joint owner(s);
 - ii. and Fair and Reasonable compensation must be provided to the other joint owner(s).
- 4. The knowledge generated within the framework of the Project, such as, but not limited to Project Results, will be shared and disclosed to the other Parties in so far as is needed for the other Parties to carry out their part of the Project.
- 5. Knowledge, which was already in possession of a Party before the starting date of the Agreement as well as knowledge generated by a Party outside the scope of the Project, remains property of that Party.
- 6. Parties will grant access to their existing knowledge to the other Parties if this is foreseen in the Project Plan and is needed for the Project.
- 7. Any party may prescribe reasonable standards of quality and performance in relation to its own industrial and intellectual property rights. The other parties must comply with these standards and all reasonable directions from the owner.

SECTION 8 CONFIDENTIALITY

- 1. The Partners must, and must ensure that their Personnel:
 - a. Treat the following as strictly confidential:
 - i. this Agreement; and
 - ii. all information obtained by them and/or their Personnel in connection with this Agreement or the Project that is expressly stated to be confidential by the disclosing party or ought reasonably be considered to be confidential; and
 - b. not discuss, publish or otherwise disclose the information referred to in clause 7.1(a) to any person except:
 - i. to the extent such disclosure is necessary in order to carry out the Project;
 - ii. as otherwise approved in writing by the disclosing party; or
 - iii. as, and to the extent, required by law.
- 2. This clause does not apply to the disclosure of information to the Client, as the Client is entitled to such information according to its current grant conditions, award letter and general guidelines.
- 3. This provision does not apply to information in the public domain (except where such information is in the public domain as a result of a breach of this provision).
- 4. This clause shall also continue to apply for a period of three years beyond the term of this Agreement.

SECTION 9 LIABILITIES

- 1. Notwithstanding the fact that the Lead Applicant acts as sole liaison towards the Client and is the recipient of the funds granted by the Client and as such is responsible towards the Client for the implementation of the Project and the compliance with the provisions of the Grant Decision, all Partners are severable liable to the Client for their performance in the Project.
- 2. Should the Client claim any reimbursement, indemnity or payment of damages from one or more of the Parties, the Parties agree that
 - a. each Party whose failure has caused or contributed to cause such claim shall indemnify each of the other Parties of such claim and hold each of the other Parties harmless from and against the failure of the Party to fulfil its obligations under this Agreement and subsequent Sub-Award Agreements;

- b. in the event that it is not possible to attribute the failure to any Party in particular, the amount claimed by the Client will be apportioned among all the Parties, proportionally to their project share;
3. The liability of one Party to another Party and the Client is in any case limited to direct damages with a maximum of the price of the Project for the part that that Party participates in the Project, provided such damage was not caused by a gross fault and/or due to willful misconduct by that Party.
4. Parties shall in no case be liable, towards the other Parties and the Client, for any indirect, incidental or consequential damages (including without limitation, lost business or profits, loss of contracts, loss of data or loss of use of equipment).
5. A Party shall not be liable towards the other Parties and the Client for any claims, costs or damages that may result, directly or indirectly, out of the performed Project and/or the use of the Project Results, unless and to the extent that damage is caused by gross fault and/or due to willful misconduct by that Party.
6. Each Party shall be solely liable for any loss, damage or injury to third parties resulting from the performance of the said Party's obligations by it or on its behalf under this Agreement or under the Decision, proportionally to the Party's project share. Liability of the enterprise will be determined under the updated Agreement, until which the Parties involved in setting up this enterprise shall be liable for their performance.
7. All Parties are liable for their part and budget of the Project. In case a Party fails to perform its tasks and deliverables or fails the audit of the external auditor conducted to comply with the Client's requirements, or otherwise is in breach of the project and the Client would therefore reclaim the provided funds/subsidy linked to these deliverables from the Lead Applicant, the Lead Applicant has the right to reclaim these funds from the Party in breach. The Lead Applicant can also withhold any payment due to a Party in case that party is in breach of its obligations under this Agreement and/or the Grant Decision or when no detailed sub project plan has been provided that matches the overall project planning or when the Partner has been identified by the Project Management Committee to be in breach of its obligations under this Agreement, the Grant Decision or to a Party which has not yet signed this Cooperation Agreement. The Lead Applicant is entitled to recover advance payments to a Defaulting Party, from the Defaulting Party.

SECTION 10 GENERAL PROVISIONS

10.1 Governing law

This Agreement is governed by and will be construed according to the laws of the Netherlands.

10.2 Exclusiveness

1. This Agreement does not preclude the Partners from working with other companies / organizations / networks within the scope of and in accordance with the Grant Decision.
2. The Partners commit to be transparent about the establishment of Partnerships with third parties as foreseen in clause 9.2.1, and to avoid that these Partnerships interfere with the Partnership as referred to in this Agreement.

10.3 Settlement of disputes

1. The Parties agree to cooperate in good faith in the performance of this Agreement, to communicate openly and honestly and generally to attempt to avoid disputes in connection with this Agreement. If nevertheless a dispute should arise, the Parties agree to attempt first to resolve such dispute amicably by direct negotiations and failing which, the dispute shall be settled in accordance with the Rules of Conciliation and Arbitration of the International Chamber of Commerce by one or more arbitrators to be appointed in accordance with these Rules. The arbitral tribunal shall meet in The Hague, the Netherlands.

2. Litigation costs shall be borne by the Partners involved in the dispute in such proportions as may be determined fair and reasonable in all circumstances by the mediator or arbiters, or, if no determination is made, by the Partners in equal proportions.

10.4 Final provisions

1. If any provision of this Agreement shall be found to be invalid or unenforceable, by any court or administrative body or competent jurisdiction, it shall not affect the other provisions of this Agreement, which shall remain in full force and effect. Any such provision shall be replaced by a similar provision, valid and enforceable.
2. Any amendments or supplements to this or the updated Agreement must be made in writing and shall be subject to the prior consent of the Client.
3. This Partnership Cooperation Agreement has been drawn up in the English language, which shall be the binding and ruling language for all matters relating to the meaning or interpretation of this Agreement.

This Partnership Cooperation Agreement is read, understood and agreed by all Partners.

The Hunger Project Nederland
Evelijne Bruning, Country Director

Date: 4 March 2020

Signed:



Centre for Economic Governance and Accountability in Africa
Nhlanhla Ndlovu, Director

Date: 5 March 2020

Signed:



Fundación Acción contra el Hambre,
Olivier Longué, General Director

Date:

Signed:



Stichting MAX Foundation
Margaretha Le Poole-Groenendaal,
Director/Co-founder,

Date:

Signed:

Save the Children Nederland
Pim Kraan, Chief Executive

Date: 6 March 2020

Signed:

Stichting World Vision Nederland
Marco van der Graaf, CEO

Date:

Signed:



Annex A- Right2Grow Consortium Partners Expertise and Added Value

Action Against Hunger (ACF)

Created in 1979, International Non-Governmental Organization – Action Against Hunger (ACF) – is fighting against hunger in the world. Its mission is to save lives by eradicating hunger through the prevention, detection, and treatment of malnutrition, in particular during and after emergency situations caused by conflicts and natural disasters. Structured as an international network with five headquarters, ACF provides a coordinated response in nearly 50 countries. In 2018 alone, ACF had more than 7,500 field staff assisting more than 21 million people.

For 40 years, ACF has been leading the global movement that aims to end life-threatening hunger and all forms of undernutrition for good within our lifetimes and has been constantly searching for more effective solutions, while sharing its knowledge and expertise with the world. Every day ACF's teams conduct scientific research so that the organization can have more effective actions in the field, improve operational programmes and inform its advocacy initiatives. ACF pushes for long-term change.

Eradicating hunger on a long-term basis and fighting efficiently against poor nutritional status of the most vulnerable involves getting to the root causes: dysfunctional food systems, lack of access to water and sanitation facilities, poor hygiene, inadequate healthcare systems, conflicts, natural disasters, the effects of climatic change, status of women, policies, education, poverty... Since the reasons for undernutrition are manifold, ACF's response is multi-sectoral based on seven areas of expertise: water, sanitation and hygiene (WASH); nutrition and health; food security and livelihoods; mental health, care practices, gender and protection; advocacy; risk and disaster management.

Providing this expertise, especially the integrated approach that ACF promotes, should greatly support achieving the goals envisioned under the Right2Grow Alliance.

ACF is present in all six countries targeted by Right2Grow, with a good knowledge of local contexts, capacity to mobilize local communities and already established networks and partnerships with local and national stakeholders. ACF has a notable experience in awareness raising of how important it is to fight against undernutrition and make people recognize that it is a major public health problem that requires decision-makers to pay more attention to as well as to provide adequate funding. Another added value that ACF brings to the Consortium is a good track record in policy analysis together with promoting lasting changes to policies and practices and influencing political decision-makers both at national and international levels. All this should provide a valuable contribution to the implementation of Right 2 Grow programme objectives.

CEGAA

CEGAA was founded in 2006 to contribute to the attainment of efficient and equitable public financing in Africa to enable a comprehensive response to ill-health by contributing to an empowered civil society and skilled public service, through trainings or capacity enhancements, research and budget advocacy with and by civil society, government workers and members of parliaments.

CEGAA has vast experience in budget monitoring, expenditure tracking (BMET) and advocacy, as tools to analyse and challenge government systemic or structural challenges that block individuals, groups and communities from accessing their rights delivered through public policy interventions they are entitled to. CEGAA has worked in East and Southern Africa, and has supported civil society partners in various places around the world as part of its affiliation to the International Budget Partnership's programmes and Open Society Foundation's Community of Practitioners on Accountability and Social Action in Health (COPASAH), using its expertise to support the partners in budget research for evidence-based participation in public policy processes, resulting in improved transparency and social and financial accountability.

CEGAA's added value in the R2G alliance is in the fields of public policy, public finance, health financing and social accountability involving:

1. Facilitation of civil society organisations' recognition of the government budget as a powerful policy instrument for advocacy;
2. Provision of capacity and tools that are effective and easy to use to challenge and/or influence government systems and processes in place for nutrition and WASH policy development, resource allocation and implementation;
3. Enhancement of the technical skills of civil society, relevant government officials and policy-makers in the region to remove structural and financial barriers to public policies;
4. Increasing influence through strategic global, regional and national opportunities for greater access to financial resources for health, nutrition and WASH, and;

5. Integrating the budget monitoring approach into community monitoring approaches such as citizen report cards and community score cards to empower communities with financial evidence for their advocacy campaigns in different political environments in a sustainable way.

Max Foundation

Max Foundation (MF), an innovative, business-driven CSO founded in 2005 in the Netherlands, aims to save as many children's lives as possible in the most effective and sustainable way, by giving children a healthy start in life. MF's focus is on tackling stunting for children under five, using a multi-sectoral approach integrating WASH, nutrition & food security. It has reached over 2 million people to date. The goal is full coverage, while targeting hard to reach areas and vulnerable groups such as the poorest (pregnant) women and children.

Sustainability is key: ownership is migrated to local actors (government, civil society, private sector) by the end of the programme, aiming for community strengthening, institutional embedding, and sustainable market models (supply and demand). A unique selling point of MF is its leverage: we secured almost double the initial grant amounts in local community and government contributions, for a total cumulative value of 27 million EUR. In other words, for every 1 EUR we spend on water & sanitation, local communities (households and government) invest 6.

MF has developed an evidence-based integrated Healthy Village (HV) approach to reduce stunting in Bangladesh, creating a healthy environment for children to grow, with plans to reach 600 officially designated Healthy Villages in Bangladesh by 2021. MF's flagship HV programme in Bangladesh was the first funded by EKN from two funding streams (food security & water). MF has implemented several multi-year, multi-million programmes in Bangladesh. Together with Plan and Wageningen University Research it is rolling out a large-scale Healthy Village programme (2020 – 2025) in Ethiopia covering 4 woredas, supporting the Government of Ethiopia's ambitious goal to achieve zero stunting by 2030 through secondment of staff to the Ministry of Health, for example.

The Healthy Village is an integrated (WASH-Nutrition & Food security) approach that focuses on change in nutrition and hygiene behaviours that impact stunting, through family and community participation rather than service delivery. A key trigger for change is child growth monitoring in village courtyards, using peer-to-peer learning. We advocate change in institutional attitudes and use change agents to enable villagers to analyze their stunting situation and bring about collective decision-making to stop stunting. Our overall goal is that Both Bangladeshi and international actors (government, CSOs) will adopt the approach and that it will be mainstreamed across Bangladesh and Ethiopia in the next 5 years.

Added value of Max Foundation within the consortium is:

- Strong on ignition (awareness to action) of community, wider CS, and government to change practices that impact stunting, with 62 municipalities to-date adopting the HV approach, for which MF tapped into a governmental horizontal learning programme. This and the new HV programme in Ethiopia provide evidence, best practices & government and CS relationships on which R2G can build. KIT is currently conducting multiple studies to gather verified evidence on the efficacy of MF's innovative stunting reduction work.
- MF is recognized as one of the niche organizations focusing on the WASH, food & nutrition security nexus for stunting reduction, and co-convoked a session with 12 other partners at World Water Week in Stockholm (UNICEF, WHO, ACF, German WASH Network, World Bank) on the topic. MoFa aims to better integrate their own WASH & Nutrition strategies, and MF is a well-regarded partner of the Dutch government on this topic, and was invited to present at an IGG-sponsored event in January 2019 on the WASH-nutrition nexus.

Save the Children

Save the Children Netherlands works through Save the Children global implementation offices with different partners at global, national, regional, community and household levels to treat and prevent malnutrition through multi-sectoral and nutrition-specific and nutrition-sensitive programming for the most disadvantaged families.

Our programs address the needs for: adequate food and nutrient intake; protection against infectious diseases through direct support programs; awareness raising and technical assistance programs; increasing access / availability of these services and better practices through social and behavior change communications; and research and advocacy for policy change.

To ensure progress on the frontlines of nutrition, Save the Children seeks to get and calls for action on political commitment, notably through partnering with national Civil Society Networks, conducting research and playing a prominent role in advocacy platforms such as the Scaling Up Nutrition (SUN) movement. Save the Children convenes the SUN Civil Society global network and facilitates coalitions in several countries to build capacity in nutrition planning and policy. In South Sudan, Save the Children is co-chair of the South Sudan Civil Society Alliance (CSA). CSA amalgamates and amplifies CSO voices alongside UN and government networks, profiling nutrition as everybody's business and rallying commitment to the cause from government, donors, academia, private sector and other CSOs.

On a community level, Save the Children supports local organizations by developing capacity for awareness raising and advocacy, and initiates and supports campaigns on nutrition and WASH. Save the Children regional advocacy offices, country offices and their partners involved in this action have strong track-records in CSO capacity strengthening and are active on both the national level and community level. These activities are underpinned by strong partnerships and local networks. Save the Children key strengths for the R2G alliance are:

- CSO capacity-strengthening on awareness raising, lobby and advocacy;
- Strong presence and partner networks on the international, regional (i.a. through regional advocacy offices), national (i.a. CSA-SUN) and community level;
- Bringing expertise in nutrition, WASH, and advocacy for policy change.

The Hunger Project

The Hunger Project Nederland (THP NL) was founded in 1980. THP is a global, non-profit, strategic organization committed to the sustainable end of world hunger. Our **vision** is a world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

THP is operational in 23 countries with some 340 staff members and currently works in just over 16.000 communities in Africa, South Asia and Latin America. THP uses a holistic, innovative approach - empowering over 17 million women and men living in remote rural villages to become the agents of their own development and to make sustainable progress in overcoming hunger and poverty. While adapted to meet local challenges and opportunities, all THP's programs have three essential pillars: 1. [Empowering women as key change agents](#); 2. [Mobilizing entire communities into self-reliant action](#), 3. [Fostering effective partnerships to engage local government](#).

Global advocacy

The Hunger Project has a two-part **mission**: to pioneer new, gender-focused community-led methodologies, and to advocate for their widespread adoption in countries around the world. We advocate in alliance with like-minded civil-society organizations and other stakeholders who share our values and our determination to achieve the profound transformation required to support women, men and youth as the authors of their own development.

In engaging with policy makers, The Hunger Project establishes relationships based on a spirit of partnership, in order to transform the underlying mental models that give rise to the current top-down development paradigm – a paradigm which we intend to transform. In 2015, after the most participatory policy making process in human history, the world adopted 17 Sustainable Development Goals - including the bold goal that THP stood for since its foundation – Zero Hunger.

The Movement for Community-led Development (CLD)

The Movement for CLD was launched on the day the SDGs were adopted. CLD is an umbrella term that describes the process of working together to create and achieve locally owned visions and goals. All strategies pioneered by THP are CLD approaches, as are those of many other organizations. The Movement currently has 65 members, who share the frustration that the prevailing paradigm driving development funding results in mostly short-term, top-down projects. Both globally and in national chapters, the Movement brings groups together to share promising practices, compile evidence about where and how CLD works (*coming soon: a joint [meta-data impact](#) analysis with the World Bank - encompassing approximately 325 evaluations spanning 50+ countries, submitted by 60 organisations*), and to engage governments and donors in dialogue around the many ethical and practical advantages of CLD. Our ultimate goal is for national governments to establish the policies and budgets that will enable all communities to achieve their goals on a sustainable basis. The Hunger Project serves as the global secretariat for the Movement. It is piloting a [chapter in the Netherlands](#) together with Partos/theSpindle and Butterfly Works.

Gender Equality and movement building are key to all development. In addition to Movement for CLD, The Hunger Project therefore plays an active role in numerous alliances and platforms at the intersection of gender, nutrition and development, including but not limited to: [Her Choice](#); Girls Not Brides; [Partos](#) (THP NL has a board position); [the Impact Challenge](#) (THP NL is on the steering committee); [World's Best News Movement](#) (THP NL co-founder and advisory board member); [the Netherlands International Working Group on Nutrition](#); the Alliance to End Hunger, The Partnership for 1000 Day Nutrition, and the SUN (Scaling Up Nutrition) Movement.

World Vision

World Vision Netherlands established in 1981 is part of the global, Christian, child-focused and community based partnership, working in 6 continents in nearly 100 countries over the world since 1950. Our vision for every child, life in all its fullness. We pursue this through integrated, holistic commitment to: transformational development that is community based and sustainable; Emergency Relief; Promotion of justice; Partnerships and Public Awareness that leads to informed understanding. WV wants to ensure healthy lives and promote well-being for all children and their communities supported by different nutrition and health models and global campaigns.

World Vision Netherlands works with different field offices all over the world. Many field offices are implementing the holistic multi-sector approach through area programmes. In these programmes we work with vulnerable communities on Food security, Health, Nutrition, Education and more.

World Vision has a proven Track Record in the field of Social Accountability through its model Citizen Voice and Action (CVA). This model is World Vision's unique approach to social accountability and local advocacy. With this model, civil society at the community-level becomes strengthened in their capacity to demand for better public services and their rights. This community-led model provides valuable citizen-generated data that can be used for lobby and advocacy activities at both the local and the national level and helped stakeholders to connect local realities to sub national and national dialogue. Since 2005, hundreds of communities in more than 600 World Vision supported programmes around the world have used CVA to improve the quality of services in their areas.

To facilitate the management of this data, a CVA database has been developed, a web-based information system that captures data from the community scorecards, monitoring of service standards and community action plans and enables aggregation and analysis of citizen data. It is built to support the CVA process by capturing data generated at the heart of the process, the community gathering, and generates various analysis and reports on citizens' perceptions of the various services, and the service's compliance with policy e.g. health centers, clinics and schools. The data can be used by various stakeholders in the improving services & influencing policy phase.

World Vision's experience is that social accountability empowers communities so that, long after the organisation has left, they understand their rights to services and have the knowledge and confidence to lobby for improvements. World Vision staff have also witnessed the impact on government officials - and their greater accountability in response - when they see and hear citizens who are knowledgeable and confident to take collective action to improve their situation.

At the national level, many field offices participate in the review and improvement of existing legislation and policies, and engage with existing platforms designated to oversee the implementation and monitoring.

In the different Right2Grow countries is World Vision working closely with the local, regional and national governments and in some countries are even advising on policies and strategies. On national levels do we participate in SUN Networks and participate in different national councils on nutrition and WASH.

The scope of World Vision through its development and humanitarian programs has provided a strong network at both community and national level that can be leveraged for the lobby and advocacy strategy of Right 2 Grow.

Annex B- Right2Grow Consortium Budgeting Principles and identified risks

The global coordination committee defined budget principles for the total Right2Grow budget:

- Risks & costs of project development will be shared equally by all partners, and also shared in implementation according to the roles of lead and co-applicants as defined in the Partnership Agreement, and per assigned budget.
- The Right2Grow Alliance will equally divide the budget for 6 countries, which includes budget for coordination and activities at national level and we bring evidence based advocacy from local level to national level. The costs of country programmes will be assessed and validated by the global coordination committee, allowing for adjustments to be made if needed.
- The country budget will be allocated on the basis of what is needed to deliver the defined objectives, and a to-be-agreed on division of tasks and expertise amongst alliance partners and subcontractors at local level through a transparent consultative process. This division will be done on an annual basis, although related to the multi-annual contract, as part of the review of the Theory of Change and the needs identified of the local partners. Budgets may be adjusted on the basis of the adaptive learning process.
- Budget will be reserved for mutual capacity strengthening needs identified by local partners.
- Out of the requested 60 million Euro, 70% will go directly to the 6 country programmes. Of the allocation for the consortium partners (30%),
 - 5% will be budgeted for the administration and management of the lead applicant
 - 25% will be budgeted for all consortium partners for the overall programme management and the contribution for technical assistance to safeguard gender & inclusion and other thematic priorities like nutrition and WASH in our lobby and advocacy activities, with a specific budget allocated for MEAL.
 - An ICR rate per partner will be 8% or based on current agreements with the Dutch Government.

A contingency budget will be reserved by the chair of each country-level Steering Committee, which can be allocated towards rapid changes in the context which were not foreseen in the annual budgets and plans.

For the Right2Grow programme the following key risks have been identified during proposal development where likelihood and impact have been marked with the level of risk: High (H), Medium (M) and Low (L).

Risks	Likelihood (H/M/L)	Impact (H/M/L)	Risk management measures
Context-related risks			
Required permission of official bodies might delay implementation	M	M	Invest enough time for engagement with the right bodies to get agreement on starting implementation.
Outbreak of diseases and natural disasters, climate change effects in different parts of the country	M	H	Disaster preparedness measures should be in place and followed once the event occurs.
Political unrest	M	H	Taking into account during development of our country programmes during phase 3, for having adjusting approaches.
Political shift (elections) might change commitment/policies	M	H	Ensure ongoing dialogue with key stakeholders on the programme. Get hold of people that will be there for a longer period. Make sure that line-ministries are involved in the design of the programme to ensure their input and feeling of ownership is supported.

Organisational risks			
Staff turnover	M	L	Institutionalisation of information. Use staff from other project areas secondments to fill gaps.
Factors (e.g. solvency and compliance issues) affecting the local partners may inhibit their participation	M	M	Adheres to internal due diligence processes. Support to local partners on reporting/donor compliance and financial and organisational management.
Financial risks			
Corruption	L	M	Adherence to financial procedures within consortium partners and among the local partners. Independent audits. Assess and strengthen partners internal control measures.
Delays in disbursements	M	H	Ensure timely partner agreements with local partners to facilitate timely disbursements.
Exchange rates variance	M	M	The standard policies of the consortium partners will be leading. For reporting we will align.

Annex 3. Track Record



RIGHT2GROW

TRACK RECORD

The Right2Grow Alliance members' track record shows relevant subject matter and advocacy capacity as well as capacity building skills, both in national-level joint policy analysis (in Ethiopia - by ACF and STC)¹ and in civil society organisation (CSO) advocacy capacity building (in Uganda - by THP, WV and ACF). Both track records prove Right2Grow has ample experience and effective tools to address gender and inclusion.

1. ACCELERATING THE INTEGRATION OF NUTRITION AND WASH IN ETHIOPIA

Despite Ethiopia having the fastest-growing economy in the sub-Saharan Africa region in 2018² and impressive recent poverty reduction,³ undernutrition remains a threat to public health. One in ten children under five (CU5) are wasted, one in four underweight, and more than one in three stunted, irreversibly damaging their physical and cognitive development. With exceptionally low sanitation and hygiene coverage and more than 60% of people without even a basic water supply,⁴ poor WASH access is a huge challenge to Ethiopia's efforts to reduce undernutrition.

Strong scientific evidence on the relationship between poor WASH conditions and nutritional implications have emerged over the past years.^{5,6,7} Consequently, numerous countries already acknowledge the importance of adequate WASH in their nutrition strategies and call for WASH interventions to be scaled-up along with nutrition actions. Focus on mothers, caretakers, and CU5 together with emphasis on women's involvement and capacity strengthening are integral elements of WASH and nutrition integration.

To accelerate this, the Scaling Up Nutrition (SUN) Movement, with leadership from the Federal Ministry of Health and the former First Lady of Ethiopia, as well as the Sanitation and Water for All (SWA) Partnership with specific WASH commitments from the Ethiopian government, began to collaborate in early 2017 to identify, recognise, and disseminate efforts of national governments to understand, test, and improve the coherence of WASH and nutrition linkages. ACF-Ethiopia provided research and evidence gathering, policy analysis, capacity strengthening, communication, and advocacy.

Evidence gathering on causes of undernutrition

Due to unavailability of plausible information on the causes of undernutrition in high prevalence areas, in 2017-2018 ACF conducted a '*Link NCA (Nutrition Causal Analysis) study*'⁸ in Wag Himra zone (Amhara), to investigate the major contributing factors. The Link NCA study included a series of community consultations and community-level data collection, ensuring strong participation of women groups and mothers of CU5. Four major risk factors were identified, three related to WASH:

¹ Though all Right2Grow members are active in Ethiopia, only two were involved in this policy analysis

² <https://edition.cnn.com/2018/04/24/africa/africa-largest-economy/index.html>

³ <https://openknowledge.worldbank.org/handle/10986/21323>

⁴ <https://washdata.org/data/household#1/>

⁵ <https://www.ncbi.nlm.nih.gov/pubmed/27187910>

⁶ <https://www.ncbi.nlm.nih.gov/pubmed/24571214>

⁷ [Risk Factors for Childhood Stunting: A Comparative Risk Assessment Analysis](#)

⁸ [Linknca nutrition causal analysis](#)

poor access to water, poor hygiene and sanitation practices, and unhygienic play area for children. Although the average distance to a water point seems reasonable compared to other contexts, it is the waiting times (up to one hour) that have a considerable impact – disproportionately borne by women – and might discourage repeated journeys needed to satisfy household needs.

Insufficient water in the households contributes to poor hygiene practices, such as irregular hand washing and inadequately safe food handling, increasing the risk of contamination and spread of illnesses. Gender analysis showed a heavy workload of women, fuelled by their numerous duties in and out of the household, impacting women's capacity to maintain a clean play area for children. This increases the risk of contamination via animal faeces, leading to diseases and potentially to wasting.

Results were presented and validated by technical experts and key stakeholders (community representatives, NGOs, universities, government, and funding agencies) during a workshop in July 2018 in Sekota. This aimed at exchanging experiences with actors involved, generating consensus on causes of undernutrition, and jointly building knowledge on how to improve policy and practice. The workshop was followed by development of operational recommendations for interventions in the zone of study and community action plans, addressing the position of women and their decision-making powers related to household nutrition and WASH.⁹

Policy analysis and advocacy: from global to local

In the same year, ACF, SHARE and WaterAid researched and produced *“The recipe for success: how policy-makers can integrate water, sanitation and hygiene into actions to end malnutrition”* in which the approaches governments and donors take to integrate nutrition and WASH were analysed.¹⁰ Progress pathways were highlighted, as well as a call on decision-makers to shift mind-sets, change ways of working, and invest in effective integration to improve child health.

Since launching the report in August 2017, ACF-Ethiopia, WaterAid Ethiopia and other in-country partners such as STC, have been collaborating to bring attention of the local policy makers to the issue, including engaging with the WASH Ethiopia Movement and the Ethiopian Coalition for Scaling Up Nutrition. A year later, in autumn 2018, ACF and WaterAid developed in-depth country case studies on WASH-nutrition integration in Madagascar, Cambodia, and Ethiopia. The subsequent case study *“From commitments to action: accelerating integration of nutrition and water, sanitation and hygiene (WASH) in Ethiopia”*¹¹ aimed to document experiences from Ethiopia and explore how progress at policy level is translating into action at the district level. To assess successes, challenges, and opportunities, and make recommendations for greater collaboration between WASH and nutrition actors, ACF and WaterAid interviewed over 40 key stakeholders, of which around 40% were women, from national and sub-national government, bilateral and multilateral donor agencies, and NGOs.

Results show Ethiopia has made progress in driving closer collaboration and integration of national nutrition and WASH policies and programmes. The Government of Ethiopia (GOE) has in some ways recognised the importance of WASH to combating undernutrition, and has made some important political commitments to an integrated, multi-sectoral approach to tackling it. For instance, WASH is included in the National Nutrition Programme II (2016–20), which aims to improve cross-ministerial coordination. Similarly, the Sekota Declaration of 2015¹² represents a high-level public commitment to scaling up a nationwide, integrated approach intended to end stunting by 2030. Finally, the ONE WASH National Program is Ethiopia's sector-wide approach, a multi-stakeholder platform with an integrated plan for achieving universal access. The ONE WASH Phase II has identified the importance of nutrition and aims to scale up the Baby WASH Guidelines focusing on safe water, safe disposal of child faeces, and providing protective environments.

While the results of the analysis show encouraging commitment at the highest levels in Ethiopia, a lot remains to be done in translating that to action and results, through joint planning, targeting, and monitoring both nutrition and WASH indicators. The report provides context-specific recommendations for the GOE, including relevant ministries, regional and district authorities, as well as donors and CSOs on how to better tackle undernutrition. It emphasises that nutrition-sensitive WASH must be a top priority, backed up by: enhanced cross-ministerial coordination mechanisms

⁹ [Linknca nutrition causal analysis](#)

¹⁰ <https://knowledgeagainsthunger.org/recipe-for-success-integrate-WASH-into-actions-to-end-malnutrition/>

¹¹ <https://www.actionagainsthunger.org/accelerating-integration-nutrition-and-wash-ethiopia>

¹² <https://scalingupnutrition.org/news/ethiopia-commits-to-ending-under-nutrition-by-2030>

that incorporate the meaningful participation of civil society and affected communities, and involve women and adolescent girls in decision-making; increased accountability of actors at all levels and information sharing; appropriate budget allocations; capacity building; and availability of reliable data and up-to-date national WASH and nutrition plans and progress reports, that are easily accessible online to allow civil society to monitor progress and hold governments to account.

In December 2018, key national stakeholders reviewed and approved the case study and recommendations and jointly defined a pathway for uptake and sustainability. Policy analysis conducted in Ethiopia was linked to the Cambodia and Madagascar case studies in a final global report "*Practical pathways to integrated nutrition and water, sanitation and hygiene*",¹³ comparing and contrasting the experiences of these countries and drawing out lessons and recommendations for other governments and donors. Findings and recommendations from Ethiopia policy analysis have also been presented at various national and international events, aiming at inspiring Ethiopian and other governments and development partners to take practical steps to establish a multi-sectoral approach across policies, programmes and financing and inform stronger advocacy efforts.

Uptake and sustainability of advocacy initiatives

Study recommendations were presented in Addis Ababa in August 2019 to over 50 national stakeholders, including national authorities, multilateral and bilateral donors, (I)NGOs and civil society. Water Development Commissioner Beshah Mogesse said the findings and discussions from this workshop "will boost the government's effort in areas of tackling the problems."¹⁴ The study results were also used to lobby through the Advisor to the Minister of Water, Irrigation and Energy for alignment and integration of nutrition indicators in WASH sector policy and planning. After receiving positive feedback, the results informed the concept paper on WASH and Nutrition submitted to African Development Bank by the same Ministry.

In the international arena, the case study from Ethiopia served as a basis for the production of communication materials and global briefs, presented during the 2019 World Water Week and SUN Global Gathering, and a positioning paper used to lobby for enhanced coordination, accountability, increased budget allocation, capacity building, and reliable data on malnutrition and WASH 'hotspots' during the Sanitation and Water for All Sector Ministers' Meeting held in Costa Rica in April 2019.

Currently, The SUN Coalition in Ethiopia, led by STC, is actively rolling out regional-level policy and implementation, while ACF is a regional focal point for Oromia. The Emergency Nutrition Coordination Unit of Ethiopia has defined a minimum service package tool for nutrition and WASH, which ACF Ethiopia is currently reviewing. The tool will define minimum service provision for health centres, institutions, and communities to integrate a standardised WASH and nutrition approach. Piloting of the tool is scheduled for Sekota, Adadle, and Girawa.

¹³ [Practical Pathways to Integrate Nutrition and Water, Sanitation, and Hygiene](#)

¹⁴ <https://www.ena.et/en/?p=8961>

2. ADVANCING NUTRITION AND WASH ADVOCACY IN UGANDA

Right2Grow consortium partners have over 100 cumulative years of experience in Uganda. Both in development and humanitarian settings, as well as in addressing poverty, undernutrition and rights of marginalised groups through community and civil society empowerment and mobilisation. This track record describes a select sample of the impact and range of our advocacy work in Uganda in the three years preceding 2019.¹⁵

Community level advocacy impact

At community level in rural areas, THP-U starts by mobilising women as change agents through its Vision, Commitment and Action (VCA) methodology.¹⁶ THP then builds the capacity of community members to jointly create, plan, advocate for, implement, and monitor their own integrated programmes to meet their own basic needs. After approximately 5 to 8 years of coaching, communities have enough experience, confidence, and self-generated revenue to continue their work to meet their own self-defined targets, as self-reliant CBOs, in close partnership with their local government.

Impact is measured with baseline, mid- and end-term evaluations, and provides ample evidence of improved nutrition, WASH, and farming practices, as well as increased confidence and an improvement in the status and leadership positions of women. Between 2016-18, THP-U trained 9,145 community members and 259 extension workers in agricultural production (62% female); 28,967 were trained as community nutrition coaches (64% women) and 18,309 were trained as WASH education coaches (63% women). The growth and nutrition of 79,303 children was monitored. This led to a 17% increase in women's dietary diversity, a 95% increase in home gardens, and a 36% decrease in child marriage prevalence.¹⁷

WV has had significant success with their Citizen Voice and Action (CVA) methodology, in Uganda and beyond.¹⁸ The CVA methodology adopts a step-by-step action plan in which communities are strengthened and capacitated. The first step is an awareness of who they are and how to collectively identify their rights and needs, of the policy and political environment and how it affects their vulnerability.

Further steps involve identifying root causes, plans of action (using tools such as "community score cards"), and developing pathways of collaboration within the community and together with government. A tool called "monitoring standards" ensures service delivery quality is tracked, and sustained government action. WV implemented on average 45 such rural community advocacy capacity building programmes per year in Uganda in 2017 and 2018. Three examples from 2018:

- ◆ The inhabitants of Namanyonyi identified a lack of food as a key reason why girls get lured into sexual relations by men of means, fall pregnant, and leave school. They informed district officials, who then held a 600-person event to renew their commitment to end all forms of violence against children.
- ◆ In Omoro District WV-facilitated consultations led to the development and adoption of a District Ordinance to improve school feeding programmes and stop violence in schools, thus reducing school dropout rates.
- ◆ Community members from Busia District demanded rehabilitation of their health centre and secured funding for it with their advocacy skills, built with the CVA methodology.

Right2Grow also builds the capacity of community members to advocate for behaviour change amongst their neighbours in WASH and nutrition. Between 2016-2018, THP-U implemented the Dutch Postcode Lottery-funded *moringa olifeira* programme, raising awareness about its nutritional value, and promoting planting and consumption. It used radio shows, places of worship, and community meetings as well as demonstration gardens and cooking classes by trained community volunteers, and community cooking competitions. An independent evaluation shows uptake and

¹⁵ Save the Children Uganda has opted out of an active role in the Right2Grow Consortium in Uganda, and is thus not included in this track record, though its achievements are similarly substantial. CEGAA also has a track record of achievements in Uganda, but prior to 2016, thus not admissible here.

¹⁶ [Vision, Commitment & Action Method](#)

¹⁷ aggregated data generated from THP's online MEL database; see [measuring what matters](#)

¹⁸ [Citizen Voice and Action Approach](#)

impact include a reduction in severe hunger, an increase in prenatal and child monitoring check-ups, and a range of other reported health benefits.¹⁹

Nationally, WV convened CSOs to advocate for increased investment to implement the Reproductive, Maternal, Newborn, Child and Adolescent Health Investment Case for Uganda - the national roadmap to end preventable causes of child and maternal deaths, resulting in over 150 million USD committed for 5 years to improve RMNCAH services in 80 districts. WV holds the secretariat of the CSO RMNCAH+N platform in Uganda and has facilitated the development of the CSO RMNCAH+N engagement strategy.

WV's support to implement the National Integrated Early Childhood Development Policy in 2018 impacted 10.7M children's access to health, education, nutrition, and child protection.

International multi-partner advocacy campaigns

Right2Grow consortium partners in Uganda are active in successful international advocacy alliances, such as The Government of Netherlands-funded [Her Choice](#) alliance, a five-year initiative launched in 2016 to combat child marriage in ten countries, including Uganda. Her Choice's strong research component helped THP-U shift advocacy priorities, and brought together diverse stakeholders- policy, judiciary, director of public prosecution, local government, and CSOs- to discuss and enforce laws against child marriage.²⁰

Her Choice has had several community-level advocacy successes in Uganda: destigmatising menstruation to support girl students to remain in school; and successfully working with families, schools, and girls to get married girls or teenage unmarried mothers back in school. Her Choice includes effective outreach to children and youth with disabilities and individuals identifying as LGBTI. Despite a national ban on comprehensive sexual education, the Ministry of Education and Sports launched a National Sexuality Education Framework in 2018.

Advocating with Girls not Brides (GNB) for The National Strategy to End Child Marriage and Teenage Pregnancy, THP and WV, who is the co-chair of GNB, jointly helped to formulate the National Child Marriage Action plans in 2016-2018. Since then, some districts in Uganda have begun allocating their own resources to address child marriage locally.

WV's global campaign [Child Health Now](#) (CHN) which ended in 2016, contributed to 291 policy commitments and implementation in 30+ countries and over 20 million actions taken - including in Right2Grow proposed programme countries Uganda, Ethiopia, Bangladesh, Mali, and South Sudan. CHN mobilised the public and called on world leaders to reduce the number of children dying from preventable causes before their fifth birthday. Through CHN, WV supported collaboration between local communities and national and global leaders to address root causes of preventable deaths, aligning with major stakeholders (United Nations, the World Health Organisation, and World Bank) to enhance impact.

In Uganda, CHN led to the nation-wide adoption of 13 priority life-saving commodities, requiring clinics to ensure the supply of these medicines, medical devices, and health supplies which address the leading causes of death during pregnancy, childbirth, and early childhood.²¹

In 2017, WV launched a five-year campaign [to end violence against children](#), alongside the African Union, and aligned with the SDGs and Africa's Agenda 2063, to ensure child sacrifice, child marriage, violence against children in schools, and all other forms of violence against children are eradicated. To that end, in 2018 WV-Uganda convened 220 leaders from diverse faith institutions from 45 districts to talk about social norms that facilitate violence against children. In 2018 alone, over 82.000 community members were reached.

At the national level, policy dialogues were held across sectors including health, education, gender, and justice, resulting in: issue-based and general by-laws on violence against children; new resource allocations in 6 districts and nationally; the formation of 14 district level and 3 strengthened national child protection coalitions; and capacity-building of 230 national CSO partners.

¹⁹ [Moringa-impact-pager.pdf](#)

²⁰ [Her Choice Midline Study](#)

²¹ [The 13 Life-saving Commodities in Uganda](#)

Select lessons learnt include the value of including children as role-model change agents to speak about issues affecting them, and the importance of creating a good working environment with the government to make policy processes easier.

Constantly learning and adapting

Right2Grow consortium partners regularly adapt their approach and curriculum to best address context-specific nuances, integrating lessons learnt and applying them to future programming to increase their impact and respond to evolving needs. For example, upon discovering the unexpected extent to which Ugandan men are involved in household consumption and hygiene choices, ACF developed a whole new series of messages in 2018, featuring male as well as female role models to ensure men are included in campaigns.

Working effectively in multi-stakeholder settings

Right2Grow consortium partners participate in the [Scaling Up Nutrition \(SUN\)](#) Network in Uganda. WV led SUN in 2016, and THP chaired SUN in 2017-18. During this period, partners prepared for SUN's transition to full ownership by the Office of the Prime Minister, where it resides today.

Consortium partners are also active members of the Nutrition Rise Alliance, and the Civil Society Budget Advisory Group (CSBAG). THP and WV worked with CSBAG to host two parliamentary symposia in 2018 on WASH and on nutrition, and supported community members, especially women and youth, to advocate for their needs. Effectively so: more nutritionists were appointed to address undernutrition.

ACF regularly supports the World Food Programme in their Food Security and Nutrition Assessments in Uganda, reviewing and validating tools and mass screenings at the district level. ACF provides research capacity to assess and analyse gender, vulnerability, and various nutritional and WASH markers. Its Modelling Early Risk Indicators to Anticipate Malnutrition (MERIAM) approach supports its partners to precisely and accurately identify context-specific drivers of acute malnutrition.²²

Right2Grow consortium members are part of the growing global [Movement for Community Led Development](#): 65 international non-profits working together to create and achieve locally owned visions and goals.²³ The Uganda country chapter of the movement has 45 active members, who meet quarterly to share promising tools and practices and to compile evidence about where and how CLD works. THP-U serves as its secretariat.

ACF is the elected representative on behalf of CSOs in Uganda to the refugees' donor partner group forum, and participated in sectoral working groups at national and district levels (such as livelihood, nutrition and WASH). It serves as co-chair for the livelihood working groups in Adjumani and Kikuube districts. ACF's Country Director chairs Uganda's INGO Forum. THP-U's Country Director is a member of the global board of CIVICUS, an active champion of strengthening citizen action and civil society throughout Uganda and the world.

As part of the Food Rights Alliance, in 2017 WV and THP co-developed a joint civil society statement for the Joint Agriculture Sector Annual Review Process, aiming to increase extension services to promote better nutrition and food production in communities – which led to the government hiring additional district level extension workers.

In 2017 and 2018, WV and THP participated in a group of 10 CSOs trusted by the government to participate in the annual budget review meetings on its national nutrition and agriculture approaches and programmes, and were recently invited by the office of the Prime Minister to a National Nutrition Expenditure Review (NER), to jointly identify funds for multi-sectoral nutrition-specific and nutrition-sensitive interventions, at national, district and local government levels, during the financial years 2015 to 2019. Findings of the NER exercise will support the costing of the second Uganda Nutrition Action Plan (UNAPII) and District Nutrition Action Plans (2020-2025), and the development of an investment case for nutrition, a nutrition finance tracking tool and a nutrition resource mobilisation plan.

²² [MERIAM](#)

²³ See also annex A in the partnership agreement



Annex 4. Global MEAL System Charter

Introduction

This Right2Grow MEAL system charter was the foundation for developing a MEAL and Knowledge Management (KM) strategy of the Full Proposal of Right2Grow. It also informed the country level MEAL plans. This MEAL System Charter was developed in consultation with all the country partners of Right2Grow in June 2020.

Principles

The Monitoring, Evaluation, Accountability and Learning (MEAL) system of the 'Right2Grow' programme is grounded on some key guiding principles. The system will be:

- **Participatory**, as it aims to involve and inform all key stakeholders, and in particular the communities we work with, throughout the programme cycle;
- **Gender sensitive**, as it intends to identify and account for the different needs, abilities, and opportunities of boys and girls, and men and women;
- **Inclusive**, as it promotes respect and appreciation of differences of stakeholders, targeted communities and consortium staff;
- **Adaptive**, as it aims to both support the adaptive management approach of the programme, and provide an adaptive MEAL framework to changing or emerging needs throughout the programme cycle;
- **Useful**, with the aim to focus on what is really needed and relevant for the programme, and avoid unnecessary burdens for the consortium partners;
- **Decentralised**, as it aims to bring the management of the MEAL system in the regions and countries of implementation.
- **SMART**, as the planning and M&E will be assessed by MFA on "smartness".

Objectives

The objectives of the MEAL system are:

- **Document the results** and the impact of the programme;
- **Monitor** the progress and the quality of implementation of our intervention;
- **Be accountable** to ourselves, the donor and the affected communities;
- **Provide** clarity of **MEAL roles and responsibilities, access to information** and **knowledge management** structures available;
- Use evidence and **learning** to ensure and enhance the quality of our work;
- Inform the MEAL component of the consortium and **provide guidance** for the implementation of MEAL in the programme countries. This includes, but is not limited to, providing guidance on: methodologies, approaches and tools to use; how to measure, disaggregate and analyse our results; a timeline for key reporting activities; specify the governance of the MEAL system at consortium and country level; indicate the resources that are made available for the implementation of the MEAL system for the programme.
- Contribute to **external learning** on similar interventions and partnerships in advocacy and multi-sectoral development
- M&E and data collection (e.g. Budget tracking) is an **intervention** itself, so our MEAL system is also expected to contribute to the **effectiveness** of our programme.
- Contribute to **capacity building** of local partners both on M&E itself and on programme strategy.

Definitions

- **Monitoring** refers to the continuous process that uses systematic collection of data on specified and IATI-compliant indicators as well as wider information throughout the programme cycle. It provides management and stakeholders with information on progress and achievement of results and the quality of our implementation, that in turn they can use to continuously adapt and improve;
- **Evaluations** are a systematic and objective assessment of a programme (design, implementation and results) against a range of criteria. Evaluations take place at baseline, mid-term and endline. Our evaluations follow [OECD/DAC criteria](#).
- **Accountability**. The programme has a threefold accountability approach: towards the donor (*upward*) to report progress and achievements of the interventions; towards the consortium partners (*horizontal*), each organisation is equally accountable for its activities and its conduct; towards the communities we work with (*downward*), an accountability system should be set up to support the programme interventions through information sharing, community participation, and the possibility for the communities to share their feedback and raise issues they may have about the programme.
- **Learning** involves the systematic incorporation of best practices/failures, recommendations and observations – including findings that emerge from monitoring, evaluation and accountability mechanisms – to improve the quality of our work;
- **Research** is used to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support or develop new theories. Research serves the purpose of generating high quality, valid and reliable evidence to help deepen understanding of the contexts we operate in and communities we work for, and which is not directly achievable by the generation of evidence deriving from our programme (= evaluation). Research provides the necessary evidence for our advocacy work.
- **Knowledge Management (KM)** is the process (and underlying infrastructure) of creating, sharing, using and managing the knowledge and information within the consortium. The goal of KM is to share what works best (both internally and externally) so that the impact of our work can be multiplied and disseminated.

Results framework and indicators

The programme will measure its results against the outcomes described in our Theory of Change with a number of **key programme indicators** (KPIs) that will be used for the whole programme, which focus on the outcome level. Indicators used will be both quantitative and qualitative.

Besides these KPIs, also **country-specific indicators** will be developed. These indicators focus on the output and activity level (process indicators) or intermediate outcomes and can be country-specific and feed into the KPIs. The results framework of the programme will be complemented by at least 3 **basket indicators** from the list of indicators provided by IGG. If applicable, some of the basket indicators may correspond to some of the KPIs. Following the guidance from MFA and the principle of usefulness, at the three levels the results framework will be composed of indicators that have a demonstrated usefulness to support the programme implementation, the demonstration of the results achieved and to foster learning.

Evaluations

The programme will have an **external Evaluation provider from the global South** to support and validate the endline evaluations. They will validate TORs for endline evaluations and they will support and validate the global consolidation of findings. In principle, the **baselines and mid-term evaluations** will be implemented by the consortium partners at country level. The **end line evaluations** will be externally contracted at country level and overseen by the global external MEAL partner. The global MEAL provider will be chosen through a competitive process involving a call for proposals process.

Linking, learning and accountability

- The MEAL Framework at the global and country level TOCs and plans will specify the **methodologies and rhythm of monitoring and evaluation, and accountability** in Right2Grow.
- Linking and learning between partners is also aimed at surfacing and analysing **unexpected results** and **testing the underlying assumption** from our global and country level TOCs.
- An **Accountability system** will be detailed in each MEAL plan at country level, which can build on the existing accountability systems of country level consortium partners. The purposes of the country-level accountability systems are in line with the threefold approach to accountability as described under par. 3 'Definitions'. Information deriving from these accountability systems (e.g. feedback from communities to CSOs; community-level participation to develop plans and strategies for advocacy activities, etc.) respond to the principles of participation, inclusion and adaptive management (listed in par. 1), provide crucial inputs for the design and implementation of the programme at country level, and for the linking and learning component of the programme both at country level and at global level.
- **Country level:** Each partner country develops its own timeline for local linking, learning and accountability based on this MEAL charter. This may include quarterly, bi-annual or annual review and planning meetings, local level peer learning, accessibility of monitoring data etc. This will include frequent checks/revisits of the context analysis, conflict sensitivity analysis.
- **Regional level:** We will develop a regional learning plan.
- **Global level:** global linking and learning will build on country level learning activities. Based on the countries' learning cycles, a global cycle will evolve, supporting learning between countries and between partners, also allowing for comparative analysis. We will assess to what extent accessibility to data will allow for real-time reviews.

Governance, Roles and Responsibilities

At consortium level: Following the principle of having a decentralised MEAL system, the governance model will preferably have an overall coordinator based in one of the countries of implementation. The coordinator will be responsible for the implementation and management of the MEAL system and will coordinate the work on MEAL with the support of one expert for each consortium partner. The coordination of MEAL at consortium level will happen in a MEAL Working Group, chaired by the MEAL coordinator and with the participation of the MEAL experts of the consortium partners.

A **MEAL framework** document will be developed in Q1 of 2021, which will expand and provide details on all the components included in this document, and clarify roles, responsibilities, reporting lines and lines of communication for the management of the MEAL system. It will provide detailed guidance on methodologies, approaches and tools in use. It will also provide needed templates for the country teams, including a template for the MEAL plans.

At country level: at least one MEAL focal point per country will be identified, to act as first point of contact for the MEAL coordinator. The MEAL focal points will be in charge for the implementation of the MEAL system at country level and will closely coordinate with the MEAL coordinator.

A **MEAL plan** will be developed in each country in Q1-2 of 2021, which will clarify roles, responsibilities, reporting lines and line of communication for the management of MEAL at country level, include a detailed timeline of key MEAL activities; specify tools and methodologies to use; and capacity strengthening needs at country level.

Capacity strengthening

The MEAL system provides the opportunity to strengthen the capacity of (MEAL) staff, as needed, under a number of areas, including:

- use and application of methodologies and tools for monitoring and evaluation;
- digitalisation and data literacy.

Country teams should map existing capacity and indicate needs for capacity strengthening in the country MEAL plans. Budgets for country level MEAL-related capacity strengthening should be allocated in country budgets.

Resources (budget, staff)

Country level allocation for MEAL costs shall be at least 5% of the country level budgets. Global budget for complementary M&E support and Linking and Learning will be approximately 1.5 million euros for the five years.

The different MEAL cost land in different levels of the budget

- Global Allocation, MEAL budget line:
 - Global MEAL coordination and support (0,5-1 FTE MEAL coordinator in an implementation country)
 - Global external MEAL partner cost
 - Country level EXTERNAL evaluation (end line only)
 - Global learning events
- Global Partner Management cost:
 - Consortium partners participation in global learning
 - Participation of MEAL Experts in global MEAL working group and supporting global MEAL
 - Support by consortium partners to their country partner M&E
 - IATI Compliance
- Country level, MEAL budget line:
 - Country level MEAL coordinator
 - Supporting and consolidating country level baseline and mid-term evaluations
 - Country level, partner management costs (direct costs)
- Partner level M&E cost
 - Country level direct activity costs
 - Baseline costs
 - Mid-term evaluation costs
 - Accountability system costs
 - IATI compliance, when relevant

Annex 5. Example Country Level Results Framework

Uganda Results Framework - Outcome + Intermediate Outcome Levels

Result level	Result area	Indicator definition at country level	Data sources and data collection tools	Frequency of data collection	Types of data disaggregation	Roles & Responsibilities (Tier-1 and Tier-2 organizations)	Involvement of CSOs and communities (Yes or No)
Ultimate goal	All children under 5 are well nourished						
Medium term impact	Decision makers jointly and effectively address undernutrition in a multisectoral, gender-sensitive and inclusive way						
SO.1	% increase in proportion of community members who report increased access to quality nutrition and WASH services	The indicator measures the increase in the number of community members out of the total targeted population who report improved access to better quality food, nutrition and WASH services.	Data sources: Household Survey Report collection tools: Household surveys, Document reviews, Focused Group Discussions and Key Informant Interviews	Baseline, Mid-term review and End-line evaluation	Women, adolescent girls, age, location, disability, administrative unit	Tier 1 and Tier 2	Yes
SDG indicators	1. Prevalance of wasting among children under five	Indicator measures prevalence of moderate and severe acute undernutrition in children under 5 years. It assesses to what degree a child's weight for height deviates from the weight of a child of the same height and sex in the 2006 WHO Growth Standards.	Food Security and nutrition Assessment (FSNA), UDHS, Desk Review	Annual	Gender, Age	Tier 1	Yes
Outcome 1	I. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners						
1.1	# of community formulated actions resulting into improved (WASH and nutrition) services	This is to indicate whether there is an action plan for the improvement of WASH and nutritional services at the community level	outcome Monitoring Tools, Monitoring Checklist for nutrition and WASH	Annually	Women, Girls, Disabled , community	Tier 2	yes
1.2	Percentage of barriers to good nutrition and WASH services successfully addressed by community, CSOs or government	This indicator will measure the extent to which barriers to good nutrition and WASH services have been addressed		Annually	community, CSOs or government, program(WASH Or nutrition)	Tier 2	yes
Outcome 2	II. Representative and empowered civil society organisations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition						
2.1	# 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	Number of times budget advocacy meetings include CSOs presenting position papers and policy briefs to policy makers on emerging trends with recommendations and strategies for improved nutrition service delivery	CVA database, Field Reports, District and National Level Policy Briefs. Outcome Monitoring Tools, Monitoring Checklist for nutrition	Quarterly	Policy briefs, CSO	tier 1 and 2	Yes
2.2	# of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	This indicator measures advocacy initiatives of CSOs which build on local level concerns, issues, data or experiences. CSOs activate and educate citizens, mobilise support, and employ advocacy initiatives. This shows in: Political participation: CSOs advise, pressure and persuade state officials, private sector representatives, societal actors, multi-stakeholder platforms and the wider public to address the issues / claims of excluded or marginalised groups Mobilisation: SCSOs mobilise support and create networks necessary for collective advocacy Activation: SCSOs inform / educate citizens, interest groups and other CSOs on issues / claims DSO Basket indicator	Advocacy Strategy Plan, Action Plans, Activity Reports, Data Collection tool: Desk Review checklist, Focus Group Discussion	Annual	Type of CSO, citizen engagement platform, category of citizens	Tier 1 and 2	Yes

Uganda Results Framework - Outcome + Intermediate Outcome Levels

Outcome 3	III. National government and decentralised entities adopt and mainstream an integrated, multisectoral approach to undernutrition in policies, action plans and budget allocations through participatory						
3.1	Improved degree of social accountability	<p>This is a qualitative indicator measured using a scorecard, in which the governments can score from 0 (no improvement in degree of social accountability) to 3 (great improvement in degree of social accountability). Elements of the scorecard are the following:</p> <ul style="list-style-type: none">- Up-to-date national WASH and nutrition plans and progress reports are easily accessible online, to allow civil society to monitor progress and hold governments to account (0 – no, 1- yes)- Effective cross-ministerial coordination mechanisms championed at the highest level by heads of state, to support the sharing of information and joint planning and implementation of policies (0 – no, 1- yes)- Cross-ministerial coordination structures incorporate the meaningful participation of, and consultation with, civil society and affected communities (0 – no, 1- yes) <p>Total=</p> <p>By using the scorecard, we could track the government progress in strengthening social accountability over time. For example, government X in Y1 of the programme scores 0, in Y3 scores 1 and in Y5 five scores 3.</p>	annual report, website of ministries and national directorates. Data Collection tool: Score Card	Annual	Ministry, Department & Agency, Administrative units, score	Tier-1	
3.2	# of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	<p>This indicator measures concrete or significant changes in laws, policies, including improvement of related budget allocations at the national level. At the district levels, the indicator tracks Bylaws, Ordinances, standards and norms adopted, in relation to food, nutrition and WASH, including an increased focus on multi-sectoral approach.</p> <p>DSO Basket indicator</p>	Government publications, Ministerial policy statements, Policies, Plans and budgets Data collection tools: Desk Review of relevant publications, Field reports, periodic progressive reports, Key Informant Interview and Focused Group Discussions.	Annual	Laws, policies, Government Ministries, Departments and Agencies	Tier-1	
3.3	Percentage of public budgets allocated and implemented for nutrition/WASH programs and policies	<p>The indicator measures the proportion of the public budgets that are allocated towards implementation of nutrition/WASH programs and policies at the national and District local government level. The indicator tracks the budget release, sector allocations at the to budget holders and finally activity implementation related to nutrition/WASH. The indicator will focus on two dimension of budgeting: Allocation and final implementation.</p>	Budget Framework paper, National Budgets, District Budgets, annual activity reports and budget analysis reports Data collection tools: Budget Tracker, Documents reviews, Key Informant Interviews, consultative dialogues and Focused Group Discussions.	Annual	Sector Allocations, Ministries Departments & Agencies, Administrative units, Financial/Fiscal Year	Tier-1	Yes
Outcome 4	IV. Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition						
4.1	# of commitments (agreements, allocation of resources, policy statements) by donors/international actors to prevent undernutrition through a multi-sectoral approach	<p>This indicator measures the commitments made by donors and international actors and assumes a certain contribution of the R2G alliance to these commitments. This includes commitment to scale up initiatives that have proven succesful (from evidence base), prioritization of flexible financing, capacity building and convening power to support national governments in bring ministries and stakeholders together to develop joint nutrition and WASH programmes.</p>	Donor Country Strategy, Agreements/contracts, Commitment letters, annual activity reports, country budgets, Qualitative Information System	Bi-Annual	Donor, sectors, level of funding, commitments, scaled up initiatives	Tier-1	Yes
4.2	Degree to which donors along the humanitarian-development nexus are addressing the underlying determinants of undernutrition through commitments and scaling up of initiatives that have proven successful.	<p>Ladder needs to be defined together with Technical Experts and L&A Experts.</p> <p>This also measures the degree to which donors invest in strengthening the evidence base and in scaling up initiatives (while indicator 4.1 focuses on the commitment to do so).</p> <p>This indicator will also measure the level of multisectorality applied by donors.</p>	Donor Country - Development Cooperation Strategy, Agreements, Budget allocations, Qualitative Information System Ladder	Bi-Annual	Donor, sectors, level of funding, commitments, scaled up initiatives	Tier-1	Yes

Uganda Results Framework - Outcome + Intermediate Outcome Levels

Result level	Result area	Indicator definition at country level	Data sources and data collection tools	Frequency of data collection	Types of data disaggregation	Roles & Responsibilities (Tier-1 and Tier-2 organizations)	Involvement of CSOs and communities
Ultimate goal	All children under 5 are well nourished						
Intermediate outcome A	Communities are aware of small doable actions and put them into practice	Communities are aware and empowered to adapt gender sensitive food, nutrition and WASH practices					
A.1	% of households who practice small doable WASH & Nutrition actions consistently and correctly	Proportion of hhs who consistently practice the following doable actions: WASH (drinking clean and safe water, using pitlatrine/toilet, safe disposal of children (U5) feces, proper hand washing with soap/ash, cleaning water storage containers) Nutrition (hh food diversity, exclusive breastfeeding, continued breastfeeding until 2 years, hh food production e.g. kitchen/backyard garden)	Household surveys Report, Uganda Demographic and Health Survey Report, Food Security and Nutrition Assessment Report, KAP survey tool	Annual	Geographic location	Tier-1 & Tier -2	Yes
A.2	Percentage of community that report positive WASH and Nutrition practice changes	Positive practices to measure: WASH (drinking clean and safe water, using pitlatrine/toilet, safe disposal of childrens (U5) feces, proper hand washing with soap/ash, cleaning water storage containers) Nutrition (hh food diversity, excl breastfeeding, cont'd breastfeeding until 2 years, hh food production e.g. kitchen/backyard garden)	Household surveys Report, Uganda Demographic and Health Survey Report, Food Security and Nutrition Assessment Report, KAP survey tool	Annual	Village, Gender	Tier-1 & Tier -2	Yes
	% of community members involved in the implementation of WASH action plans	This indicator measures the proportion of community members adopting the accepted WASH practices. These are the practices that have been included in the WASH action plans.	Household surveys Report, Uganda Demographic and Health Survey Report, Food Security and Nutrition Assessment Report, KAP survey too,	Annual	Household, Gender, community/Village	Tier-1 & Tier -2	Yes
Intermediate outcome B	Communities have access to affordable nutrition and WASH products and services	Communities demand and have access to affordable nutritious food, nutrition and WASH products and services					
B.1	% of total cost of services and products borne by communities and out-of-pocket payments						
	Proportion of communities with access to household sanitation facilities	Proportion of households with sanitation facilities: pitlatrine/toilet, handwashing facility at the pitlatrine, waste disposal pit	Household surveys Report, Uganda Demographic and Health Survey Report, Food Security and Nutrition Assessment Report, KAP survey too,	Annual	Household, Gender, community/Village	Tier-1 & Tier -2	Yes
Intermediate outcome C	CBOs and CSOs regularly engage with local government in programming and financial planning	Local and International CSOs convene to influence central and local governments planning and budgeting processes to prioritize food, nutrition and WASH					
C.1	# of CBOs and CSOs which are consulted during (multi) annual programming and budgeting	This indicator looks at the CBOs and CSO that are consulted by the district local government to provide input into programming and budgeting process	Minutes of meeting/action plan/agenda	Annual	Organisation, Administrative unit	Tier-1 & Tier -2	Yes
C.2	# of initiatives in which CSOs champion a learning-focused approach that incentivises governments to exchange challenges	The indicator focuses on initiatives/platforms created or adapted by CSO to enable government to share approaches, successes and challenges to promote learning.	Minutes of meeting/action plan/agenda/Field Activity Reports	Quarterly	Organisation, Participants administrative unit	Tier-1 & Tier -2	yes
C.3	# of CSOs which have developed and rolled out integrated nutrition and WASH advocacy strategies	The indicator identifies CSOs who have developed and implemented nutrition and WASH advocacy strategies	Reports, Advocacy strategy on nutrition and WASH, Plan for Implementation	Annual	Organisations, Geographical location	Tier-1 & Tier -2	yes
	# of evidence-based policy or service improvement recommendations on nutrition and WASH which are presented to government/decision makers	The indicator looks at proposals for policy and service improvement developed by R2Grow partners and CSOs on nutrition and WASH and presented to government/decision makers	Reports, policy recommendations on nutrtn & WASH	Annual	Organisation	Tier-1 & Tier -2	yes

Uganda Results Framework - Outcome + Intermediate Outcome Levels

Intermediate outcome D	CBOs and CSOs have the legitimacy & capacity to voice the concerns of the marginalized and disempowered						
D.1	# of CSOs with increased L&A capacities	The indicator looks at the capacity of the organisations in the context of Advocacy in terms of; staffing structures, systems, internal control processes, revenue streams, strategies and evidence for L&A	Capacity Assessment Report, Organisation Capacity Assessment tool	Annual	Organisation	Tier-1 & Tier -2	Yes
	Number of CBOs & CSOs with strengthened organizational capacity	The indicator counts CBOs & CSOs who have received trainings, in kind support and mentorship and their capacity has improved when compared to the previous/last capacity assessment findings.	Capacity Assessment Report, Organisation Capacity Assessment tool	Annual	Organisation	Tier-1 & Tier -2	Yes
Intermediate outcome E	Evidence on pathways and implementation gaps informs policy-making	Evidence on pathways and implementation gaps informs policymaking and implementation					
E.1	# of policies and implementation strategies adopting evidence generated from studies/assessment conducted by partners and CSOs	The indicator measures the numbers of policy implementation strategies and policies that adopt evidence generated by R2Grow partners and CSOs	Project review report/policy brief/	annual	Organisation, policies, thematic area	Tier-1 & Tier -2	Yes
E.2	# of learning and best practices workshop/trainings organised for food, nutrition and WASH actors to inform policy	The indicator measures the number of learning/best practices workshops organised to inform policy. These workshops should target policy makers and key actors (CSOs, CBOs, community leaders, district local governments) in food, nutrition and WASH to disseminate findings and best practices.	Action plans, policy briefs	Bi-Annual	Organisation, policies, thematic area	Tier-1 & Tier -3	Yes
Intermediate outcome F	The multi-sectoral approach is reflected in sector policies and action plans	Government, CSOs and investors breakdown the policy and funding silos of food, nutrition and WASH					
F.1	# of policy briefs/ strategies / recommendations developed and presented that are reflected in MDA policies and action plans	The indicator looks at the # of policy briefs, strategies and recommendations adopted by MDAs	Policy briefs/strategies and Recommendations reports, action plans	Annual	MDAs, thematic area,	Tier-1 & Tier -2	Yes
Intermediate outcome G	International actors participate in intersectoral coordination mechanisms, share data and engage in joint programming	R2G partners and local partners strengthen existing budget platforms to ensure community access to budgets that impact undernutrition					
G.1	# of meetings involving multi-sectoral coordination between humanitarian and development actors and donors on WASH & nutrition to share experiences and strengthen the evidence base	Optional					
G.2	# of strengthened partners reporting ability to lobby for budgetary allocation to communities towards addressing undernutrition	The indicator counts number of partners who have been able to lobby and secure funding / budgetary allocations towards addressing undernutrition in the communities	Approved District local government Budgets, Budget Assessment and Analysis tool	Annual	Administrative units, sectors	Tier-1 & Tier -2	Yes
G.3	# of budget briefs formulated to lobby budgetary allocation to communities towards addressing undernutrition	The indicator counts number of advocacy strategies formulated and used by the budget platforms to advocate for budget allocation towards communities to address undernutrition.	Budgetary Advocacy Strategies/Minutes of meetings/Action plans	Annual	Administrative units, sectors	Tier-1 & Tier -3	Yes

Annex 6. Vision of working with partners



RIGHT2GROW

VISION ON WORKING WITH LOCAL PARTNERS

Inequality causes and exacerbates both poverty and human rights violations, and it is growing. Sometimes unequal power relations are visible, but more often subtle and tacitly internalised, difficult to discuss, and even harder to change. Right2Grow is committed to addressing power imbalances (inside and outside our consortium) to enable sustainable, systemic change, and contribute to increased civic space.

Power imbalances are intertwined with control over resources. Some might argue that the Dutch Ministry of Foreign Affairs (MFA) is the most powerful partner in Right2Grow, and that local civil society and (in)formal rural community groups have the least power. Within communities, marginalised groups (women, youth, disabled, minorities) have even less influence.

Vision

Right2Grow argues that (in)formal community groups are the key actors to change norms, values, and practices, and to hold their own governments accountable for services delivered to them. They need to have the relevant knowledge, skills, collective agency, and legitimacy to speak up. Tangible results of interventions should have their ultimate impact in communities. That is why Right2Grow proposes to use **a community-led approach**.

Right2Grow partners actively participate in the global **Movement for Community-Led Development**, defined at the World Bank as “an approach that gives control over planning decisions and investment resources for local development projects to community groups.”¹ The core principles underlying this are: vision and priorities are set by the people who live in that geographic community; build on local strengths; collaborate across sectors; and intentionality and adaptability in working to achieve systemic change. Right2Grow adopts these core principles.

Right2Grow is also committed to the **Participation Revolution**, one of the Grand Bargain commitments to which the Dutch government is signatory.² Right2Grow adopts governance mechanisms to ensure active civil society participation, surfacing voice and agency by co-creation of programme design, implementation, monitoring and evaluation, and an emphasis on citizen-generated data, and on strengthened local dialogues, including the most vulnerable.

This proposal has therefore been developed in that logic, starting with a series of **inclusive stakeholder consultations** in each proposed Right2Grow partner country in early 2020, where needs-based and country-specific approaches were co-created, as the basis for this proposal.

Governance to address power relations

This vision influences the way Right2Grow collaborates at all levels. We recognize the inevitable power dynamic that follows the flow of resources: between MFA and the Right2Grow consortium partners, as well as between them and local partners. The contractual lines required by legal obligations, partnership, and reporting agreements will also affect power relations (Figure 1). This will be offset by governance mechanisms to ensure ground-up, decentralised, inclusive, and shared decision-making.

¹ [Defining Community-led Development](#)

² [The Grand Bargain \(Official website\)](#)

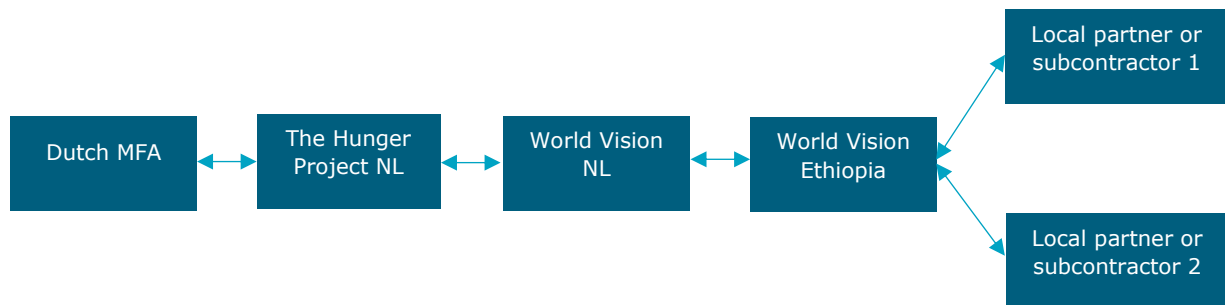


Figure 1: Example contractual lines with World Vision as country lead

Right2Grow will operate in six partner countries, each with its own **Country Steering Committee (CSC)**, to steer all national planning, budgeting, implementation, monitoring, reporting, and learning. To ensure continuity, each committee will be chaired by one alliance consortium partner ('country lead'). Each country chair will be supported by a rotating co-chair, to ensure shared ownership. This co-chair is elected annually, and can be any of the other country partners. CSCs will have at least an equal number of local partners as the number of participating consortium partners.

Two seats on each CSC will be reserved for advisors. One seat will be filled by a representative of the local civil society coordination network or another key stakeholder (e.g. from government). To ensure optimal linking with MFA, and where possible alignment with its policies on Food and Nutrition Security and Water Management, Right2Grow Alliance will invite the Netherlands Embassy to take the other advisory seat. The Embassy's specific role and expectations will be jointly determined per country in phase 3.

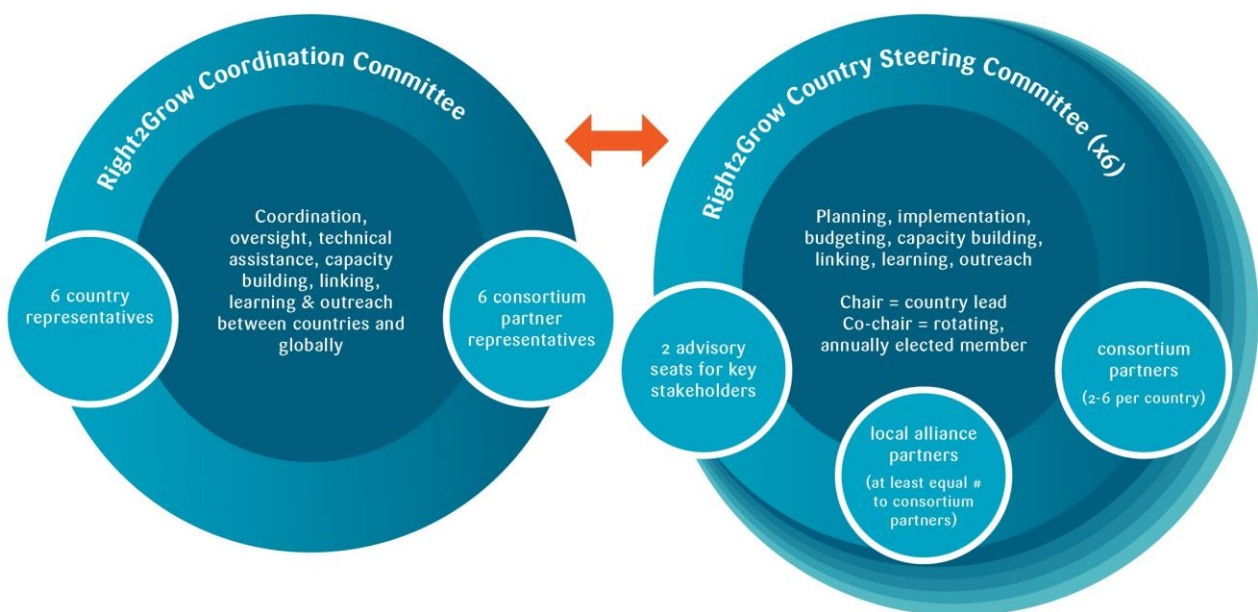


Figure 2: Right2Grow governance structure

At global level, the Right2Grow **Coordination Committee (CC)** will include representatives of all six consortium partners, and one representative from each CSC. They will jointly undertake overall coordination and oversight and provide guiding principles to CSCs. While the CC leads in accountability to MFA, CSCs and (in)formal community groups lead on content. Right2Grow will include gender and inclusion perspectives at all levels; our track record proves that we have the skills and tools to do so effectively.

Continuous learning and innovation

Right2Grow aims to create and foster a culture of mutual capacity strengthening and peer learning. Adopting the innovative **Adaptive Management Approach**^{3,4} provides well-tested tools to navigate the complexity of achieving systemic change through concerted action by multiple actors at different levels within society and across national boundaries. To avoid top-down imposition of such an unknown approach, each country consultation reflected on its advantages and risks; all chose to include it in their learning strategies.

Adaptive management emphasizes rapid learning and feedback to inform changes, which will be gathered within countries by consortium and local partners and at global level through linking and learning of the CSCs (e.g. through peer exchange and learning visits, needs-based technical assistance, strategic reviews, and reflection meetings to discuss the global TOC).

Operationalisation starts with the co-creation of a 'real time', fluid, context-specific TOC, focused on jointly identified and agreed problems. This TOC will be revisited regularly, as shown in Figure 3, to ensure that Right2Grow is achieving maximum impact and allows for course correction of its activities.

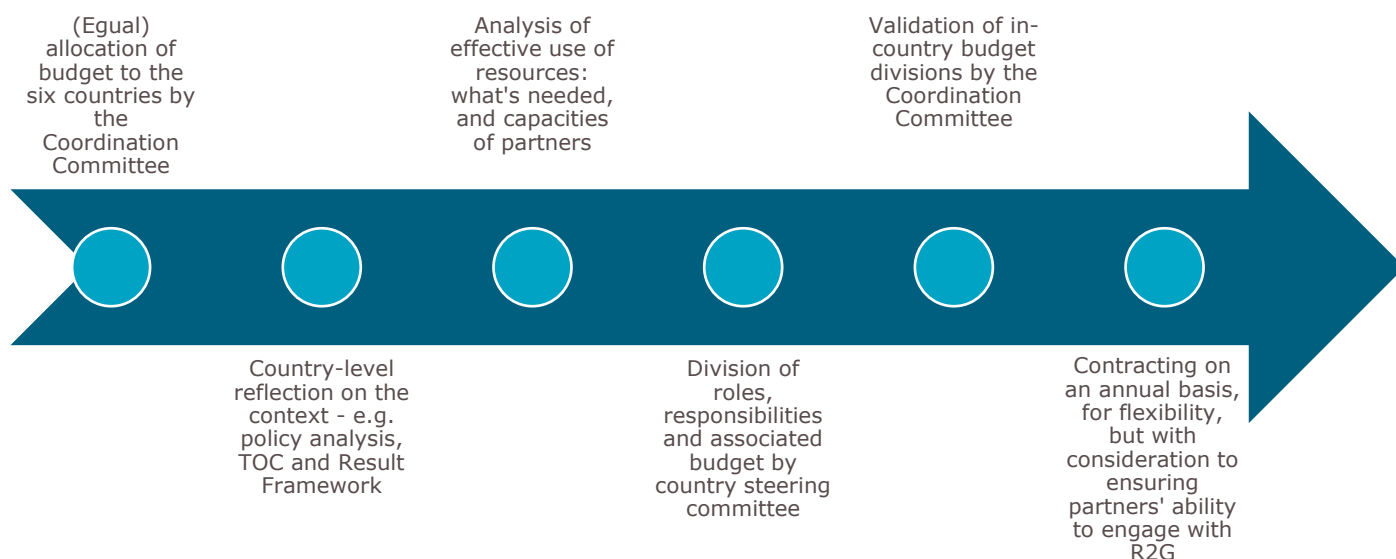


Figure 3: Decentralised decision-making

To optimise both joint learning and joint decision-making processes, as well as the capacity development of all country level partners, each CSC will have an assigned coach to train and support them in practicing adaptive management. On a needs basis, technical assistance and backstopping will also be provided to CSCs and their local partners by experts within the Alliance. The CSC chair will carry the responsibility for the coordination of this reflection and learning process and for reporting on this process to the global-level CC.

³ [Integrating adaptive management](#)

⁴ [linking to an ongoing global learning programme](#)

Budget and risks

Right2Grow's budgeting principles and risk management measures are included as annex B in the partnership agreement. Risks and costs will be shared according to the roles and mechanisms defined there. To ensure equal participation, each country will receive an equal portion of the overall budget. Each CSC will jointly develop a national annual plan, and a proposal for annual allocation of resources through a transparent consultative process, including a contingency budget for unforeseen rapid changes. The CC will validate their proposals (see Figure 3).



Annex 7. Principles of country planning

Principles of country planning

Shared decision making

- Consent decision making: we take all relevant objections and concerns of those involved into account
- Shared decision making to ensure joint ownership
- Consultative, coordination
- Equal voice for each partner
- Inclusion, Inclusive
- Sensitive to power dynamics (empower the smaller parties)
- Mutual trust

Committed to local ownership

- Local ownership
- Unified voice from global level as to have local ownership and freedom.
- Participation, Participatory
- Really open to the local voice
- Accountability. Bottom up (area of weakness in our proposal) transparency
- Shared roles

Consistent, needs & evidence based, but flexible plan

- Should be Influenced by TOC
- Guided by approved advocacy agenda of the consortium
- Should be aligned with government policies and programmes, alignment with national government plans & Multi-Annual Country Strategies of the embassies
- Bottom up, needs assessment; identifying needs and priorities
- Scientific and evidence based
- Element of flexibility
- Consistency
- Open to learn
- Targets with indicators

Respectful use of partners capacities, leading to synergy

- Respect
- Identifying, consider and build on capacity, strengths and weaknesses of each partner and be honest
- Capacity (human and in knowledge/experience) to implement different activities, good knowledge of the local context, legitimacy and representativeness, established connections with local communities, government and other decision makers, track record etc.
- Sensitive to power dynamics (empower the smaller parties)
- Willing to share - funding goes to one shared strategic goal

Transparent, timely, lean & meaningful, with fun

- Transparency
- Communication, sharing information on regular basis, clear communication
- Timeliness
- To be lean and meaningful
- Ensure that information integrity to protect information from other organisations is not shared outside the consortium
- Keep the partnership “fun” to work in!

Annex 8.

Terms of References for global roles

Global lead roles Right2Grow

The following global roles have been identified in Right2Grow:

- Global advocacy lead
- Dutch advocacy lead
- Local advocacy liaison
- Global budget monitoring and expenditure tracking lead
- Global monitoring & evaluation lead
- Global linking and learning lead
- Global mutual capacity development lead
- CSOs lobby and advocacy support
- Global strategic partnership facilitator / coordinator
- Global finance lead
- Global communication support

The role descriptions below are only **indicative**, because they have not yet been finalised; we will do so after the submission of the full proposal and will have final versions before implementation starts. Even so, these roles may very well still change in the future, following emerging insights and adaptive management principles.

Global Advocacy Lead (Save the Children)

- Lead on all global advocacy activities of the Right2Grow consortium externally, this includes defining a more specific agenda regarding the EU and the EU influencing together with the Dutch lead
- Jointly develop a Global L&A strategy during year 1 with the L&A country focal points and the with input from the accelerators and consortium members
- Identify and organise access to platforms where Right2Grow members and relevant local voices can share Right2Grow approaches and evidence-based programming externally
- Ensure the connection between different movements like the SUN movement on nutrition and SUSANA and SWA on WASH, and others
- Liaison with GAIN and UNICEF on global advocacy initiatives
- Organise at least 2 side events during international conferences together with other consortium partner(s) World water Week and Food Summit/Nutrition
- Showcase and stage Right2Grow by joining fora and symposia, which include the Nutrition for Growth Summit August 2021 (Lisbon), World Food Summit 2021 (Food Systems), World Water Week 2021 (Stockholm SIWI)
- Development of an agenda for global lead activities in 2022, with the L&A liaison and country focal points and the with input from the accelerators and consortium members and aligned with the Dutch L&A and Dutch Government agendas
- Produce policy/evidence briefs in collaboration with the Dutch L&A lead and the Advocacy Liaison
- Attend side events at international conferences (World water Week and Food Summit/Nutrition) to share Right2Grow approaches ensuring local voices are included
- The Global Advocacy lead supports the six countries on a needs basis in their L&A to the embassies, partners and representatives

Dutch Advocacy Lead (Max Foundation)

- The Dutch and Global lead will develop 2021 lobby & advocacy plans (including identifying key audiences), and before the end of the year a compact plan for 2022-2025. This will include looking at specific Dutch commitments into N4G, FSS, etc.
- The Dutch and Global lead will jointly develop an annual agenda to support DGIS/IGG and align with the ZOA-led We Are Able alliance, GAIN and UNICEF in the Netherlands and Wilde Ganzen-led alliance for local resource mobilisation
- Events/debates in the Netherlands: Besides the launching event of Right2Grow programme, the Dutch L&A lead will (co-) organise one annual expert debate in the Netherlands on WASH and Nutrition, targeting policy makers and Dutch Public, such as organising the following-up of the 2019 IGG WASH & Nutrition workshop. Dutch L&A will link with (side events) at international WASH-Nutrition conferences to make use of/optimize each other's events. The advocacy leads will be supported for event logistics, trips and so on by the Advocacy Liaison Officer
- Targeting SDG2, SDG5 and SDG6-ambassadors in the Netherlands and other key spokespersons across the political spectrum after the upcoming election cycle (March 17th 2021) and inform them about Right2Grow approaches, evidence-based programming and learning to inform and influence their policies and agenda
- Feeding into at least three international partnerships and movements relevant to our work (e.g. SuSanA, SUN-SWA etc) to maximise jointly the L&A on Dutch and global level (using their network/events area of specialisation)

Local Advocacy Liaison lead (Save the Children)

- Act as liaison officer on all the L&A activities implemented by the 6 programme countries at different levels to enable the link between national level advocacy, regional and global advocacy by sharing regular updates with all L&A groups
- Mobilise advocacy-specific technical support for the country teams on a needs-basis, through the appropriate consortium coordinator
- Furnish the Global L&A Lead and Dutch L&A Lead with lessons, insights, documentation and relevant information or approaches from the implementation of Right2Grow
- Engage with L&A staff on outcomes of national events
- Support and join kick-off meetings of the Right2Grow programme in-country with IGG & EKN
- Develop in collaboration with the L&A country focal points a national and regional agenda for Right2Grow on L&A
- Identify raw material for case studies from reports or exchanges, leads and suggestions to communication support
- The Local Advocacy Liaison will be based in one of the regions or one of the six countries

Global BMET Lead (CEGAA)

- Support all the country level interventions with regards to budget monitoring and expenditure tracking (BMET)
- Coordinate global / regional capacity strengthening on BMET

Global M&E Lead (World Vision)

- Co-develops and proposes frameworks and procedures for baseline, planning, monitoring, reporting and evaluation with MEAL working group and country MEAL focal points
- Coordinates the MEAL working group (including the Linking & Learning focal points), together with the Global Linking and Learning lead
- Works closely with the global coordinator and supports the annual reflection and planning process
- Ensures alignment with IATI requirements at global level
- Coordinates outcome measurement and reporting process to global level, ensures quality review
- Facilitates country-led end-term evaluation by supporting country teams and link with external evaluator, together with MEAL working group
- Facilitate mid-term review, together with MEAL working group
- Analyses data (mainly on joint indicators) and shares regularly updates with the partnership's Program Group for discussion
- Join partnership's Program Group for MEAL topics
- Active role in networking with other strategic partnerships
- Liaise closely with global L&L lead
- Liaise closely with global Mutual Capacity Development lead on identifying the needs and priorities for strengthening MEAL capacities in the counties
- Liaise closely with decentralised L&A lead on the use of data generated in national and regional advocacy opportunities

Global Linking and Learning Lead (Action Against Hunger)

- Develops innovative approaches and ideas for learning within the partnership
- Ensures learning agendas are developed in all countries
- Co-develop learning agenda at global level, based on country learning agenda's and specific global needs including TOC assumptions
- Co-develop mid-term review and end evaluation framework
- Coordinates the MEAL working group, together with the Global MEAL lead
- Liaise closely with global M&E lead
- Liaise closely with global Mutual Capacity Development lead to ensure local capacity development outcomes feed into global linking and learning agenda
- Ensure learning exchanges between the countries and joint multi-country work on common learning questions
- Support country teams in identifying synergies and opportunities for replication of successful approaches
- Support country teams in conducting yearly strategic reviews and reflections to inform in-country and global adaptation of TOC, strategies and plans in line with Adaptive management approach
- Work with local learning focal points to ensure the uptake to gathered data and knowledge by key stakeholders for better policy and programming in the countries
- Analyses data from learning and shares regularly updates with the partnership's Program Group for discussion
- Join partnership its Program Group for L&L topics
- Active role in networking with other strategic partnerships

Global Mutual capacity development lead (Action Against Hunger):

- Assist country leads in skills and capacity mapping so they can identify gaps and needs at the country level
- Facilitate in-country decision-making on capacity development priorities and areas of focus
- Explore expertise and technical assistance opportunities among global consortium partners and match them with the country needs
- Facilitate the design of country-specific capacity development agendas and approaches
- Look for strategic learning opportunities and areas of common interest among programme countries so as to facilitate regional exchange and joint capacity development
- Work closely with Global linking and learning lead to identify linkages between capacity development and R2G leaning agenda
- Jointly with CSOs lobby and advocacy capacity development support, produce examples of best practice in mutual capacity development to support learning process
- Work closely with Global lobby and advocacy lead to ensure that advocacy teams in the programme countries have the right technical or specialised knowledge and skills so they can exert-influence

CSOs lobby and advocacy support (Save the Children):

- Act on the identified needs at the country level on L&A capacity development as communicated by the global mutual capacity development lead
- Check with L&A expertise among global consortium partners and match them with the country needs when additional capacity is needed in collaboration with the advocacy Liaison Officer
- Look for strategic learning opportunities and areas of common interest among programme countries so as to facilitate exchange and joint capacity development on L&A, also by involving regional offices and expertise, and partner organizations at the local level when needed
- Develop a curriculum which fits the context specific as the overall L&A agenda and strategy ensuring a match at capacity level in CO and adhere where necessary
- Align the proposed capacity development on L&A with Global linking and learning lead to identify linkages between capacity development and R2G leaning agenda
- Jointly with global mutual capacity development lead, produce examples of best practice in mutual capacity development to support learning process, and ensure wide communication with donor and additional external partners through the R2G communication channel

Global strategic partnership facilitator / coordinator (The Hunger Project)

- Facilitate the consortium in coordination and strategic development
- Facilitate the virtual team of global roles across the consortium partners in their collaboration
- Ensure adequate reporting to the donor

Global financial lead (The Hunger Project)

- Ensure adequate financial reporting to the donor
- Coordinate all consortium partner's financial positions with regards to Right2Grow
- Support consortium members' financial officers / controllers to comply with the grant budget guidelines and audit requirements

Global communication support (The Hunger Project)

- Support global and Dutch lobby and advocacy efforts
- Coordinate and support all consortium communication (social media, website, print)

About Right2Grow

Getting to zero undernutrition and zero people without access to basic WASH

Despite great progress over the past decades, almost 200 million children under five still suffer from stunting (low height/age), wasting (low weight/height), or both, and over 340 million from vitamin and mineral deficiencies. COVID-19 and climate change further aggravate this situation. Right2Grow has analysed the root causes of our inability to get these numbers to zero. We see a world full of great intentions, expertise and wealth, which does not live up to its promises and potential. At the same time, we also see strong women, men and children in affected communities ready to voice their needs, and ready to contribute their own part of the solution. Right2Grow will bridge the gap between these powerful women, men and children - and the often - powerless leaders, experts and technocrats who seek to support them.

International partners

Right2Grow is a Strategic Partnership between Action Against Hunger, the Centre for Economic Governance and Accountability Africa (CEGAA), Max Foundation, Save the Children, The Hunger Project and World Vision. With funding from the Dutch Government (Civil Society Strengthening - Power of Voices), Right2Grow will collaborate with communities, community-based organisations and civil society organisations in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda from 2021-2025.

Strengthening local voices

Right2Grow believes that sustainable progress can only be achieved by working with local communities, including especially women and other marginalised groups. Right2Grow therefore invests in communities, CBOs and CSOs to collect their own data and stories on nutrition and WASH. We help them hold their nearest relevant government officials to account for what is needed, planned and - often not - delivered. We help build those stories into strong evidence to convince national and international leaders and officials to make better choices.

Strengthening partnerships

Right2Grow strengthens partnerships between local communities and their local governments to make a joint analysis of what is needed, and how local solutions can be supported. As well as partnerships between civil society, private sector and governments to approach the issue in an integrated way, breaking down the silos between nutrition and WASH actors, gender and economic growth: through scaling up and funding bottom-up, gender sensitive approaches that cut across sectors and build on meaningful community involvement and ownership.

Right2Grow will collaborate closely with the Dutch Ministry of Foreign Affairs in the Netherlands and in the programme countries towards joint objectives and sustainable impact. We will align with national and international actors and inspire them to join us in our efforts. Together with the communities we work with, their local organisations, private sector and government partners we know how to get to zero undernutrition and to zero people without access to basic WASH services. So, let's do that.

Contact and more information:

www.right2grow.org

