



Right2Grow Project's Toolkits

2021 - 2025



Ministry of Foreign Affairs of the
Netherlands



አወጪ ልማት
ORDA Ethiopia



March 2025, Ethiopia



Table Contents

Approaches (Toolkits) Used in the Right2Grow Project	1
Why It Matters: Advocacy for Nutrition and WASH	3
Objectives of Right2Grow Project	4
Approach Used in Right2Grow	4
Vision.....	4
Toolkits Used in the Right2Grow Project.....	5
I. Citizen’s Voice and Action (CVA)	6
1.1 Tools Used	7
1.2. Purpose of the CVA Toolkit	8
1.3. Expected Impacts of CVA.....	8
1.4 Methodology for the CVA Approach	8
1.5. Why CVA? Actions Taken So Far.....	10
1.6. Results obtained through CVA Implementation	11
1.7. Case Study: Success Stories from the Right2Grow Project	12
2. Budget Monitoring and Expenditure Tracking (BMET) Toolkit in Right2Grow	19
2.1. Introduction to BMET.....	19
2.2. Objectives of BMET	19
2.3. Purpose for BMET Implementation.....	20
2.3. Methodology	21
2.4. Application of BMET.....	21
3. Bridge4Voices Toolkit in Right2Grow Project	23
3.1. Introduction to the Bridge4Voice Approach.....	23
3.2. Objectives of Bridge4Voice	24
3.3. Core Strategies of Bridge4Voice.....	25

3.4. Fundamental Principles of Bridge4Voices	26
3.5. Bridge4Voices Approach	27
4. Outcome Harvesting (OH) Toolkit	29
4.1. Introduction to the Outcome Harvesting Toolkit.....	29
4.2. Objectives of Outcome Harvesting in Right2Grow.....	29
4.3. Purpose of the OH Toolkit	29
4.4. Methods Used in Outcome Harvesting.....	30
4.5. Application of Outcome Harvesting in Right2Grow.....	32
4.6. Key Steps in Outcome Harvesting	33
4.7. Scalability of the Outcome Harvesting (OH) Toolkit	33
5. Resource Tracking and Partnership Management (RTPM) Toolkit.....	36
5.1. Introduction to RTPM	36
5.2. Purpose of RTPM.....	36
5.3. Methodology of RTPM.....	36
5.4. Application of RTPM	38
6. Humanitarian-Development-Peace Triple Nexus (HDPN) Approach.....	39
6.1. Introduction to HDPN	39
6.2. Purpose of HDPN	39
6.3. Methodology of HDPN.....	40
6.4. Application of HDPN	40
6.5. Sustainability of the HDPN Approach.....	41
Advantages and Disadvantages of Toolkits Used in the Right2Grow Project..	43
Key Takeaways.....	46

Tables

Table 1: Major results obtained in 21 Right2Grow Ethiopia’s operation
woreda; 2021-2025. 11

Table 2: A summary of the advantages and disadvantages of the six
toolkits used in the Right2Grow project:45

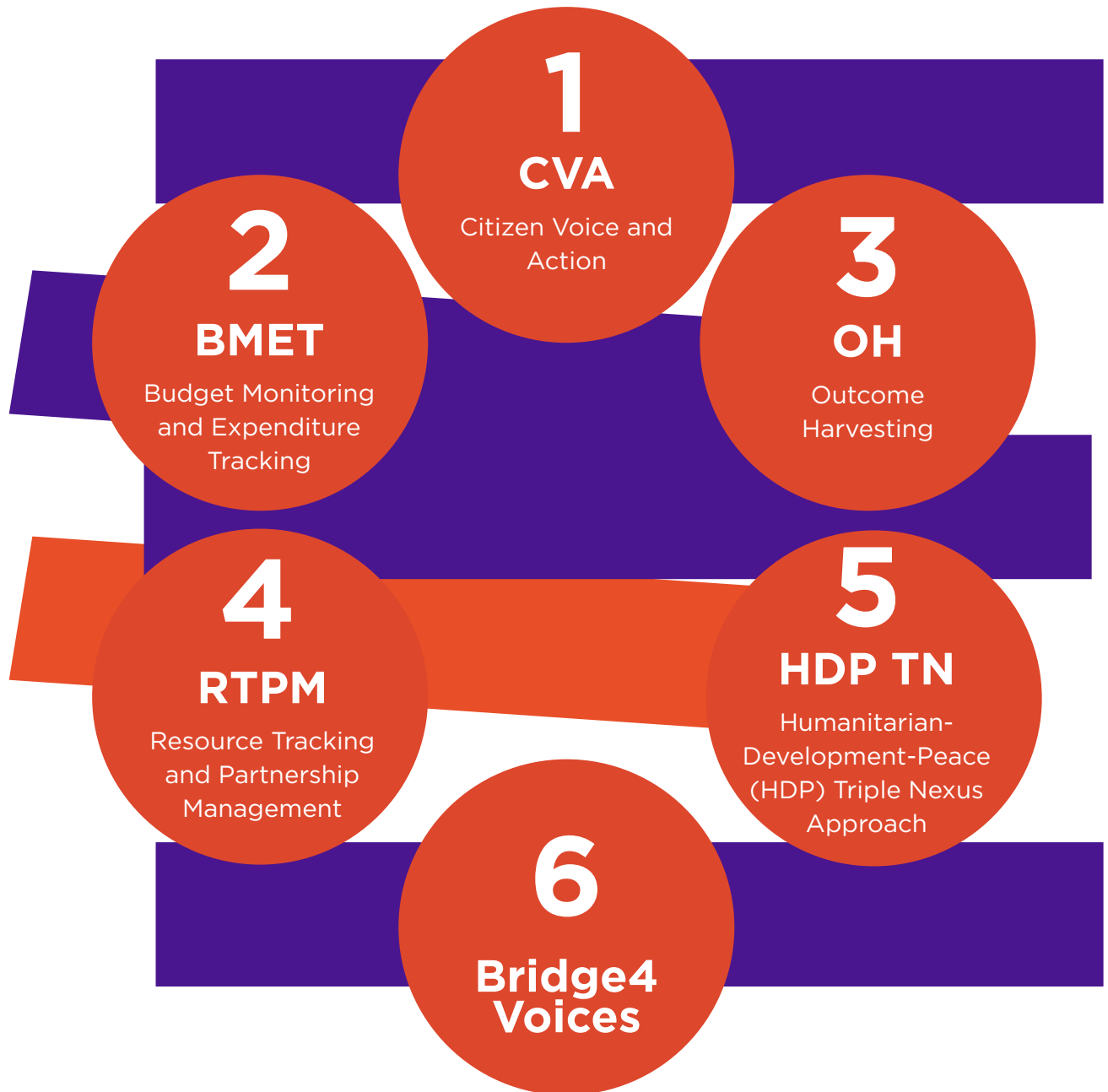
Figures

Figure 1: The CVA toolkit 6

Figure 2: How B4V work in solving the community’s need 25

Figure 3: The Bridge4Voices Approach..... 28

Approaches (Toolkits) Used in the Right2Grow Project





Introduction to the Right2Grow Project

The Right2Grow Ethiopia Consortium is an advocacy project working to support the nation's efforts to curb and ultimately end malnutrition in all its forms by 2030. It is a five-year grant project (2021–2025), funded by the Ministry of Foreign Affairs of the Netherlands, with a budget of approximately €4.75 million.

In Ethiopia, the project is implemented by five prime partners: World Vision Ethiopia, Action Against Hunger, Max Foundation Ethiopia, The Hunger Project Ethiopia, and the Center for Economic Governance and Accountability in Africa. Additionally, three local partners—Mother and Children Multisectoral Development Organization, ORDA Ethiopia, and Gurage Development and Culture Association—contribute to its implementation.

The project operates in 21 woredas across three regions of Ethiopia. In Oromia, it is active in six woredas; in Amhara, it covers eight woredas; and in the Central Ethiopia Region, it operates in seven woredas. World Vision Ethiopia serves as the national lead, while Max Foundation Ethiopia, Action Against Hunger, and The Hunger Project Ethiopia act as regional leads for Amhara, Oromia, and Central Ethiopia, respectively.

Why It Matters: Advocacy for Nutrition and WASH

Malnutrition and inadequate access to clean water and sanitation remain critical challenges in Ethiopia. Currently, 39% of Ethiopian children suffer from stunting, and malnutrition is responsible for an annual GDP loss of 16%. Additionally, 50% of the population lacks access to safe drinking water, while 90% do not have proper sanitation facilities. Addressing these issues is essential to improving public health, economic growth, and overall well-being.

Objectives of Right2Grow Project

The ultimate goal of the Right2Grow project in Ethiopia is to enable decision-makers to collaboratively and effectively tackle undernutrition through a multi-sectoral, gender-sensitive, and inclusive approach. By integrating various stakeholders and ensuring evidence-based advocacy, the project aims to drive systemic change and improve nutrition outcomes nationwide.

Approach Used in Right2Grow

The Right2Grow project employs a combination of advocacy, capacity building, policy engagement, public-private partnerships, and the Humanitarian-Development-Peace (HDP) Triple Nexus approach to foster long-term impact. It follows a bottom-up strategy by mobilizing community groups, including community-based organizations (CBOs and FBOs), civil society organizations (CSOs), and locally led task forces such as Citizen Voice and Action (CVA) and the Accountability Task Force (ATF). These groups work collectively to address policy implementation gaps, improve service delivery, promote accountability, and enhance budget transparency.

Right2Grow Ethiopia also collaborates with government stakeholders to integrate both nutrition-sensitive and nutrition-specific interventions into national and local decision-making processes. This includes influencing budget allocation, strategic planning, implementation, and monitoring and evaluation (M&E) to ensure sustainable progress.

Vision

Every child in Ethiopia should have the opportunity to reach their full potential.

Toolkits Used in the Right2Grow Project

The Right2Grow project utilizes various toolkits designed to amplify the voices of local citizens and vulnerable groups. These include Citizen's Voice for Action (CVA), Budget Monitoring and Expenditure Tracking (MBET), Bridge4Voices, Outcome Harvesting (OH), Resource Tracking and Partnership Management (RTPM), and the Humanitarian-Development-Peace (HDP) Triple Nexus approach.

This document provides an in-depth overview of the purpose, methodology, and application of each toolkit, facilitating knowledge transfer and ensuring the sustainability of project outcomes. Additionally, it includes case studies from field interviews to highlight effective and scalable interventions that can be replicated in similar contexts.

I. Citizen's Voice and Action (CVA)

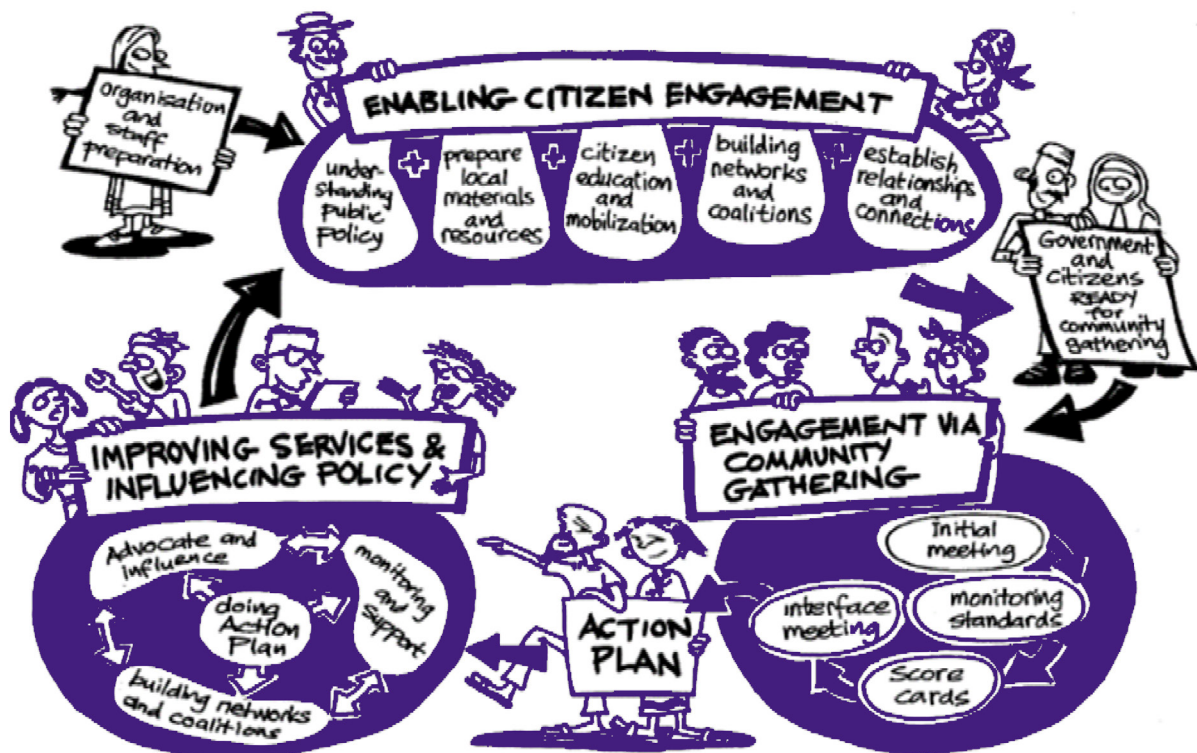
Citizen Voice and Action (CVA) is World Vision's evidence-based, community-led local advocacy and social accountability tool, utilized by Right2Grow Ethiopia's partners in their respective operational woredas. CVA is designed to improve the quality of essential services in sectors such as nutrition, health, WASH, and education by strengthening accountability systems and addressing policy implementation gaps.

The approach is built on four key components—Information, Voice, Accountability, and Dialogue—which collectively serve as mechanisms to enhance citizen participation, ensure responsive governance, and drive sustainable improvements in service delivery.



Figure 1: The CVA toolkit

CVA is implemented in phases, beginning with a preparatory stage followed by three iterative phases: enabling citizen engagement, facilitating community gatherings, and improving services while influencing policy.



1.1 Tools Used

1. **Enabling Citizen Engagement:** Citizens are educated on public policy and service standards in the nutrition, health, and WASH sectors. This phase strengthens coalitions, networks, and relationships to enhance advocacy efforts.
2. **Monitoring Standards and Community Scorecards:** Community scorecards are used to assess the performance of public nutrition, health, and WASH services at the Primary Health Care Unit (PHCU) level in project woredas. CVA task forces and Accountability Action Teams lead this process in collaboration with government sector representatives.
3. **3. Interface Meetings:** Community representatives present evidence-based findings from monitoring efforts to sector leads and duty bearers. During these meetings, citizens highlight service quality issues, while duty bearers commit to corrective actions through a jointly developed action plan.

1.2. Purpose of the CVA Toolkit

The CVA toolkit empowers citizens and marginalized groups to influence decision-making by addressing policy implementation gaps and improving service quality.

1.3. Expected Impacts of CVA

CVA strengthens community ownership, enhances transparency, and ensures policies are effectively implemented. It fosters a cycle of empowerment → action → accountability, aligning services with community needs. The approach supports Right2Grow's mission to drive self-reliance and systemic change through grassroots advocacy.

1.4 Methodology for the CVA Approach

The CVA methodology in the Right2Grow Project follows a participatory, community-driven approach to amplify marginalized voices and enhance accountability. It is implemented in phases:

1.4.1. Enabling Citizen Engagement

- Identify and prepare public policy standards and indicators for nutrition, health, and WASH sectors.
- Educate citizens and marginalized groups on their rights, entitlements, and how to hold service providers accountable for inadequate nutrition and WASH services.
- Mobilize communities, prioritizing women, youth, and vulnerable groups, to form advocacy groups such as CVA Task Forces and Accountability Action Teams.
- Build networks and coalitions by strengthening relationships among stakeholders.
- Prepare target citizen groups and government authorities for the upcoming community gatherings.

1.4.2. Community Engagement through Gatherings

- Conduct initial meetings to train community members and stakeholders on:
 - Rights-based advocacy (understanding entitlements related to nutrition and WASH).
 - Data collection tools (e.g., scorecards, community-led monitoring).
 - Communication skills (negotiation, dialogue facilitation).
- Facilitate monitoring of social service facilities by CVA Task Forces and Accountability Action Teams using government policy standards and indicators.
- Hold interface meetings where service users and duty bearers review findings from monitoring efforts and community scorecards.

1.4.3. Participatory Planning & Prioritization

- Facilitate community-led dialogues to identify key issues, such as lack of clean water or poor sanitation.
- Develop action plans with clear demands, such as improving health services, repairing water pipelines, constructing sanitation infrastructure, and promoting hygiene and nutrition programs.

1.4.4. Advocacy & Dialogue Platforms

- Organize multi-stakeholder forums involving communities, local leaders, and service providers to present findings and advocate for improvements.
- Use evidence, including scorecard data and community testimonies, to push for policy adjustments and concrete commitments.

1.4.5. Improving Service Quality & Influencing Policy Implementation

- Advocate for systemic change by addressing policy implementation gaps.
- Monitor and support improvements in service delivery.
- Build new networks and coalitions to sustain advocacy efforts.

1.5. Why CVA? Actions Taken So Far

A 2021 baseline study of the Right2Grow Project revealed gaps in stakeholder coordination and the absence of standardized monitoring, evaluation, and accountability systems across regional, zonal, woreda, and kebele levels. The study also found that faith-based organizations (FBOs), community-based organizations (CBOs), and civil society organizations (CSOs) had limited influence on nutrition and WASH-sensitive programs.

Additionally, the community gap assessment indicated that poor governance, lack of a shared community vision, and capacity constraints hindered the effective planning and implementation of integrated, result-based WASH and nutrition interventions.

To address these challenges, Right2Grow Ethiopia took action by:

- Building stakeholder capacity on policy standards, rights, entitlements, local advocacy, and social accountability (CVA).
- Training communities on budget monitoring and expenditure tracking.
- Establishing CVA Task Forces (CVA TF), Accountability Action Teams (AAT), and Budget Monitoring and Expenditure Tracking Action Teams (BMET AT).
- Preparing and disseminating nutrition and WASH service standards with relevant indicators in local languages for better accessibility.

1.6. Results obtained through CVA Implementation

By implementing the CVA tool, the following major results were obtained in 21 Right2Grow Ethiopia's operation woredas.

Table 1: Major results obtained in 21 Right2Grow Ethiopia's operation woreda; 2021-2025.

S/N	Result obtained	Frequency
1	CVA TF established and rendered Volunteer service on the behalf of their community	118
2	AAT established and rendered Volunteer service on the behalf of their Constituents	21
3	Community gatherings, Monitoring, Community Score Card and Interface Meetings Sessions conducted	103
4	Service delivery issues /barriers on Health & WASH facilities Identified.	189
5	Double actions formulated by community & duty bearers for improved (WASH & nutrition)	131
6	Targeted barriers to good nutrition and Health, and WASH services were addressed	189
7	Health post rehabilitated/maintained	12
8	Institutions (Health Centers, Schools and Farmers Training Centres) accessed clean WASH Facilities	96
9	Health Centers equipped with medical Supplies and furniture support from local Government Offices	28
10	Health professionals hired,	48
11	Health facilities with improved availability of essential drugs.	37

The 2023 midterm evaluation confirmed that the project's local-level advocacy and social accountability approach influenced local government authorities to prioritize community demands. It also enhanced duty bearers' accountability, leading to improved adherence to nutrition and WASH service standards.

1.7. Case Study: Success Stories from the Right2Grow Project

1.7.1. A Journey of Lasting Advocacy and Service Through the CVA Approach



"Seeing the community embrace the household gardening initiative was truly inspiring. It showed me the power of leading by example and how small changes can create a lasting impact"

Aneley Damte

Aneley Damte, a youth representative for the Right2Grow project in Gedebano Kebele (include woreda name), shares how he and his peers mobilized their community to improve health, nutrition, and sanitation services. His involvement began with 12 other young volunteers passionate about making a difference. Initially, they focused on supporting the elderly and disabled through volunteer work but soon realized that lasting change required addressing deeper community challenges, particularly in nutrition, sanitation, and healthcare access.

1.7.2. From Individual Efforts to Community Impact

The youth group took an action-oriented approach, starting with small, sustainable initiatives like:

Household Garden Vegetable Initiative: The 12 youth members planted vegetables in their own compounds to demonstrate the benefits of home gardening. Seeing their success, they encouraged others in the community to do the same, leading to improved nutrition and food security.

Health Center Renovation: Recognizing the poor condition of the local health center, Aneley and his team mobilized community members to donate resources and labor for its renovation. This restored essential services and improved the environment for both healthcare providers and patients.

Addressing Water Challenges: The group is now working on mobilizing the community to solve the water shortage problem at the health center. They plan to implement rainwater harvesting to support both healthcare services and vegetable farming within the health center compound.

1.7.3. Driving Social Change Through Advocacy

Aneley emphasizes that awareness and advocacy have been at the heart of their success. Through Right2Grow's training and support, they have been able to:

Promote Healthy Practices: In collaboration with health professionals, they conducted community awareness campaigns on exclusive breastfeeding, child health, and nutrition during community gatherings.

Improve Sanitation: Their advocacy efforts led to the construction of a standard toilet with a handwashing station in the kebele, significantly improving hygiene and sanitation.

Enhanced Community Engagement in Health Insurance: The project encouraged active participation in community health insurance, ensuring better access to medical services for families in need.

1.7.4. A Lasting Impact on the Community

Aneley considers the household garden vegetable initiative as the most memorable and transformative part of the project. Initially, home gardening was not a common practice in their community. However, once people saw the nutritional and economic benefits, they were eager to adopt it. This shift in mindset has contributed to better food security and healthier families.

1.7.5. 1.7.5. The Role of CVA Advocacy in Zere Kebele: The Case of Birzo Debela



“Before this project, we never grew vegetables at home. Now, not only do we have vegetables, but we also have enough to sell and generate income.”

Birzo Debela

In Zere Kebele, limited access to nutritious food, quality healthcare, and essential services posed significant challenges before the Right2Grow project. The introduction of the CVA tool in 2021 (2014 EC) empowered community members like Birzo Debela to advocate for better nutrition, WASH, and maternal healthcare services.

Through the CVA process, Birzo and her community:

- Learned how to grow vegetables and fruits in their compounds, reducing dependency on market purchases.
- Understood the importance of balanced diets, leading to healthier meals.

- Were educated on proper cooking methods to preserve nutrients.
- Advocated for institutional deliveries to reduce maternal and neonatal mortality.

1.7.6. Improving Maternal and Child Health

One of the most life-changing impacts of the Right2Grow project has been in maternal and newborn health. Birzo recalls a tragic incident before the project:

“I remember a pregnant mother who tried to deliver at home and tragically lost her life after a long labor. At that time, many women did not want to go to health facilities.”

To address this, Birzo and other women in the community:

- Formed a Women’s Development Army to promote institutional deliveries.
- Escorted pregnant women to health centers, ensuring they had a safe place to stay before labor.
- Prepared nutritious meals for mothers at health facilities.
- Cared for their children and homes while they were away, reducing their concerns.

“Now, all mothers deliver in health facilities. The survival of mothers and newborns has greatly improved because of this initiative.”

Birzo Debela

1.7.7. Increasing Childhood Immunization and Combating Malnutrition

Before the Right2Grow project, vaccination rates were critically low due to a lack of awareness. Birzo admits that even her own children were once unvaccinated. Through CVA advocacy, the community:

- Understood the importance of immunization in preventing childhood diseases.
- Organized vaccination campaigns, ensuring every child was immunized.
- Encouraged exclusive breastfeeding for the first six months, which was previously uncommon.

“Now, there isn’t a single unvaccinated child in our kebele. This is a major achievement!”

Birzo Debela

The Right2Grow project also addressed child malnutrition through CVA interventions by:

- Screening children for malnutrition.
- Providing support to families in need.
- Connecting malnourished children to healthcare services.

1.7.8. Breaking Social Stigmas and Empowering Children with Disabilities

One of the most profound transformations Birzo witnessed was the acceptance of children with disabilities. Before the project:

- Families hid children with mental disabilities, believing they could not learn or were cursed.
- These children were denied education and social interaction.

Through CVA awareness campaigns, families began to support children with disabilities. Birzo recalls:

“There was a child who had been hidden for years due to a mental disability. The parents never sent the child to school. Our team educated them, showing them that their child had potential. Eventually, they agreed to enroll the child in school. Now, the child is learning and thriving.”

This shift changed not only one child’s life but also transformed community perceptions of disability.

1.7.9. Sustaining the Impact Beyond Right2Grow

As the Right2Grow project phases out, Birzo and her community are committed to sustaining these gains. They plan to:

- Continue CVA advocacy, ensuring future generations benefit from proper nutrition, healthcare, and sanitation.
- Train more women and community members to become advocates.
- Expand agricultural practices for food security and economic growth.
- Monitor and support maternal health services to maintain high institutional delivery rates.

“Our lives have changed forever. Even after the project ends, we will continue to grow, learn, and advocate for a healthier future.”

Birzo Debela

Scaling and Sustainability

- Link local successes to broader policy advocacy (e.g., influencing district/national WASH budgets).
- Strengthen partnerships with government and CSOs to institutionalize community participation.

With committed community leaders like Birzo Debela and Aneley Damte, these transformations will continue, ensuring that no mother, child, or family is left behind. The success of this toolkit demonstrates that it is practical, user-friendly, and scalable for any project focused on advocacy and community empowerment.

“Right2Grow did not just change our lives—it
changed our future.”

Birzo Debela

2. Budget Monitoring and Expenditure Tracking (BMET) Toolkit in Right2Grow

2.1. Introduction to BMET

Budget Monitoring and Expenditure Tracking (BMET) is a structured framework used to assess the allocation and utilization of public funds, particularly in critical sectors like nutrition and WASH. The process involves collecting data on budget allocations, actual expenditures, and service delivery outcomes to promote transparency, accountability, and resource efficiency.

BMET is particularly significant because it empowers CSOs and stakeholders to advocate for improved budgetary practices, ensuring that adequate funding is allocated to underfunded areas.

2.2. Objectives of BMET

The primary objectives of BMET include:

- **Enhancing Accountability:** By tracking expenditures, BMET ensures government entities are held accountable for their financial decisions, making certain that funds are used as intended.
- **Improving Resource Allocation:** BMET identifies gaps between budgeted amounts and actual expenditures, which is crucial for advocating increased investment in underfunded areas, notably in nutrition and WASH sectors.
- **Informing Policy Decisions:** The insights garnered from BMET play a vital role in guiding policymakers about the efficacy of current spending practices, which in turn assists in future budgetary decisions.
- **Empowering Civil Society:** BMET equips CSOs with the necessary tools and data to engage in budget advocacy, thereby fostering a participatory governance approach where citizen input influences budget priorities.

2.3. Purpose for BMET Implementation

A comprehensive BMET system is proposed to facilitate learning transfer and ensure the sustainability of project results and initiatives. The framework aims to enhance accountability, optimize resource allocation, and promote continuous improvement in resource management.

Proposed Framework and Objectives

The objectives of the proposed BMET system are:

1. **Establish Clear Objectives:** Define goals focused on learning transfer and sustainability, which may include improving financial transparency and engagement.
2. **Develop a Comprehensive Budget Framework:** Create a detailed budget that aligns with project objectives, incorporating inputs from all stakeholders for buy-in and relevance.
3. **Establish Data Collection Mechanisms:** Create systematic processes for collecting financial data such as receipts, invoices, and expenditure reports, utilizing management software for accuracy.
4. **Conduct Regular Expenditure Tracking:** Monitor actual expenditures against the budget periodically to identify discrepancies and inform decision-making.
5. **Facilitate Learning Workshops:** Organize sessions for stakeholders to review financial data, fostering reflective discussions to share best practices and identify areas for improvement.
6. **Integrate Outcome Harvesting:** Utilize methodologies to assess the impact of expenditures on project results, linking financial data to specific outcomes achieved.
7. **Develop Reporting Mechanisms:** Create bi-annual reports that summarize expenditure tracking and learning outcomes, promoting transparency.
8. **Capacity Building:** Provide training for stakeholders on financial management, ensuring effective implementation of the BMET system.

2.3. Methodology

The methodology for implementing BMET involves several key steps:

- 1. Stakeholder Engagement:** Involve relevant stakeholders, including government officials, community-based organizations (CBOs), and civil society organizations (CSOs), in planning and implementing BMET processes to secure collaboration and endorsement.
- 2. Capacity Building:** Conduct training workshops focusing on budget monitoring, expenditure tracking, and utilizing relevant tools. This ensures stakeholders possess the necessary skills for effective data collection and analysis.
- 3. Data Collection and Analysis:** Establish a systematic approach for collecting and analyzing financial data related to budget allocations and expenditures. This could involve regular reporting, surveys, and digital tools for efficient data management.
- 4. Monitoring and Evaluation:** Implement a robust framework for evaluating BMET processes, assessing effectiveness, and tracking progress towards project goals, including predefined indicators for success.
- 5. Feedback Mechanisms:** Create channels for stakeholder feedback on BMET processes, fostering a culture of continuous learning and improvement.

2.4. Application of BMET

The application of BMET in projects significantly contributes to learning transfer and ensures sustainability:

- 1. Informed Decision-Making:** BMET provides accurate data on budget allocations and expenditures, enabling stakeholders to make informed decisions aligned with project goals and community needs.
- 2. Resource Optimization:** By identifying inefficiencies or underfunding, BMET allows for the reallocation of resources to maximize impact and ensure essential services are adequately funded.
- 3. Enhanced Accountability:** Regular monitoring and reporting cultivate accountability among stakeholders, ensuring funds are used appropriately and project objectives are met.

4. Sustainability Planning: BMET facilitates the development of strategies to ensure long-term sustainability by highlighting successful initiatives and areas needing improvement.
5. Knowledge Sharing: The insights captured from BMET can be documented and disseminated among other projects and stakeholders, fostering a culture of best practices and collaborative learning.

In summary, the implementation of a comprehensive Budget Monitoring and Expenditure Tracking (BMET) system is crucial for enhancing financial accountability, optimizing resource allocation, and ensuring the sustainability of project results. By focusing on objectives like stakeholder engagement, capacity building, rigorous data collection, and continuous improvement, organizations can drive positive changes in public finance management and ultimately achieve better health outcomes for communities. The successful application of BMET, as demonstrated by initiatives like the Right2Grow Initiative, underscores its potential to facilitate effective resource utilization and improve overall public service delivery. Continued investment in these areas will support the long-term efficacy and impact of BMET initiatives across various sectors, addressing critical needs such as nutrition and WASH.

3. Bridge4Voices Toolkit in Right2Grow Project

3.1. Introduction to the Bridge4Voice Approach

The Bridge4Voices (B4V) approach is an advocacy and community engagement model within the Right2Grow project designed to amplify the voices of marginalized communities, particularly women, youth, and persons with disabilities. It bridges the gap between grassroots communities and policymakers, ensuring that challenges related to nutrition, water, sanitation, and hygiene (WASH) are addressed through inclusive, evidence-based decision-making.

Bridge4Voices operates on the metaphor of a bridge separating communities from decision-makers, such as policymakers and government officials. The role of the approach is to carry the voices, experiences, concerns, and needs of communities across this bridge to influence decision-making and accountability.

The core principles of the Bridge4Voices approach include:

- **Community-Centered Advocacy:** Ensuring that communities remain at the heart of advocacy efforts and decision-making.
- **Amplifying Voices:** Using structured advocacy strategies to elevate community concerns to policymakers.
- **Influencing Policy Change:** Applying evidence-based approaches to achieve systemic improvements in WASH and malnutrition policies.

The approach serves as a crucial tool for ensuring that advocacy strategies align with community realities, ultimately driving sustainable improvements in service delivery.



Figure 2: How B4V work in solving the community's need

Right2Grow operates at multiple levels to:

- **Improve Community Engagement:** Enhancing responsiveness by actively listening to communities and understanding their priorities.
- **Amplify Community Voices:** Ensuring that local concerns are effectively represented in policy dialogues and discussions with policymakers.
- **Strengthen Accountability:** Supporting communities and policymakers with tools such as BMET to enhance transparency and responsible governance.

3.2. Objectives of Bridge4Voice

The Bridge4Voice approach aims to:

- **Strengthen Community-Led Advocacy:** Enabling communities to hold governments accountable for improved nutrition and WASH services.
- **Empower Civil Society Organizations (CSOs):** Supporting their participation in policy dialogues and budget tracking.

- **Facilitate Multi-Stakeholder Collaboration:** Encouraging cooperation between government, NGOs, and the private sector to drive sustainable solutions.
- **Promote Social Inclusion:** Ensuring that vulnerable groups actively participate in decision-making processes.

3.3. Core Strategies of Bridge4Voice

3.3.1. Citizen Engagement & Advocacy

- Mobilizing communities through Citizen Voice and Action (CVA) platforms.
- Organizing interface meetings between communities and government officials.
- Advocating for increased public investment in nutrition and WASH services.

3.3.2. Policy Influence & Governance Strengthening

- Engaging policymakers at local and national levels to mainstream nutrition and WASH policies.
- Supporting the establishment of multi-sectoral councils to improve coordination.
- Promoting transparency in budget allocations and implementation.

3.3.3. Capacity Building & Inclusion

- Training community members, CSOs, and local leaders on social accountability, rights-based advocacy, and budget monitoring.
- Ensuring participation of women, youth, and persons with disabilities in governance structures.

3.3.4. Sustainability & Private Sector Engagement

- Strengthening public-private partnerships to ensure long-term access to affordable WASH and nutrition solutions.
- Supporting community-led initiatives to enhance local ownership and sustainability.

3.4. Fundamental Principles of Bridge4Voices

- **Community-Driven Approach:** Local communities, as the primary users of services, should lead Right2Grow's advocacy efforts based on their identified needs.
- **Policy Change:** Advocating for policy reforms, including budget allocations necessary for effective implementation.
- **Partnership:** Bringing together stakeholders, including duty-bearers, ministries, private sector actors, communities, and CSOs, to collaborate on sustainable solutions.
- **Learning & Adaptation:** Continuously refining strategies based on impact assessments and lessons learned from past efforts.
- **Policy Innovation:** Contributing tangible and innovative policy ideas to influence decision-makers effectively.
- **Adaptive Advocacy:** Implementing advocacy initiatives in a non-linear, flexible manner that responds to emerging opportunities, uncertainties, and shifts in the policy landscape.
- **Guiding Principles:** These core principles serve as a foundation for shaping Right2Grow's advocacy strategy using the Bridge4Voices approach.

3.5. Bridge4Voices Approach

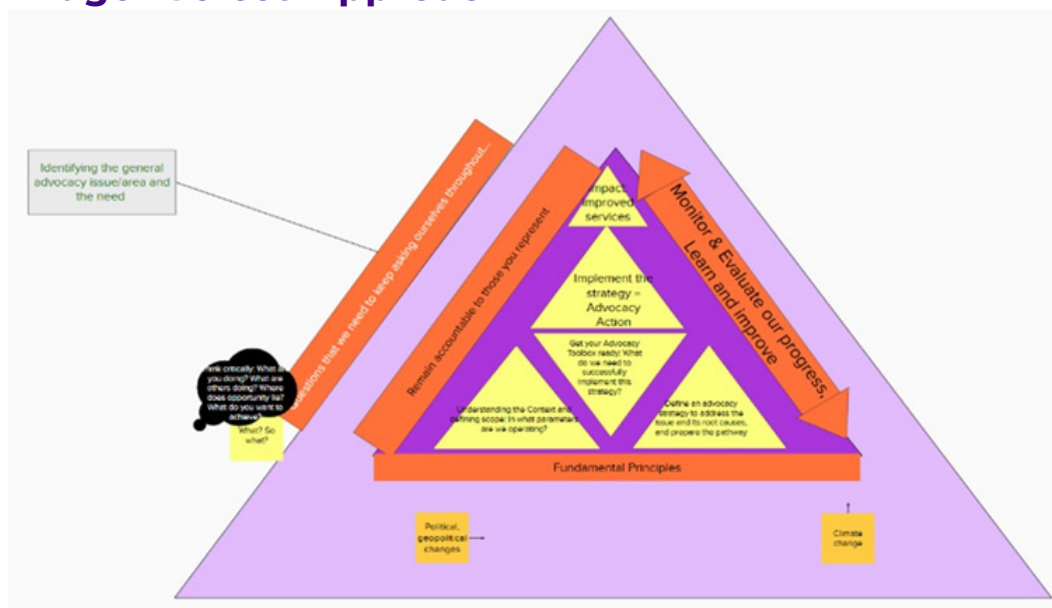


Figure 3: The Bridge4Voices Approach

The Bridge4Voices approach is based on a flexible triangle framework containing six “non-steps.” Unlike linear advocacy models, B4V recognizes that advocacy requires moving forward, backward, or sideways depending on emerging needs and opportunities. Instead of a rigid step-by-step process, these non-steps work dynamically within the triangle to adapt to changing advocacy landscapes.

The Six Non-Steps of Bridge4Voices:

1. **Identifying the Advocacy Issue & Need:** Ensuring advocacy priorities are community-driven rather than donor-imposed.
2. **Understanding the Context & Defining Scope:** Assessing operational parameters to set realistic expectations.
3. **Developing an Advocacy Strategy:** Addressing the root causes of the issue and defining clear pathways for action.
4. **Preparing the Advocacy Toolbox:** Equipping teams with the necessary tools, resources, and skills to implement the strategy effectively.

- 5. Implementing the Strategy (Advocacy Action):** Executing advocacy interventions based on defined objectives and methodologies.
- 6. Monitoring & Evaluating Progress:** Assessing the effectiveness of advocacy efforts and making data-driven adjustments.

The Bridge4Voices toolkit provides a structured, participatory, and data-driven approach to strengthening community advocacy, improving policy implementation, and ensuring government accountability in nutrition and WASH governance. By integrating grassroots engagement, financial tracking, policy influence, and private sector partnerships, it fosters sustainable and impactful change in vulnerable communities.

This approach serves as a transformative tool that connects community voices with policy actions, ensuring that nutrition and WASH services are accessible, well-funded, and sustainable. Through local advocacy and national policy influence, B4V creates systemic change by empowering communities to take ownership of their health and well-being.

4. Outcome Harvesting (OH) Toolkit

4.1. Introduction to the Outcome Harvesting Toolkit

Outcome Harvesting (OH) is a participatory and learning-oriented evaluation approach that identifies, verifies, and analyzes changes (outcomes) influenced by a program, project, or intervention. Unlike traditional monitoring and evaluation (M&E) methods that measure progress against predefined indicators, OH works retrospectively, collecting evidence of changes and determining how a program contributed to those outcomes.

4.2. Objectives of Outcome Harvesting in Right2Grow

In the Right2Grow program, Outcome Harvesting serves as the primary monitoring tool during implementation and mid-term reviews. The key objectives include:

1. **Assessing Progress Towards Outcomes:** Evaluating the program's effectiveness in achieving its five-year objectives, as outlined in the Theory of Change and Results Framework.
2. **Capturing Unintended Outcomes:** Identifying both intended and unintended changes for a more comprehensive understanding of program impact.
3. **Facilitating Learning & Adaptation:** Using OH insights to adjust strategies in response to emerging challenges and dynamic contexts.
4. **Strengthening Advocacy Efforts:** Leveraging evidence-based results to influence policy and practice in nutrition and WASH governance.

Overall, Outcome Harvesting ensures that Right2Grow remains responsive, adaptive, and effective in empowering communities and improving nutrition and WASH outcomes.

4.3. Purpose of the OH Toolkit

The Outcome Harvesting toolkit provides a structured methodology for:

- Identifying significant behavioral, policy, or systemic changes resulting from advocacy and program interventions.
- Assessing how and to what extent a program contributed to observed outcomes.

- Strengthening adaptive learning by continuously refining strategies based on real-world impacts.
- Enhancing accountability and reporting by generating concrete evidence of program influence.

4.4. Methods Used in Outcome Harvesting

Outcome Harvesting (OH) employs a structured, iterative process to identify, document, and analyze changes influenced by a program or intervention. The method focuses on collecting evidence of outcomes and understanding how a program contributed to them. Below are the key methods used in Outcome Harvesting:

4.4.1. Defining the Use and Scope

Method: Stakeholder Consultation & Purpose Definition

- Engage key stakeholders (program staff, beneficiaries, funders, policymakers) to clarify the purpose of the Outcome Harvesting exercise.
- Define the focus areas, such as policy changes, community empowerment, or multi-sectoral coordination.
- Establish the boundaries of the assessment, including timeframes and geographic scope.

4.4.2. Collecting Outcome Evidence

Method: Document Review & Data Mining

- Gather reports, meeting minutes, advocacy materials, and government statements to identify observable changes.
- Review media coverage, research papers, and case studies related to the intervention.
- Analyze budget allocations, policy shifts, or service improvements that indicate program influence.

Method: Key Informant Interviews & Focus Group Discussions

- Conduct structured interviews with government officials, CSO leaders, community members, and private sector actors.

- Facilitate focus groups to discuss observed changes, challenges, and community-led advocacy efforts.
- Use participatory storytelling techniques to capture lived experiences and qualitative insights.

Method: Community Scorecards & Participatory Assessments

- Engage local communities in self-assessment exercises to rate changes in service delivery, governance, or WASH access.
- Compare before-and-after scenarios using visual tools like scorecards, ranking systems, and mapping exercises.

4.4.3. Substantiating Outcomes (Verification)

Method: Triangulation & External Validation

- Cross-check collected information with independent sources (e.g., government reports, third-party research, donor assessments).
- Engage external evaluators or peer reviewers to validate key findings and rule out biases.

Method: Multi-Stakeholder Dialogues & Peer Reviews

- Organize roundtable discussions with civil society organizations (CSOs), government representatives, and community leaders to verify identified outcomes.
- Use peer review mechanisms where different organizations assess each other's reported outcomes for credibility.

4.4.4. Analyzing & Interpreting Findings

Method 1: Thematic Analysis

- Group outcomes into key themes such as policy changes, budget allocations, or community empowerment.
- Identify patterns, trends, and interconnections between different advocacy and intervention efforts.

Method 2: Contribution Analysis

- Assess the role of the program in achieving specific outcomes by examining causality and supporting evidence.
- Identify enabling factors (e.g., policy windows, external events) that may have contributed to the observed changes.

4.4.5. Using Findings for Learning & Decision-Making

Method: Learning Workshops & Reflection Sessions

- Conduct learning sessions with program teams to discuss successes, challenges, and areas for improvement.
- Use findings to inform strategy adjustments and enhance advocacy approaches.

Method: Adaptive Management & Action Planning

- Develop actionable recommendations to scale successful approaches and refine ineffective ones.
- Use OH findings to strengthen future program design, funding proposals, and stakeholder engagement.

Outcome harvesting employs flexible, participatory, and evidence-based methods to track program impact. By identifying real-world changes and understanding their causes, it enables organizations to learn, adapt, and advocate effectively for sustainable development outcomes.

4.5. Application of Outcome Harvesting in Right2Grow

In the Right2Grow project, the OH toolkit is applied to track progress in nutrition and WASH (Water, Sanitation, and Hygiene) advocacy efforts, particularly in areas such as:

- **CVA Initiatives:** Assessing how community-led advocacy efforts have influenced government policies and budget allocations.
- **Multi-Sectoral Coordination:** Evaluating changes in collaboration between health, agriculture, and education sectors in addressing malnutrition.
- **Government Accountability and Responsiveness:** Identifying policy reforms, budget increases, and improved service delivery driven by project interventions.
- **Private Sector Engagement:** Measuring how advocacy efforts have influenced businesses to invest in affordable nutrition and WASH solutions.

4.6. Key Steps in Outcome Harvesting

- **Define the Use of OH:** Determine what changes (outcomes) need to be assessed and for what purpose.
- **Gather Outcome Information:** Collect data from reports, interviews, community scorecards, and stakeholder feedback.
- **Substantiate Findings:** Verify outcomes through consultations with independent sources (e.g., government officials, CSOs, media).
- **Analyze and Interpret:** Identify patterns, lessons learned, and the program's role in influencing the outcomes.
- **Use Findings for Learning and Decision-Making:** Adapt strategies, scale successful approaches, and strengthen advocacy efforts.

Thus, the Outcome Harvesting toolkit helps the Right2Grow project capture and validate real impacts in improving nutrition and WASH governance. By focusing on actual changes rather than predefined outputs, it provides a flexible, evidence-based approach to tracking progress, informing decisions, and strengthening accountability in multi-stakeholder initiatives.

4.7. Scalability of the Outcome Harvesting (OH) Toolkit

Outcome Harvesting (OH) is a highly adaptable evaluation approach that can be scaled across different contexts, sectors, and levels of governance. Its flexibility makes it suitable for small community projects, large multi-country programs, and even national policy evaluations. The scalability of the OH toolkit depends on key factors such as stakeholder engagement, data availability, institutional capacity, and the complexity of the outcomes being measured.

4.7.1. Factors Enabling Scalability

A. Flexibility Across Different Contexts

- OH can be used in various sectors such as nutrition, WASH, education, governance, and conflict resolution.
- It does not rely on predefined indicators, making it adaptable to complex, unpredictable, and evolving environments.

B. Multi-Level Application

- Community Level: Can be used to track changes in local advocacy efforts, service delivery improvements, and behavior change initiatives.
- Regional/National Level: Helps assess policy shifts, budget allocations, and intersectoral collaboration.
- Global Level: Suitable for large-scale interventions influencing international policies, funding decisions, and cross-country learning.

C. Participatory and Inclusive Approach

- Engages diverse stakeholders, including community members, civil society organizations (CSOs), policymakers, and donors.
- Enhances ownership and accountability, making it easier to expand the approach across different groups and locations.

D. Integration with Other Monitoring & Evaluation (M&E) Systems

- Can be combined with existing evaluation tools such as Budget Monitoring & Expenditure Tracking (BMET), community scorecards, and Real-Time Learning approaches.
- Fits well with adaptive management frameworks, ensuring continuous learning and strategy refinement.

4.7.2. Challenges and Considerations for Scaling OH

A. Resource Requirements

- Scaling OH requires trained personnel to facilitate data collection, validation, and interpretation.
- Expanding to national or global levels may need additional funding for verification processes and stakeholder consultations.

B. Data Quality and Verification at Scale

- At larger scales, it becomes more challenging to verify outcomes and attribute them to specific interventions.
- Triangulation methods (e.g., independent evaluations, stakeholder validation) must be strengthened to ensure credibility.

C. Institutional Adoption

- Effective scaling requires government and donor buy-in to integrate OH into formal policy and program monitoring frameworks.
- Organizations must train staff and build institutional capacity to sustain OH beyond project cycles.

4.7.3. Strategies for Scaling Outcome Harvesting

A. Capacity Building for Local Implementation

- Train CSOs, community leaders, and local government officials in OH methodology.
- Develop simplified OH toolkits for grassroots application.

B. Digital and Technology Integration

- Use mobile apps, online surveys, and digital dashboards for large-scale data collection.
- Leverage big data and artificial intelligence (AI) to analyze patterns and trends from multiple sources.

C. Policy Embedding and Institutionalization

- Advocate for OH to be embedded in national monitoring frameworks.
- Partner with government agencies, donors, and international organizations to integrate OH findings into policy-making and funding decisions.

D. Peer Learning and Knowledge Sharing

- Facilitate regional and global exchanges where organizations share OH best practices.
- Develop case study repositories to document successful OH applications in different contexts.

In summary, the Outcome Harvesting toolkit is highly scalable due to its flexibility, participatory nature, and adaptability to various levels of governance. However, successful scaling requires strong institutional capacity, robust verification mechanisms, and strategic stakeholder engagement. By leveraging technology, policy integration, and knowledge sharing, OH can be effectively expanded to track and enhance impact across diverse development initiatives.

5. Resource Tracking and Partnership Management (RTPM) Toolkit

5.1. Introduction to RTPM

Resource Tracking and Partnership Management (RTPM) is a web-based tool designed to enhance resource tracking and partner coordination in development projects. It strengthens data collection, resource allocation, and partnership engagement, improving transparency and accountability in project execution.

RTPM has been successfully implemented in collaboration with the Ministry of Health's Seqota Declaration Programme and the Ethiopian Public Health Institute, supporting the Right2Grow initiative.

5.2. Purpose of RTPM

The primary objective of RTPM is to:

- Enhance resource tracking for more efficient fund allocation.
- Strengthen partnerships by mapping stakeholders and aligning efforts.
- Improve data collection and decision-making to optimize program outcomes.
- Ensure sustainability by embedding resource tracking in long-term project planning.

5.3. Methodology of RTPM

5.3.1. Training and Capacity Building

- Conduct training sessions for Right2Grow operation Woredas and Zones to enhance understanding and utilization of RTPM.
- Focus on data collection and management to improve tracking of resources and partnerships.

5.3.2. Integration with Existing Systems

- Collaborate with the Ministry of Health's Seqota Declaration Programme and the

Ethiopian Public Health Institute to ensure the seamless adoption of RTPM.

- Leverage adaptive tools such as UNISE and BMET for budget monitoring and expenditure tracking.

5.3.3. Partnership Strengthening:

- Engage consortium members and local partners to align activities with Right2Grow objectives.
- Foster multi-sectoral integrated planning and collaboration among stakeholders to ensure effective implementation and resource-sharing.

5.4. Application of RTPM

5.4.1. Data Collection and Analysis:

- Utilize RTPM to systematically collect and analyze data from project Woredas, supporting evidence-based decision-making at the local level.
- Enhance data tracking efficiency to provide actionable insights for resource allocation and partnership management.

5.4.2. Sustainability Strategies:

- Strengthen community capacities by shifting power to local Community-Based Organizations (CBOs) and Civil Society Organizations (CSOs).
- Integrate Right2Grow strategies into future programming and secure new funding sources to sustain project activities.

5.4.2. Monitoring and Evaluation:

- Conduct regular assessments through semi-annual reports and midterm evaluations to measure project progress.
- Adjust strategies based on findings to ensure continuous improvement and long-term sustainability.

By implementing RTPM, Right2Grow fosters resilient communities and robust public sectors, ensuring sustained partnerships and the longevity of project outcomes. The system provides a structured approach to learning transfer, capacity building, and the continuous refinement of intervention strategies, ensuring that project achievements are preserved and expanded upon in future initiatives.

6. Humanitarian-Development-Peace Triple Nexus (HDPN) Approach

6.1. Introduction to HDPN

The Humanitarian-Development-Peace Triple Nexus (HDPN) approach is a framework that integrates humanitarian aid, development programming, and peacebuilding efforts to create sustainable solutions for complex challenges such as undernutrition and WASH (Water, Sanitation, and Hygiene). Recognizing the interconnected nature of humanitarian emergencies, development challenges, and peace efforts, the Right2Grow Initiative applies this approach to foster collaboration among various actors and sectors in Ethiopia, ensuring comprehensive and sustainable interventions.

6.2. Purpose of HDPN

The HDPN approach within the Right2Grow Initiative aims to:

1. **Enhance Coordination:** Strengthen collaboration among humanitarian, development, and peace actors to maximize impact.
2. **Build Resilience:** Address immediate needs while laying the foundation for long-term stability and self-sufficiency.
3. **Reduce Dependency on Aid:** Transition from emergency relief to sustainable development by fostering local capacity.
4. **Promote Multi-Sectoral Collaboration:** Align efforts between local communities, civil society organizations, the private sector, and government bodies to achieve sustainable outcomes for vulnerable populations.
5. **Prevent and Resolve Conflicts:** Integrate peacebuilding initiatives alongside development and humanitarian interventions to address systemic challenges.
6. **Ensure Sustainable Outcomes:** Incorporate long-term solutions that address both short-term crises and development goals.

6.3. Methodology of HDPN

The Right2Grow Initiative implements the HDPN approach through:

- **Strengthening Local Governance and Community Participation:** Engaging communities in decision-making processes to ensure ownership and sustainability.
- **Integrated Planning and Coordination:** Aligning efforts across humanitarian, development, and peace actors to avoid duplication and enhance efficiency.
- **Conducting Capacity Assessments and Stakeholder Mapping:** Identifying gaps, opportunities, and synergies for effective interventions.
- **Participatory Monitoring and Evaluation:** Utilizing data-driven tools to engage communities in tracking the impact of interventions.
- **Conflict Sensitivity and Risk Analysis:** Addressing the root causes of crises and designing interventions that contribute to peace and stability.
- **Adaptive and Flexible Programming:** Ensuring context-specific and needs-driven responses for dynamic and evolving challenges.
- **Evidence-Based Decision-Making:** Using research and lessons learned to improve policies and program effectiveness.

6.4. Application of HDPN

The Right2Grow Initiative applies the HDPN approach in various ways, including:

- **Community Engagement in Data Collection:** Empowering local populations to share experiences related to nutrition and WASH services to inform better policies and interventions.
- **Multi-Sectoral Platforms for Dialogue and Advocacy:** Establishing forums for stakeholders to address budget allocations, policy coherence, and governance gaps.
- **Integrated Crisis and Development Strategies:** Linking emergency humanitarian aid with long-term resilience-building programs.
- **Food Security and Nutrition Programs:** Combining agricultural development,

livelihood support, and nutritional interventions to reduce dependency on aid.

- **WASH Infrastructure Development:** Ensuring immediate access to clean water while investing in long-term sanitation and hygiene infrastructure.
- **Health and Education Systems Strengthening:** Addressing urgent health crises while establishing sustainable healthcare and education services.
- **Partnerships for Effective Resource Mobilization:** Fostering collaboration among civil society, local government, and the private sector for coordinated action and efficient use of resources.
- **Advocacy for Integrated Policies:** Promoting the integration of nutrition and WASH objectives into broader development plans to secure sustained focus and funding.

6.5. Sustainability of the HDPN Approach

The sustainability of the HDPN approach within the Right2Grow Initiative is ensured through:

6.5.1. Local Ownership and Capacity Building

Strengthening local institutions to manage and sustain interventions beyond project timelines. Providing training for community leaders, civil society organizations, and government officials to enhance long-term governance and accountability.

6.5.2. Policy Integration and Institutional Strengthening

Embedding nutrition, WASH, and peacebuilding objectives into national and regional policies to ensure continued prioritization and funding. Establishing legal frameworks that promote accountability and long-term commitment from government bodies.

6.5.3. Financial Sustainability and Resource Mobilization

Encouraging public-private partnerships to secure diverse funding streams and reduce reliance on external aid. Promoting community-based financing models where local stakeholders contribute to sustaining key services.

6.5.4. Strengthening Social Cohesion and Conflict Prevention

Implementing peacebuilding initiatives alongside humanitarian and development programs to foster social stability and resilience. Engaging marginalized communities and vulnerable groups to promote inclusive development and prevent conflict.

6.5.5. Adaptive Learning and Continuous Improvement

Establishing monitoring and evaluation systems that track progress, capture lessons learned, and adjust strategies based on real-time data. Facilitating knowledge-sharing platforms where best practices can be scaled and replicated in different regions.

In summary, the HDPN approach, as applied in the Right2Grow initiative, fosters a holistic, coordinated, and sustainable response to complex global and local challenges. By bridging humanitarian relief, development programming, and peacebuilding efforts, this approach ensures that interventions are not only responsive to immediate needs but also contribute to long-term resilience, stability, and prosperity. The emphasis on local ownership, financial sustainability, institutional integration, and conflict prevention makes HDPN a scalable and replicable model for addressing critical global challenges.

Advantages and Disadvantages of Toolkits Used in the Right2Grow Project

Each toolkit in the Right2Grow project serves a distinct purpose, addressing different aspects of the project lifecycle—from community engagement (CVA) to financial oversight (BMET) and adaptive learning (OH). The selection of a toolkit depends on project goals, available resources, and contextual challenges.

Table 2: A summary of the advantages and disadvantages of the six toolkits used in the Right2Grow project:

Toolkit	Advantages	Disadvantages
Citizen’s Voice for Action (CVA)	<ul style="list-style-type: none">• Empowers communities to advocate for their needs.• Aligns projects with local priorities.• Enhances accountability through grassroots participation.	<ul style="list-style-type: none">• Time-consuming to build community trust/capacity.• Risk of tokenism if engagement is superficial.• Potential resistance from authorities.
Budget Monitoring and Expenditure Tracking (MBET)	<ul style="list-style-type: none">• Improves financial transparency and accountability.• Deters corruption/misuse of funds.• Identifies gaps in fund allocation.	<ul style="list-style-type: none">• Requires technical expertise in budget analysis.• Limited access to reliable government data.• May not address systemic mismanagement.



Bridge4Voices	<ul style="list-style-type: none"> • Facilitates dialogue among diverse stakeholders. • Promotes inclusivity and consensus-building. • Strengthens collaboration across sectors. 	<ul style="list-style-type: none"> • Requires skilled facilitation to manage power imbalances. • Resource-intensive (time, funding). • Risk of dominant voices overshadowing marginalized groups.
Outcome Harvesting (OH)	<ul style="list-style-type: none"> • Captures unintended outcomes and contextual insights. • Flexible and adaptive methodology. • Relies on qualitative, participant-driven data. 	<ul style="list-style-type: none"> • Retrospective focus limits forward planning. • Time-consuming data collection/analysis. • Subjectivity in self-reported outcomes.
Resource Tracking & Partnership Management (RTPM)	<ul style="list-style-type: none"> • Optimizes resource allocation and utilization. • Strengthens partner coordination and accountability. • Tracks inputs/outputs systematically. 	<ul style="list-style-type: none"> • Complex to implement (e.g., digital tools, multi-sector tracking). • Partnership conflicts due to competing interests. • Requires continuous monitoring.
HDP Triple Nexus	<ul style="list-style-type: none"> • Reduced risks and vulnerabilities of affected communities. • Enhance collaboration, coherence, and complementarity across different programs, strategies, and interventions. • Favor comparative advantages of HDP actors. 	<ul style="list-style-type: none"> • Operational and coordination challenges - different agencies have distinct mandates, funding streams, and operational models, making coordination difficult. • Risk of politicization - the peace component can compromise the humanitarian neutrality • Funding constraint and inflexibility

Key Takeaways

MBET

ensures fiscal accountability but depends on data access and expertise

Bridge4 Voices

fosters collaboration but demands careful facilitation.

HDP TN

enhances collaboration, coherence, and complementarities of different strategies, programs, and interventions to reduce risks and vulnerabilities.

RTPM

enhances efficiency but requires robust systems to manage complexity.

CVA

prioritizes grassroots empowerment but risks superficial engagement

OH

captures rich qualitative insights but lacks predictive utility.



R Right2Grow

March 2025, Ethiopia



World Vision Ethiopia | www.wvi.org/ethiopia | #Right2GrowEthiopia

Compilation and Design: FIRMA Media and Communications PLC