



Right2Grow Annual Report 2024

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Report submitted by:

The Hunger Project

Nederland

Executive Summary

Welcome to the Right2Grow Annual Report 2024, which presents the collective efforts of 47 national and local civil society organisations and more than 1,000 community-based and grassroots organisations in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan, and Uganda, supported by Action Against Hunger, CEGAA, Max Foundation, Save the Children, The Hunger Project and World Vision. United by a shared commitment to achieving zero undernutrition and ensuring universal access to basic WASH services, the Right2Grow partners bring complementary strengths in community mobilisation, advocacy, systems change, and stakeholder engagement, allowing Right2Grow to operate effectively from the grassroots to national and global levels. This report outlines the progress made in 2024 across Right2Grow's four key outcomes: community mobilisation, civil society strengthening, engagement of public authorities, and collaboration with international development actors.

In 2024, Right2Grow strengthened **community mobilisation** efforts, supporting over 327 actions in which communities formulated demands for better services, with 165 barriers to good nutrition and WASH access addressed through community-led advocacy efforts, bringing the cumulative total since 2021 to 986 actions and 468 barriers addressed. In Bangladesh, 187 villages were declared "Healthy Villages", and a survey showed stunting rates fell from 36% to 23% between 2022 and 2024. In Uganda, community platforms successfully lobbied for boreholes, kitchen gardens, and by-laws supporting nutrition. In South Sudan, support to Mother-to-Mother Support Groups and Water User Committees contributed to healthy behaviour change and improved access to services in hard-to-reach areas. This is one example illustrating how Right2Grow's empowered communities and adaptive, community-driven approaches have strengthened resilience in fragile contexts, enabling communities to advocate effectively for improved service delivery, local development and accountability by duty bearers.

Efforts to **strengthen civil society** yielded tangible results. In 2024, over 300 advocacy initiatives were carried out by local and national CSOs, contributing to improved policy dialogue and more inclusive decision-making spaces. Tools such as Budget Monitoring and Expenditure Tracking (BMET) proved highly effective in equipping CSOs with evidence to advocate for greater public investment in nutrition and WASH. In Ethiopia, CSO-led advocacy during budget hearings resulted in six woredas committing 1% of their budgets to nutrition and WASH. In Uganda, community-led advocacy and strategic engagement with district and national authorities led to significant budget increases for nutrition and WASH across multiple districts. In Mali, civil society supported the creation of parliamentary networks on nutrition and WASH, playing a key role in operationalising the right to food and water in the new constitution.

Across all countries, sustained investments in capacity strengthening enabled CSOs to assume greater leadership in planning, monitoring, and advocating for sustainable, community-driven solutions. These efforts have contributed to building more **resilient communities, better equipped to respond to shocks and challenges to food security in volatile contexts**, and to sustain progress well beyond the life of the programme.

Across all countries, Right2Grow strengthened collaboration with **local private sector** actors to ensure communities could access affordable WASH and nutrition services. In Bangladesh, Local Entrepreneur Associations were established and formal partnerships signed to expand access to essential goods, while in South Sudan, local traders and Mother-to-Mother Support Groups spearheaded WASH and nutrition campaigns in areas where traditional private sector investment remains limited due to insecurity and remoteness. These examples highlight the **crucial role of civil society organisations in building resilient local markets** where commercial actors alone are unlikely to invest, ensuring equitable service delivery even in fragile and underserved communities.

Advancing the adoption of **multi-sectoral approaches in policies, action plans and budget allocations** remained a key priority. In Ethiopia, the establishment of the Food System and Nutrition Council in Central Ethiopia marked a major governance milestone. In Uganda, district-level by-laws and national policy processes, such as the Food and Nutrition Bill, moved forward with active Right2Grow contributions. In Burkina Faso, continued collaboration with government platforms and parliamentarians contributed to reviewing the current Multisectoral Nutrition Strategic Plan and shaping the next one (2025-2029). In South Sudan, Right2Grow supported the development and endorsement of the National Nutrition Policy, which promotes a multi-sectoral and integrated approach to tackling undernutrition across key ministries. Under this

outcome areas, Right2Grow supported the institutionalisation of multi-sectoral planning, budgeting, and coordination at local and national levels, reinforcing systemic resilience and inclusive governance.

Right2Grow progressed in the **mobilisation of international development actors** to address the underlying determinants of undernutrition and promotion of stronger synergies between development and humanitarian efforts through coordinated advocacy at country, regional, and international levels. 2024 marked a shift towards more country-led global advocacy, ensuring that local realities informed regional and international policy dialogue. Programme countries engaged in Nutrition for Growth (N4G) preparations, African Union processes, donor consultations, and positioned WASH and nutrition as priorities at development banks. Right2Grow also contributed to collaboration and development of operational guidelines for the humanitarian-development-peace nexus (HDPN). These efforts underscore the **critical role of NGOs in amplifying community voices and bridging the gap between local needs and global commitments, especially in fragile and conflict-affected settings**. The table below summarises programme performance across key indicators.

Table 1 Summary of Right2Grow programme performance across key indicators

Indicator	Baseline	Overall target	2024 Actual	Cumulative achievement
Outcome 1: Right2Grow Outcome 1: Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners				
R2G.OC.1.1: # of actions in which communities formulate demands for improved (WASH and nutrition) services	0	N/A	327	986
R2G.OC.1.2: # of barriers to good nutrition and WASH services successfully addressed by joint community, government and/or private sector initiatives	0	N/A	165	468
R2G.OP.1.1: # of CSOs involved in Right2Grow	0	47	47 (Tier 1 & 2) 1,013 (Tier 3)	47 (Tier 1 & 2) 1,063 (Tier 3)
Outcome 2: Right2Grow Outcome 2: Representative and empowered civil society organizations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition				
SCSo31: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at national and international level	0	159	70	263
SCSo32: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at sub-national level	0	604	242	556
SCSo41: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national and international level	0	250	67	203
SCSo42: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	0	519	132	403
SCSo53: # of other CSOs (not youth or women led) with increased L&A capacities	0	47	47 (Tier 1 & 2) 1,013 (Tier 3)	47 (Tier 1 & 2) 1,063 (Tier 3)
Outcome 3: Adoption and mainstream of multi-sectoral approach to undernutrition				
SCSo12: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement	0	22	8	19

SCSo22: # of governmental policies for sustainable and inclusive development as a result of CSO engagement	0	9	3	5
Outcome 4: Donors and international development actors coordinate and collaborate along the humanitarian-development nexus to address the underlying determinants of undernutrition				
R2G.OC.4.1: Level of success of lobby and advocacy roles by R2G and its partner towards donors and international actors	Low	High	Medium	Medium
R2G.OC.4.2: Degree of integration of the WASH-Nutrition nexus by donors along the humanitarian-development nexus to address the underlying determinants of undernutrition	Low	High	4 (Medium)	4 (Medium)

Throughout 2024, the Right2Grow programme prioritised **sustainability and local ownership**. This included the legal registration of CBOs, collaboration with local private sector actors in WASH and nutrition and strengthened collaboration between CSOs and government platforms. Adaptive programming remained a cornerstone of the approach, allowing for flexible responses to insecurity, climate shocks, and shifting political landscapes. The programme’s collaborative approach, bringing together the expertise and reach of international, national, and local partners, continued to add value by leveraging diverse strengths, fostering connections between national and global advocacy spaces, and facilitating south-south knowledge exchange.

In addition to strengthening local leadership, the programme leaves behind an important knowledge legacy: the [Right2Grow Learning Catalogue](#). Developed collaboratively with national and local partners, it captures key lessons, best practices, and resources from five years of implementation. Available online, the catalogue is a flagship product that not only reflects our commitment to learning, adaptation, and sustainability but also ensures that Right2Grow’s insights remain accessible to inform future programming, policy, and advocacy efforts beyond the life of the programme

The Right2Grow Annual Report 2024 provides an overview of contextual developments, programme achievements, and reflections from our work throughout the year. We thank the Ministry of Foreign Affairs of the Netherlands and all our partners for their continued support and collaboration. Together, we remain committed to achieving lasting change for children and communities. As we enter the final year of implementation, Right2Grow remains focused on sustaining the gains achieved, strengthening local systems and leadership, and contributing to global momentum to end undernutrition and improve access to WASH services.



List of acronyms

ACF	Action Contre la Faim (Action Against Hunger)	GBV	Gender Based Violence
AfDB	African Development Bank	GCC	Global Coordination Committee
AGs	Advocacy Groups	GIMAC	Gender Is My Advocacy Campaign
ANC	Antenatal Care	GNC	Global Nutrition Cluster
AU	African Union	GP	Advocacy Group
B4V	Bridge4Voices	HC	Heath Centre (Level III and IV)
BMET	Budget Monitoring and Expenditure Tracking	HDPN	Humanitarian-Development-Peace Nexus
BNCC	Bangladesh National Nutrition Council	HINGO	Humanitarian International Non-Government Organizations
BPF	Best Practice Forum	HPA	Health Promotion Agent
CBOs	Community Based Organizations	IDB	International Development Bank
CCRDA	Consortium of Christian Relief and Development Association	IEC	Information, Education and Communication
CMAM	Community Management of Acute Malnutrition	IGA	Income Generating Activities
CN-CIEPA	National Coalition of the International Campaign Drinking Water and Sanitation	IOB	Policy and Operations Evaluation Department
CSA- SUN	Civil Society Alliance for Scaling Up Nutrition	ISPR	Institute of Social Policy and Research, South Sudan
CSO	Civil Society Organization	IYCF	Infant and Young Child Feeding
CTIN	Comité Technique Intersectoriel de Nutrition	JCSN	Jonglei Civil Society Network
CTN	National Transition Council	LEAs	Local Entrepreneurs Association
CVA	Citizen Voice and Action	LGD	Local Government Division
DDEG	District Discretionary Equalisation Grant	MCMDO	Mothers and Children Multi-Sectoral Development Organization
DPG-HCT	Development Partners Group and Humanitarian Country Team	MDA	Ministries, Departments and Agencies
ECOWAS	The Economic Community of West African States	MEAL	MEAL – Monitoring Evaluation Accountability and Learning
ECSA-HC	East, Central, and Southern Africa Health Conference	MFA	Ministry of Foreign Affairs
ECSC-SUN	Ethiopia Civil Society Coalition for SUN	MIYCN	Maternal, Infant, and Young Child Nutrition
EDRMC	Ethiopia's Disaster Risk Management Commission	MOH	Ministry of Health
EKN	Embassy of the Kingdom of the Netherlands	MoLGRD & C	Ministry of Local Government, Rural Development & Cooperatives
ERG	Evaluation Reference Group	MSMEs	Micro, small, and medium enterprises
FEFA	Future Ecosystems for Africa	MTIC	MTIC - Ministry of Trade, Industry and Cooperatives
FSL	Food Security and Livelihoods	MtMSGs	Mother-to-Mother Support Groups
FSN	Food Systems and Nutrition	MTR	Mid Term Review
FSNC	Food System and Nutrition Council	N4G	Nutrition for Growth (Summit)
GALS	Gender Action Learning System	NC-HDP TN	Nutrition Centric-Humanitarian, Development and Peace Triple Nexus

NGO	Non-Government Organization	SUN	Scaling Up Nutrition
NNF	National Nutrition Forum	SWA	Sanitation Water for All
NORAD	The Norwegian Agency for Development Cooperation	TFPs	Technical Financial Partners
NPA	National Planning Authority	TFs	Task Forces
OMAES	Œuvre Malienne D'Aide à l'Enfance du Sahel	THP	The Hunger Project
OPM	Office of the Prime Minister	ToR	Terms Of Reference
PDESC	Economic, Social and Cultural Development Programme	U5C	Under 5 Children
PMH	Human-Powered Pump	UDCC	Union Development Coordination Committee meeting
PMU	Programme Management Unit	UN	United Nations
PNA	National Water Policy	UPA-FNS	Uganda Parliamentary Alliance on Food and Nutrition Security
PNC	Post Natal Care	UPs	Union Parishads
PNE	National Sanitation Policy	VoW	Voice of Women
SATO	Simple, Affordable Toilet	VSLA	Village Saving and Loan Associations
SBCC	Social Behaviour Change Communication	WASH	Water, Sanitation and Hygiene
SBNs	Scaling Up Nutrition (SUN) Business Networks	WASHCOs	WASH Committees
SCI	Save the Children International	WBW	World Breastfeeding Week
SD	Sekota Declaration	YFC	Young Child Feeding
SIAEL	SIAEL - International Agricultural and Livestock Show		

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Reading Guide & Programme overview

This Annual Report was developed by all implementing partners of Right2Grow under the leadership of The Hunger Project. In each of the six programme countries, a lead partner was responsible for developing a country report, with input from all partners in country, and approval by a country steering committee. The six country reports have been consolidated into this Annual Report, complemented by overarching advocacy activities that were done at global, regional or Dutch level, and activities to support the work in the six countries, such as capacity strengthening, linking and learning, and other technical support. Finally, we have added reflections on our progress and on our collaboration within the partnership. The full country reports are available on our website via links in our annex 3, which can be read by those who wish to have more detailed information about a specific country.

The annual report starts with a context update, including risks that materialised or emerged and related adaptive programming. This is followed by the main chapter, describing implemented interventions and results at country level for Right2Grow's four "Pathways" of Right2Grow: community mobilisation, strengthening civil society, engaging public authorities and coordination among development actors. The overall Theory of Change (ToC) with these pathways is included in annex 1, and the results framework with progress on our indicators is included in annex 2. The chapter continues with chapters on our international lobby and advocacy achievements in 2024 and technical support initiatives. The report ends with a reflection on our progress and collaboration, and good practices and lessons learned. We conclude with the 2024 financial results, and a financial summary and explanation of variances. More details on financial progress are included in annex 4.

Programme	Right2Grow
Countries	Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan, Uganda
Programme number	PoV activity number 4000004339 MFA impact number: 100001237
Lead Partner	The Hunger Project Nederland (Netherlands)
Consortium Partners	Action Contre la Faim (Spain) Centre for Economic Governance and Accountability in Africa (South Africa) Max Foundation (Netherlands) Save the Children (Netherlands) World Vision (Netherlands)
Reporting Period	1 January 2024 – 31 December 2024
Contact persons Right2Grow	Eliane Vrolings, The Hunger Project – Partnership Coordinator Bert van 't Oever, The Hunger Project – Partnership Finance Lead Paul Gabula, CEGAA – Partnership Facilitator Stephen Otieno, World Vision – Partnership MEAL Lead
Donor	Ministry of Foreign Affairs (MFA), the Netherlands
Contact person MFA	Annoek van den Wijngaart, Inclusive Green Growth Department

1. Programme context

1.1 Context changes

In 2024, the Right2Grow programme operated in an increasingly complex and volatile global context, marked by overlapping humanitarian, political, economic and environmental challenges. Each of the six programme countries - Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda - faced multiple, often intersecting, crises that significantly shaped Right2Grow's operational environment and influenced our programming and capacity to deliver results.

Humanitarian needs intensified in several countries. In Ethiopia, South Sudan and Bangladesh, communities contended with the compounded effects of armed conflict, natural hazards, displacement, and disease outbreaks. The humanitarian situation in South Sudan remained particularly alarming, with projections indicating that the number of individuals facing starvation had nearly doubled between April and July 2024 compared to the same period in 2023. These needs were driven by escalating conflict, economic shocks, climate-related disasters, and the continued influx of returnees and refugees from neighbouring Sudan.

Political instability and governance challenges also impacted programme delivery. Ethiopia saw ongoing armed conflict in the Amhara and Oromia regions, severely disrupting local governance structures and hindering implementation. In Bangladesh, a controversial national election and nationwide protests culminated in a significant political shift in August 2024, disrupting local governance and essential services. Meanwhile, in Mali, the political transition entered a new phase of "rectification," with a new Prime Minister appointed in November and a continued reconfiguration of regional alliances, including Mali's withdrawal from ECOWAS alongside Burkina Faso and Niger. In Burkina Faso, efforts to stabilise conflict-affected regions showed some progress, with the return of over one million displaced people and the partial reopening of schools. However, insecurity continued to undermine access to basic services and hindered sustained recovery, particularly in the Centre-North, North, and East regions where Right2Grow is implemented.

Climate change and environmental shocks significantly shaped the operating context as well. Across the six countries, communities experienced more frequent and severe floods, droughts, and other climate-induced disruptions. In Uganda, heavy rainfall caused the displacement of communities and damaged WASH and nutrition infrastructure. In Ethiopia and South Sudan, seasonal floods destroyed livelihoods and infrastructure, further exacerbating food insecurity and public health challenges. In Bangladesh, the programme was impacted by extreme weather events, including the devastating Super Cyclone Remal in May 2024, which damaged infrastructure, disrupted service delivery, and hampered progress in WASH and nutrition interventions, particularly in coastal and low-lying areas.

Economic decline and shrinking development financing emerged as critical cross-cutting issues. Inflation and currency depreciation strained national budgets, while declining humanitarian funding further constrained the delivery of essential services. Some governments struggled to maintain salaries for civil servants and fund public health and nutrition programmes. This financial strain often led to the redirection of budgets due to competing priorities in national budgets.

Food and nutrition insecurity remained a central concern across programme countries, underscoring the continued urgency and relevance of Right2Grow's work. All countries reported rising food prices, market disruptions, and declining household purchasing power. Average food price inflation is pushing many families deeper into poverty and increasing reliance on humanitarian aid. In conflict-affected regions, access to health and nutrition services was often interrupted due to closed or non-functional health facilities. These dynamics had a disproportionate impact on vulnerable groups, particularly women and children under five, reinforcing the need for sustained advocacy for equitable access to nutrition and WASH services, increased public investment, and stronger accountability mechanisms within food and health systems. Despite these immense challenges, and in collaboration with Right2Grow, governments in several countries took promising steps to address nutrition and food security and access to WASH, signalling opportunities for longer-term systemic change which we will describe in more detail in this annual report.

In response to abovementioned challenges and context changes, Right2Grow employed **adaptive programming strategies**, including remote implementation modalities, strengthened advocacy at subnational and national levels, and strategic engagement with community structures and civil society organisations. However, a number of key activities were delayed or reprioritised due to security constraints, stakeholder staff turnover, and the absence of functional local government structures.

Nevertheless, across all six countries, the programme made **notable progress across its four outcomes**. These gains were made possible through the resilience of partners, the strong engagement of community-based organisations, and targeted investments in multisectoral collaboration. As the context remains volatile and unpredictable, these achievements underscore the importance of continued flexible, context-responsive adaptive programming in advancing access to WASH and nutrition services and promoting inclusive governance and accountability.

1.2 Risks

In the face of the challenging political, security, economic and environmental context outlined above, Right2Grow encountered a range of risks that directly impacted implementation. Several of the potential risks outlined in our annual plan materialised during 2024, disrupting service delivery, delaying activities, and increasing vulnerability among target communities. In response, Right2Grow partners employed a range of adaptive strategies to safeguard progress, maintain engagement with stakeholders, and continue advocating for increased access to nutrition and WASH services. The table below summarises key risks encountered during the year, their impact on the programme, and the mitigation measures undertaken.

Table 2 Key materialised risks in 2024, impact and mitigation measures

Risks materialized	Impact level	Mitigation measures
Context-related risks		
Political instability, insecurity, and armed conflict (Ethiopia, Sudan, Mali, Burkina Faso)	Disruption of programme activities, limited access to certain areas, displacement of communities, reduced government functionality, communication interruptions, poor access to services and worsening food security situation.	Activities were adapted based on continuous security assessments, including relocation to safer areas and remote implementation where necessary. Right2Grow partners coordinated with local authorities and adhered to safety protocols to protect staff and communities, enabling continued engagement despite volatile conditions.
Natural and climate-related disasters (Uganda, Bangladesh, South Sudan, Ethiopia)	Floods, droughts and cyclones destroyed infrastructure, crops, and disrupted service delivery, staff movement and programme implementation; increased food insecurity.	Integrated climate resilience into advocacy; supported local coping mechanisms (e.g. kitchen gardens) and implemented flood-resistant designs to safeguard essential services; adjusted implementation timelines; collaborated with country authorities for disaster response, sensitizing communities and following guidelines.
Programme risks		
Political instability and administrative restructuring (Bangladesh, Ethiopia, Mali, Burkina Faso)	Delays in activity implementation; need to re-establish relationships with new officials; uncertain policy direction.	Continuous stakeholder mapping; establishing relationships with restructured offices and newly appointed officials; engaged new authorities through regular advocacy and dialogue; adapted plans and timing of activities to evolving context.
Shrinking or contested civic space to support successful advocacy efforts	Combined with ongoing conflicts and restrictive government policies carrying out effective advocacy interventions is challenging but we continue to have engagements with government at all levels whenever an opportunity arises.	Building trust and maintaining positive relations with authorities and other stakeholders by adhering to regulations and conducting evidence-based advocacy; working through coalitions to amplify collective voices.
Gender-based violence and exclusion (South Sudan, Uganda)	Limited participation of women; reduced effectiveness of advocacy in communities	Mainstreaming gender and protection in our programme activities; adopting male engagement strategies; referring GBV cases via established protection pathways.

Organisational risks		
Turnover of staff (Uganda, South Sudan)	Loss of institutional knowledge and continuity; delayed activities.	Strengthened documentation; rapid onboarding processes; enhanced internal coordination.
High inflation (all countries)	Increased implementation costs; reduced purchasing power of communities; reprioritisation of local government budgets.	Streamlining and merging activities where possible to reduce costs. Regular monitoring and forecasting of programme expenditure, enabling adaptive programming. At community level, follow-ups and support were provided to mitigate the economic impact on vulnerable households. In parallel, advocacy efforts continued to protect and prioritise nutrition and WASH allocations within public budgets.

Some anticipated risks were effectively mitigated through programme activities and did not materialise, including limited community literacy and awareness of rights, as well as restricted access to government budget and expenditure data. Both were addressed through Right2Grow’s efforts to build civic knowledge and promote transparency and accountability through community-led advocacy. No cases of resource misappropriation were reported, reflecting strong financial management systems. The consortium also successfully managed diverse partner expectations, maintaining strong coordination and alignment. While COVID-19 was not a prominent risk in 2024, isolated disease outbreaks—such as the Marburg virus in Rwanda—did impact programming, including the postponement of the SUN Global Gathering.

1.3 Adaptive programming

Adaptive programming lies at the heart of the Right2Grow programme. In response to ongoing political, economic, and social challenges, Right2Grow partners—particularly at the country level—developed context-specific plans and strategies and made timely decisions to address emerging demands. These plans enabled necessary adaptations while ensuring continued progress toward programme goals. Adaptive programming strategies in 2024 included:

Adaptation of strategies and planned activities: In 2024, country teams used the Midterm Evaluation recommendations to refine their implementation strategies, leading to more coordinated and collaborative efforts. Partners also revised programme plans based on emerging local needs, with a greater emphasis on evidence generation and strategic alignment with community realities.

Community Empowerment and Local Ownership: Countries expanded efforts in community awareness, capacity strengthening, and collective advocacy, laying the groundwork for more adaptive and inclusive programming. Collaboration with CSO leaders helped strengthen accountability and transparency in decision-making, fostering a more participatory governance approach for adaptive programming. At the same time, partner Community-Based Organisations (CBOs) and community advocacy practitioners played a lead role in planning, implementing, monitoring, and reporting on key activities and in the facilitation of or participation in key nutrition and WASH committees. This not only enabled timely delivery despite ongoing challenges, but also brought Right2Grow’s *Shift the Power* principle to life by placing local community structures at the centre of programme implementation and adaptations to local needs.

Government Engagement and Political Navigation: To address challenges with government participation and frequent political leadership or civil servant changes, Right2Grow teams in South Sudan, Bangladesh and Uganda proactively identify and established new networks, conducted targeted lobbying and built new relationships with successors to key roles in finance, health, and parliamentary committees, ensuring continued buy-in and ongoing implementation of programme activities. Uganda provided an example of adaptive coordination, enabling partners to contribute to overlapping national planning processes through parallel engagement strategies.

Resource Efficiency and Cost-Sharing: Faced with funding constraints due to donor fatigue and hyperinflation, partners adopted cost-sharing measures, such as hosting events on government premises and collaborating with parliamentarians, to maintain programme delivery without compromising quality.

These adaptive approaches not only safeguarded programme continuity in the face of uncertainty, but also strengthened the programme's resilience, relevance, and responsiveness to evolving local contexts.

1.4 Partnership Coordination and Project Cycle Processes

Right2Grow operates through a decentralised and participatory governance structure, rooted in its *Shift the Power* principles. In 2024, the adjusted governance structure - based on the 2023 Mid-Term Review recommendations - was operationalised to strengthen country leadership, streamline decision-making processes, and clarify roles and responsibilities across global and country teams. The Programme Management Unit (PMU), composed of all Country Leads and facilitated by the Global Partnership Coordinator and Facilitator, provided operational oversight, while the Global Coordination Committee (GCC) remained the highest decision-making body for strategic direction and resource allocation.

To support quality delivery and compliance, the Project Cycle and Compliance team coordinated major project cycle processes in 2024, including the 2023 Annual Report and audit, mid-year financial reporting, and a two-phased planning and budgeting process for 2025. The team provided tools, templates, and technical guidance, ensuring alignment with adaptive management principles and donor requirements.

Midway through the year, a reflection assessed the effectiveness of the adjusted governance structure. Feedback through workshops, PMU and GCC consultations confirmed improved collaboration, clarified roles, and streamlined decision-making. PMU members appreciated the stronger country leadership and the facilitation role of the Project Cycle and Compliance team. Areas for improvement included strengthening communication between global and country teams and enhancing alignment across thematic areas. Practical recommendations were developed, endorsed by the PMU and GCC, and put in practice moving forward to support continuous improvement until the programme ends.

The Right2Grow end evaluation is a key project cycle and compliance deliverable in the programme's final phase. Learning from the Mid-Term Review, preparations began early in 2024 to secure timely contracting of an evaluator and readiness of country and global teams. Key achievements in 2024 included:

- **Establishment of Internal Evaluation Task Force:** In response to MTR reflections and Learning Week recommendations, an internal Evaluation Task Force was formed, including country and global representatives under clear Terms of Reference.
- **Establishment of the Evaluation Reference Group (ERG):** In line with MFA requirements, an ERG was constituted, comprising internal and external members, with a GCC member elected as Chair. The ERG held two meetings in 2024 to kick off the evaluation process, approve the Evaluation Terms of Reference, and approve the selected lead consultant.
- **Development and Publication of the Endline Evaluation Terms of Reference (ToR):** The ToR was developed by the Evaluation Taskforce, incorporating MFA and IOB guidance, reviewed internally, and approved by both the GCC and ERG. It was published in October 2024 to solicit external evaluators based on transparent criteria before the end of the year.
- **Review of Proposals and Selection of Lead Evaluator:** Through a competitive review the lead evaluator was selected in Q4 2024. Early recruitment was critical due to high demand among multiple Strategic Partnerships, and to secure a timely evaluation start in 2025, including inception report, data collection, analysis, validation, and final report submission in line with MFA requirements.

2. Programme progress

2.1 Results across programme countries

In the fourth year of programme implementation, Right2Grow has recorded notable achievements across the four outcomes as a result of key interventions that to a greater extent build on activities implemented in the previous implementation period.

2.1.1 Community mobilisation

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

Interventions

Across programme countries, various holistic strategies were employed to raise awareness and address critical nutrition, health, and WASH issues in communities. For instance, in **Bangladesh**, the consortium coordinated with government departments to develop and distribute Information, Education and Communication (IEC) and Social Behaviour Change Communication (SBCC) materials, guiding local partners in effective community campaigns. Online platforms such as Facebook, LinkedIn, and WhatsApp were used to stimulate demand and encourage investment in social services. Courtyard sessions focused on Infant and Young Child Feeding (IYCF), maternal nutrition and care, antenatal and postnatal services, adolescent health, dietary diversity, and proper WASH practices. During the reporting period, 30,743 children participated in growth monitoring sessions, providing valuable data to motivate parental action. Additionally, health promotion agents were trained in entrepreneurship, leading to the formation of Health Promotion Agent (HPA) Associations and strengthening business linkages through progress-sharing meetings.

In **Burkina Faso**, awareness and advocacy messages were disseminated through local radio across the three implementation regions, focusing on WASH and food and nutrition security. Technical and financial support was provided to Advocacy Groups to carry out awareness-raising activities, including theatre forums reaching 1,028 people across several villages. Communal Complaints Management and Feedback Committees collected community feedback, reinforcing accountability on the actions carried out by community members and other Right2Grow programme stakeholders.

Similarly in **Ethiopia**, community awareness and sensitisation workshops on WASH and nutrition policies were conducted in six Woredas, reaching 2,193 people (1,049 women). Refresher training was delivered to existing Citizen Voice Action (CVA) taskforces leading the CVA process in their communities. Taskforces facilitated 28 Monitoring Standard sessions and 46 Community Scorecard sessions, where communities assessed service performance in health centres, water utilities, and schools based on community criteria. In total, 28 interface meetings were organised at Kebele, Cluster, and Woreda levels. In collaboration with Woreda sector offices, training was provided to members and owners of private sector WASH and nutrition enterprises, and policy dialogue was conducted in Amhara Region with private sector representatives, media, nutrition experts, and government officials on their educational, collaborative, representation and consultation roles on the Food and Nutrition Strategy. Right2Grow promotes linkages between the private sector, Woreda Job Creation and Skills Offices, the Sekota Declaration (SD) programme, and key sectors such as water, health,



“
Before, we didn’t have a platform to voice our concerns, now, we sit at the table with government officials, ensuring nutrition is a priority in our community.

Representative from the Habro Child Nutrition Association.
Right2Grow Ethiopia

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education, and agriculture, in order to facilitate the implementation of SD initiatives.

In **Mali**, several actions have been implemented to improve community health. For instance, 1,368 monthly radio broadcasts promoted good practices in WASH and nutrition, strengthening community awareness of sustainable behaviour change. A gender mainstreaming workshop targeted inclusive nutrition and development actions for women and girls. Local consultation sessions were organised between private actors and decision-makers to improve coordination in WASH, nutrition, and food security, while organising local fairs promoted WASH and nutrition products, boosting community health and local economy.

In **South Sudan**, Right2Grow engaged children, youth, women's groups, and community leaders to foster sustainable change. We are empowering these groups to effectively address emerging threats, identify and establish advocacy opportunities that amplify their voices, and ensure that their rights are promoted, respected, and realised. For sustainability reasons, the consortium leveraged structures such as Mother Support Groups through activities like Income Generating Activities (IGAs) and Village Savings and Loan Associations (VSLAs). Men, youth, leaders, the elderly, and people with disabilities were also engaged to enhance their capacities and participation in key developmental processes. In collaboration with ministries and lawmakers, evidence from country situation analyses was used to influence decision-makers on food insecurity, WASH access, and malnutrition. Mobilisation of children, youth, and women to advocate for government actions to address the critical developmental need and humanitarian situation in the country.

In **Uganda**, dialogue sessions created platforms for reflection on nutrition and WASH service delivery, allowing communities to understand their rights better and demand improvements from duty bearers. Dialogues also helped identify gaps, areas for scaling, and collaborative solutions. As a result, service delivery improved — including construction and rehabilitation of boreholes across target districts. Together with the Ministry of Trade, Industry and Cooperatives (MTIC), six district-level SUN Business Networks (SBNs) were established to enhance private sector engagement in food and nutrition security. Right2Grow lobbied for local investment in innovative community products and techniques to improve nutrition outcomes. Following World Breastfeeding Week, a one-month awareness campaign on infant feeding was rolled out alongside dissemination of gender-sensitive radio messages in key local languages. The disseminated information influences nutrition and WASH practices at the community level while also advocating for improved policies among technocrats. *"I am very happy with this information. I have set up a kitchen garden where my family can harvest green vegetables and enjoy a better diet,"* said Mr. Augustine Nsengimana, a community member from Kisiita sub-county, who listened to a local radio station. Continuous community sensitisation has proven critical, as community voices continue to call for further investment in WASH and nutrition practices.

Results

Notable results were recorded across the programme countries. In **Bangladesh**, 187 villages were declared 'Healthy Villages', meaning they meet nine key criteria related to nutrition and WASH, with 89% of people practising essential behaviours. Consequently, stunting among children under five reduced from 36% to 23%, underweight rate fell from 27% to 18%, and wasting decreased from 14% to 13% between 2022 and 2024. In the implementation areas, 87% of households (191,920) now have access to improved sanitation facilities and essential health products. Improved private sector engagement resulted in 201 local entrepreneurs (122 women) making nutrition and WASH products available for communities at affordable prices. Local Entrepreneurs' Associations (LEAs) lobbied Union and Upazila Parishads for sustainable provision of nutrition and WASH products and services at community level, and national-level associations strengthened female entrepreneurs' bargaining power compared to the suppliers and other market system partners. This is part of the effort of Right2Grow to create resilient and self-sufficient local systems.

In **Burkina Faso**, citizen awareness increased regarding nutrition and WASH, particularly around solid waste management in Fada municipality. Community engagement strengthened budgetary understanding and insights in implications of financial decisions, and improved leadership and coordination among local actors. Seven community actions requested service improvements, resulting in for example the installation of a human-powered pump in Ponsmin, Boulsa, benefiting over 1,000 people with access to safe drinking water. Awareness efforts also led to dietary improvements through home gardens, enhancing nutrition security.

At the end of September 2024, following awareness-raising sessions on food diversification for Future Ecosystems for Africa (FEFA) organised by the Tapoa Advocacy Group, a change in people's attitudes towards nutrition was observed. This was noted through

the creation of home gardens in families and good dietary practices in the municipality of Diapaga. These new practices contribute to improving the nutritional status of families through better dietary diversification thanks to the availability of products such as fresh vegetables and tomatoes at all times and at virtually no cost.

In **Ethiopia**, local governments, service providers, and communities developed 102 joint action plans to address service gaps, with 99 commitments fulfilled in 2024 alone. The commitments range from the construction of household latrines by individual households, to improving patient care at health centres, and hiring additional staff for health facilities. In total, 322 out of 392 commitments have been completed. Through CVA, barriers to good WASH, nutrition, and health services were successfully addressed, improving these services. Additionally, 42 private sector enterprises now provide affordable nutrition and WASH products. New market linkages established by Right2Grow helped 1,500 households access and install affordable toilet pans (SATO pans), significantly improving sanitation in target areas.

For the first time, Simple, Affordable Toilet (SATO) Pan technology products were made available in the project's operational woredas and in Wolkite, the zonal town, through private sector involvement in February 2024. SATO Pan is a low-cost and hygienic toilet with a simple mechanical and water seal to prevent odours, flies, and other pests from accessing the latrine pit. It improves sanitation and hygiene by creating a cleaner, more pleasant latrine environment. Since the project's implementation began, community awareness on maintaining sanitation and the proper use of toilets has been actively promoted. In December 2023, the project introduced SATO Pan products to the private sector, creating demand and establishing market connections with product suppliers.

In **Mali**, over 1,368 radio broadcasts aired in 24 municipalities, which raised awareness and mobilised communities on good nutrition and WASH practices. Together with roundtable discussions with local experts, this resulted in greater participation of women, youth, and people with disabilities (321 in total) in local decision-making processes, strengthening inclusion and the addressing of specific needs in community development plans.

In South Sudan, nutritional intake improved among children through kitchen gardens and diversified diets supported by Mother-to-Mother Support Groups. In Melut County, the local government allocated land to the groups for vegetable production. Consortium efforts also reduced gender disparities, increasing the number of women-led groups from five to fifteen.

In **South Sudan**, significant improvements have been recorded in children's nutritional intake through increased access to green vegetables and essential hygiene and sanitation practices, supported by the empowerment of Mother-to-Mother Support Groups (MtMSGs). Through community awareness initiatives, mothers have been encouraged to diversify their children's diets by utilising affordable, locally sourced foods and animal products. Furthermore, the Director of Melut County allocated a 70 by 60-metre parcel of land to MtMSGs to support kitchen garden demonstrations and boost local vegetable production. Continuous advocacy efforts by Right2Grow, particularly around community engagement and mitigating gender-harmful practices, have led to a significant increase in women's participation in community dialogues, with the number of women-led groups rising from five to fifteen.

In **Uganda**, Right2Grow contributed to strengthened nutrition and WASH outcomes through local investment and infrastructure improvements. These efforts have strengthened local policies, infrastructure, and community-driven initiatives to address malnutrition. For example, in Buliisa Sub-County of Buliisa District, a budget of UGX 20 million was allocated for the procurement of seeds to promote school and kitchen gardens. In addition, the establishment of four SUN Business Networks (SBNs) in Nwoya, Bugweri, Maracha, and Kabale districts helped bridge gaps in private sector involvement, empowering businesses to contribute to nutrition efforts. Furthermore, communities successfully advocated for the construction and repair of water points and water sources. In Buliisa District, eight boreholes were drilled and 15 drinking water sources were repaired across Buliisa and Biiso sub-counties, while in Maracha District, four motorised water wells were drilled and piped water was extended to 14 additional parishes. In Nwoya District, two school latrines posing health risks to students were also emptied.

Table 3 Performance across main outcome indicators

Indicators		Baseline	Overall Target	2024 Target	2024 Actual	Cumulative
Code	Indicator title					
R2G.OC.1.1	# of actions in which communities formulate demands for improved (WASH and nutrition) services	0	N/A	322	327	986
R2G.OC.1.2	# of barriers to good nutrition and WASH services successfully addressed by joint community, government and/or private sector initiatives	0	N/A	153	165	468
R2G.OP.1.1	# of CSOs involved in Right2Grow	0	47	47	47 (Tier 1 & 2) 1,013 (Tier 3)	47 (Tier 1 & 2) 1,063 (Tier 3)

Looking at the main outcome indicators, communities formulated 327 demands for improved services in 2024 alone, bringing the cumulative total to 986 actions across the six countries. As a result of sustained community awareness efforts, 165 barriers to good nutrition and WASH services were successfully addressed during the reporting period, contributing to a cumulative total of 468 barriers addressed since the programme's inception. In addition to the 47 Tier 1 and 2 partners involved in the programme, a broad network of CSOs, CBOs, and grassroots organisations has been built up over the course of Right2Grow. In 2024, a total of 1,013 organisations were engaged across the six countries, most with a strong community presence and a continued commitment to advancing nutrition and WASH outcomes at the local level.

2.1.2 Strengthening civil society organizations

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

Interventions

Empowering CSOs remains a central pillar of Right2Grow. The success of the programme depends on the effective functioning of CSOs, particularly through the strategic use of the Right2Grow [Bridge4Voices \(B4V\) advocacy approach](#). In 2024, greater emphasis was placed on strengthening the capacity of CSOs to engage meaningfully at national and sub-national levels.

In **Bangladesh**, various trainings were conducted focusing on Bridge4Voices, Budget Monitoring and Expenditure Tracking (BMET), lobbying, advocacy, child profiling costing models, communication, negotiation, and engagement with government entities.

In **Burkina Faso**, CSO representatives within Advocacy Groups (AGs) received training and capacity building on several key topics, enabling them to intervene more effectively across the three regions. In addition, technical and financial support was provided to AGs for the development, implementation, and monitoring of their annual advocacy plans. These plans helped CSOs structure their interventions, optimise their influence on local policies, ultimately creating an effective framework for coordination, monitoring, and evaluation of AG's advocacy initiatives in favour of nutrition and basic WASH services.

In **Ethiopia**, Right2Grow continued to work with partner CCRDA and Ethiopian Civil Society Coalition for Scaling-Up Nutrition (ECSC-SUN) at national and regional levels. In collaboration with the CCRDA Nutrition and WASH Forum and ECSC-SUN, a CSO national-level panel discussion was organised to set advocacy agendas, share experiences, and strengthen CSO strategic positioning for policy influence and decision-making processes. Right2Grow also coordinated a consultative workshop with CCRDA and ECSC-SUN,

bringing together 45 participants (29 men) from five international NGOs and 34 local CSOs to validate and endorse three key calls to action developed by the CCRDA forums. Additionally, the Ministry of Health and Right2Grow Ethiopia convened an interactive media roundtable dialogue to foster collaboration between government, CSOs, development partners, and the media. The dialogue focused on assessing progress of WASH and nutrition programmes, identifying challenges, and agreeing on ways forward to improve service delivery.

In **Mali**, Right2Grow strengthened local organisations by supporting journalist networks in monitoring political commitments, using the media to advocate for improved WASH and nutrition services. Two journalist networks, including one for nutrition and WASH, were strengthened technically and financially, enabling them to advocate for funding for the Food and Nutrition for Young Children (Alimentation et Nutrition du Jeune Enfant - ANJE) strategy and organise a television debate on breast milk substitutes. The project also strengthened the network of parliamentarians working on WASH and nutrition by training them in advocacy techniques and supporting the development an action plan to formalise the network and operationalise its commitments.

In **South Sudan**, we collaborated closely with CSOs including the Jonglei Civil Society Network (JCSN), Voice of Women (VoW), and INTERFID to strengthen their capacities in BMET, Bridge4Voices, the establishment of kitchen gardens and cooking demonstrations for MtMSGs, and campaigns and advocacy for leadership and good governance to strengthen community participation and sustainability of our work. The programme engaged 37 member organisations and partnered with the Institute of Social Policy and Research (ISPR), Civil Society Budget Advocacy Group (CSBAG), to align BMET advocacy efforts and sustain momentum beyond project closure. Additionally, the consortium, in collaboration with the Ministry of Health, UNICEF, WFP, CARE, MEDAIR, IMC, and others, advocated for the endorsement of the South Sudan National Nutrition Policy during the Global Nutrition Cluster (GNC) partner call on South Sudan's emergency nutrition response.



Before, I didn't have proper knowledge on how to do farming, but today I am able to produce nutritious food and even sell surplus in the markets. I use part of the cash earned from selling the vegetables to buy clothes for my children.



[Read more →](#)

Nyawal, a 28-year-old mother of five and a member of the Right2Grow group in Akobo - **Right2Grow South Sudan**

Similarly, in **Uganda**, Right2Grow strengthened the capacity of CSOs and community structures through BMET training and skills development in formulating and presenting position papers. As a result, CSOs and community structures meaningfully participated in advocacy engagements on nutrition and WASH. At the national level, Right2Grow contributed to key policy discussions aimed at accelerating Uganda's progress on Nutrition4Growth targets related to stunting. The programme engaged with stakeholders during two national dialogues convened by the Office of the Prime Minister (OPM), and organised a National Colloquium on stunting among

children under five, during which the National Planning Authority highlighted the integration of nutrition and food security outputs into the NDP-IV. Furthermore, in collaboration with other actors, Right2Grow convened the first presidential dialogue on WASH, aimed at prioritising WASH financing and investment. This platform was used to secure political commitment from the president and other key allies and to foster strengthened partnerships between state and non-state actors.

Results

At the national and sub-national level, evidence shows strong progress made across all countries. In **Bangladesh**, CSOs collaborated with stakeholders to address approximately 200 local issues with the support of Union Parishads (UPs), government departments, and local administrations. Significant progress was achieved in forming a national-level CSO platform focused on child health. As a result of evidence-based advocacy, the District Administration of Patuakhali issued a letter to the Secretary of the Local Government Division (LGD), Ministry of Local Government, Rural Development & Cooperatives (MoLGRD&C), to allocate additional budget for

under-five children to reduce undernutrition. The consortium continued to engage with HPA and LEA considering their strategic role in negotiating with market actors in providing nutrition and WASH products and services.

In **Burkina Faso**, Right2Grow strengthened budget analysis and monitoring efforts, focusing on central government, local authorities, and technical and financial partner (TFP) funding for multisectoral nutrition. Local organisations were empowered to independently monitor budgets at the local level. Analyses revealed an overall increase in budget execution by local authorities for nutrition, using both their own resources and state-transferred funds. Advocacy Groups (AGs) conducted budget advocacy at both local and regional levels with notable achievements. One such example is highlighted in the text box below.

Lorum Advocacy Group in the North region held an advocacy workshop with decentralised service decision-makers to increase the Lorum local authorities' own budgets for nutrition by the end of 2024. During this workshop, the advocacy group informed stakeholders about the current nutritional situation in Lorum province through budget analysis; raised awareness of issues related to food security and WASH; shared the results of the nutritional situation study; and raised awareness of the need to increase the budget allocated to nutrition. During the workshop, the provincial authorities committed to increasing the budget allocated to nutrition from the municipalities' own funds if they manage to generate revenue through taxes collected in the municipalities.

In **Ethiopia**, Right2Grow created 80 advocacy spaces and positioned itself across different government-led and CSO-led platforms at Woreda, Zonal, Regional, and National levels. At the national level, the programme engaged with the National Nutrition Coordination Body, the Sekota Declaration (SD) stakeholder platform, and the Ministry of Health's Annual Review Meetings, alongside CSO-led forums organised by CCRDA and ECSC-SUN. At the international level, the consortium engaged in the 14th Best Practice Forum (BPF) of the East, Central, and Southern Africa Health Conference (ECSA-HC) and participated in the Gender is My Advocacy Campaign (GIMAC) activities at the African Union 2024 Heads of State Pre-Summit. Right2Grow, in collaboration with partners, continues to advocate for the establishment of the Food System and Nutrition (FSN) Council, the legalisation and empowerment of WASH Committees (WASHCOs), and the alignment of Humanitarian-Development-Peace Nexus (HDPN) programmes to enhance coordination and funding.

In **Mali**, the project strengthened two journalist networks dedicated to nutrition and WASH. These networks expanded their membership in 2024 and built stronger capacity to monitor public investments in these sectors. Through training workshops, journalists were empowered to produce advocacy articles (both advisory and investigative reports), thereby influencing the monitoring of public investments and raising public awareness in support of advocacy actions. Right2Grow also strengthened the network of parliamentarians on both WASH and nutrition, training them in advocacy techniques and producing an action plan to formalise the networks' commitments. These parliamentary networks have become influential in shaping public policies, playing a central role in operationalising the right to food and water in Mali's new constitution. They are now actively involved in decisions related to nutrition and sanitation, including the water code, the national water policy (Politique Nationale de l'Eau - PNE), the national climate change adaptation plan (Plan national d'adaptation aux changements climatiques - PNA), and the framework law on the right to food and water. In addition, global days such as World Water Day and Global Handwashing Day were celebrated, raising awareness among communities and local authorities. Community Vigilance Committees (CVCs) led the organisations of these events, while the distribution of 100 handwashing kits further strengthened hygiene practices at community level.

In **South Sudan**, results from the BMET engagement with stakeholders showed that, for three sectors, national budget allocations were significantly increased in the approved budget compared to the initial indicative budget. For example, allocations for WASH increased by 542% (from 5.76 billion South Sudanese Pounds (SSP) to 31.26 billion SSP); Food Security and Livelihoods (FSL) increased by 122% (from SSP 79.09 billion to SSP 96.86 billion); and Humanitarian sector allocations increased marginally by 0.2%. Collaboration between the Nutrition Cluster and other partners helped influence the inclusion of the National Nutrition Policy in the Global Nutrition Cluster (GNC) agenda on the South Sudan's nutrition response agenda. Children, youth, and women were empowered with advocacy knowledge and skills; many reported a new understanding of their role in influencing public budgets. As one young person, Ajak Atem Ding, stated: ***"This is a very important training. I did not know that I have a role to play in influencing budget allocation in the country."***

In **Uganda**, significant advocacy achievements were recorded. A lobby meeting with the Speaker of Parliament led to the Food and Nutrition Bill being fast tracked and presented on the floor of Parliament, with the "Mover" obtaining leave to advance the Bill. Through a press briefing co-organised by Right2Grow, CSOs successfully lobbied for the update of the National Nutrition Policy (2003), with the government subsequently initiating consultations for its review. At national level, CSOs advocated for expanded access to water in pro-poor communities, resulting in Parliament reallocating UGX 14.5 billion (approximately EUR 3.5 million) towards the Rural Water Project initiative ("one water source per village"). At sub-national level, CSOs successfully advocated for structural reforms to allow recruitment of district nutritionists at Health Centre III and IV levels, leading to formal approval by the Ministry of Health. In Kakumiro District, CSOs' advocacy also resulted in the recruitment of a Health Assistant to improve health service delivery.

Table 4 Performance across outcome indicators

Indicator			Baseline	Overall target	2024 target	2024 actual	Cumulative
Code	Indicator	Sub-indicator					
R2G.OC.2.1 (SCS3)	# 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 national level	SCS031: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at national and international level	0	159	44	70	263
		SCS032: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at sub-national level	0	604	128	242	556
SCS4 (R2G.OC.2.2)	# of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	<u>SCS041: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national and international level</u>	0	250	54	67	203
		<u>SCS042: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level</u>	0	519	81	132	403
R2G.IO.D.1 (SCS5)	# of CSOs with increased L&A capacities	SCS053: # of other CSOs (not youth or women led) with increased L&A capacities	0	47	47	47 (Tier 1 & 2) 1,013 (Tier 3)	47 (Tier 1 & 2) 1,063 (Tier 3)

In 2024, Right2Grow Bangladesh succeeded in creating 78 spaces for CSO demands and positions through agenda setting, influencing debates, and creating space to engage at sub-national and national levels. In the same period, Burkina Faso created 30 spaces, Ethiopia 80, Mali 44, South Sudan 20, and Uganda 75. Cumulatively, the consortium has surpassed its overall target of 159 spaces at the national level, reaching 263, while at the sub-national level, 556 spaces have been created against a target of 604 (92% achievement).

During the year, 48 advocacy initiatives were carried out by CSOs in Bangladesh, 27 in Burkina Faso, 7 in Ethiopia, 26 in Mali, 3 in South Sudan, and 88 in Uganda. Over the course of the programme, a total of 275 advocacy initiatives have been carried out at the national level against an overall target of 302, while 387 initiatives have been implemented at the sub-national level against a target of 553. Throughout the reporting period, in-country and global technical support, as well as capacity strengthening on lobby and advocacy (L&A), were provided to strengthen the programme's impact.

2.1.3 Multi-sectoral approach to undernutrition

Right2Grow Outcome 3: Adoption and mainstreaming of a multi-sectoral approach to undernutrition

Interventions

Adopting and strengthening multi-sectoral approaches to tackle undernutrition remained a key pillar of Right2Grow in 2024. Across the six countries, the programme invested in capacity strengthening, evidence generation, and policy dialogue to embed integrated WASH, nutrition, and food security interventions within government frameworks, while also strengthening collaboration between other sectors at national, regional, and local levels.

In **Bangladesh**, the consortium strengthened multi-sectoral engagement by providing technical support and capacity strengthening for Union Development Coordination Committee (UDCC) meetings across all 40 unions. Multi-sectoral joint action plans were developed, and budget and expenditure was tracked by CSOs and other stakeholders. A national-level roundtable discussion was hosted in partnership with the leading media outlet *Prothom Alo*, focusing on the "Necessity of separate budget allocation for Nutrition – WASH – Maternal & Child Healthcare to reduce undernutrition of children under five." Partnerships were strengthened or established with local NGOs and youth clubs such as SUSHILON, Jagoroni Chakra, and Feed the Future, while the consortium also engaged government officials in knowledge-sharing and research dissemination events at national and local levels. In **Burkina Faso**, various interventions were conducted at national level, including a training workshop on results-based planning for actors involved in multi-sectoral nutrition interventions, training for members of the Transitional Legislative Assembly on nutrition-sensitive budgeting, and a parliamentary forum on nutrition was organised. The programme also participated in the second edition of the Scientific Days on Nutrition and the 13th Community Health Day organised by the Ministry of Health. A decentralised budget advocacy workshop for local authorities was conducted in the Eastern regions. At the regional level, Right2Grow supported the organisation of municipal and provincial consultation frameworks to better coordinate activities, including those linked to nutrition, in the Eastern and Northern regions.

Right2Grow **Ethiopia** collaborated with the Ministry of Health to organise a Nutrition and WASH Integration Consultation Workshop, aiming to elevate the WASH-nutrition integration agenda among key decision-makers and lay foundations for result and context-driven integration. Representatives from line ministries, UN agencies, CSOs, and the private sector participated. Additionally, the Central Ethiopia Region Food System and Nutrition Council was established, while progress was made on supporting the review of council establishment documents in Amhara and Oromia Regions. Ongoing technical support was provided to strengthen multi-sectoral coordination platforms, facilitating improved multi-sectoral nutrition planning and coordination across implementing regions, zones, and woredas.

In **Mali**, Right2Grow strengthened multi-sectoral approaches to improve WASH and nutrition services and advocate for sufficient funding. Interventions included biannual regional meetings to document evidence from citizen monitoring reports, support for two Comité Technique Intersectoriel de Nutrition (CTIN) meetings to share budget analysis findings, and awareness campaigns through

videos and digital events, amplifying our advocacy for improved nutrition and WASH services and funding. A 2023 budget analysis study enabled a multi-sectoral review of state and municipal resource allocation, enhancing the quality of essential services and reinforcing local actors' engagement in sustainable funding commitments.

Right2Grow **South Sudan** continued engagement with the Ministry of Health and the Nutrition Cluster through technical working groups such as the Maternal, Infant and Young Child Nutrition (MIYCN) and Community Management of Acute Malnutrition (CMAM) groups. Right2Grow, in collaboration with other partners in country, supported the WASH specialized committee and WASH Caucus to raise awareness and increase knowledge among parliamentarians and other government stakeholders about the Irrigation Development Master Plan and the United Nations World Water Convention. These efforts aimed to build strategic alliances before tabling in Parliament South Sudan's accession to the UN Water Convention.

In **Uganda**, following the release of the National Budget Framework Paper for FY 24/25, Right2Grow, together with other CSOs, developed position papers to influence policy both nationally and sub-nationally. Wins were secured through advocacy for the adoption of ordinances at district level, and bylaws at sub-county level, promoting food security, nutrition, and WASH in Kamwenge, Buliisa, and Nwoya districts. Additional interventions include campaigns for school feeding initiatives, monitoring of the 2% nutrition allocation of the District Discretionary Equalisation Grant (DDEG) budget government directive, construction of public latrines, and greater allocation of funds for nutrition coordination activities. At national level, Right2Grow collaborated with the Uganda Parliamentary Alliance on Food and Nutrition Security (UPA-FNS) to facilitate stakeholder consultations on the draft Food and Nutrition Bill, culminating in a roundtable with the Speaker of Parliament who expressed strong support for its passage. As a result, the Bill's "Mover," a Member of Parliament and UPA-FNS Chair, successfully obtained leave to advance the Bill.



“
I now pay careful attention to nutrition in our diet and have instilled the habit of cleanliness in my children.”

[Read more →](#)

Nasima Akhtar, a 23-year-old mother from Azizpur village, Debhata Upazila. - Right2Grow Bangladesh

Results

Despite complex contexts across programme countries, notable achievements were recorded under this outcome in 2024.

In **Bangladesh**, the engagement of 360 CSOs mobilised communities to enhance nutrition and health services through advocacy and collaboration with local governments. As a result, medicines and nutritional supplements were provided to 116 community clinics by the government, which had previously been irregular. Advocacy efforts also led the Local Government Division, under the Ministry of Local Government, Rural Development, and Cooperatives, to issue a letter to the Ministry of Finance requesting allocation of funds for nutrition of under-five children in Union Parishad budgets. Furthermore, Right2Grow developed and initiated the implementation of tools for Child Profile Estimation and Child Costing Models across five programme sub-districts. These tools, jointly developed with the Bangladesh National Nutrition Council (BNNC), help assess the status of children under five and develop realistic plans to ensure adequate nutrition for children under five. Additionally, local entrepreneurship associations (LEAs) also played a growing role in improving access to affordable nutrition and WASH products. In five sub-districts, LEAs signed 12 MoUs with national suppliers, securing reduced prices and advocating with local authorities for formal recognition—strengthening the role of market actors in addressing child undernutrition.

In **Burkina Faso**, Right2Grow generated critical evidence through budget analyses to inform advocacy actions. The analysis revealed that the government's efforts towards nutrition funding increased to 2.02% of its non-debt budget (XOF 93.53 billion for 2022–2023), up from 1.72% in the previous assessment (2018–2021). The WASH sector was the largest contributor, accounting for 28.99% of the total. Although progress is evident, the government's N4G 2021 target of 3% remains unmet. These findings supported organising accountability workshops for authorities at all levels and influenced local decision-making on budget allocations for nutrition. Additionally, decentralised nutrition-sensitive sectors were brought together during capacity-strengthening workshops on the multi-sectoral approach and results-based planning and management, improving knowledge of government representatives and

facilitating discussions on the implementation. Advocacy groups were also integrated into provincial committees and councils specific to nutrition and consultation frameworks. Example of one of the results is the Right2Grow Zondoma advocacy group becoming a statutory member of the Zondoma provincial consultation framework.

In **Ethiopia**, a key milestone was the establishment of the Regional Food System and Nutrition Council (FSNC) in Central Ethiopia, now the highest nutrition governance body responsible for coordinating and monitoring multi-sectoral implementation of the Food and Nutrition policy, aiming to improve the nutritional status of all children in the region. Promising progress was also made in Amhara and Oromia regions, with the Oromia Regional Cabinet endorsing the FSNC regulatory framework in November 2024, with a launch expected in 2025. For the first time, nine woredas conducted public budget hearings, enabling citizens to voice opinions on public fund allocation and utilisation. Right2Grow leveraged these hearings to advocate for increased nutrition and WASH allocations, resulting in six woredas committing 1% of their budgets to these sectors. Additionally, Lalo Asabi Woreda allocated an additional 250,000 Birr to support WASH and nutrition services.

In 2024, after consistently supporting the FSN council establishment process in Oromia region, the food system and nutrition council establishment regulation and directives passed the review process by legal and technical experts, endorsed by regional cabinet on Nov 1, 2024. It is a major difference that the document included the involvement of CSOs in the FSN technical committee and creation of nutrition budget code. Right2Grow organized policy dialogue, developed a call-to-action papers and supported technically and financially on the process.

In **Mali**, advocacy efforts led to the integration of nutrition, WASH, and food security into the Economic, Social and Cultural Development Programmes (PDESCs) of all 24 intervention municipalities. Notable examples include the repair of water pumps in Zanfigué and the revitalisation of a cereal bank in Tienfala, both achieved through CVC advocacy. The SWA National Committee workshop assessed the 2023–2024 action plan, identifying challenges and proposing solutions to accelerate activities, strengthening multisectoral coordination and financing for essential services. Ongoing monitoring by the SWA Committee sustained pressure for the validation of the new Water Code and national policies on water and sanitation.

In **South Sudan**, the concentrated efforts of Right2Grow and other stakeholders led to the endorsement of the National Nutrition Policy by the senior management of the Ministry of Health, including the Health Minister and the Service Cluster led by Vice President Abdulgadir. The active engagement and influence of the WASH Caucus contributed to the fast-tracking of the WASH Compact, which was endorsed by the President in May. This development resulted in increased national budget allocations for the Food Security and Livelihoods (FSL), WASH, and Humanitarian sectors. Despite these achievements, progress under this outcome was constrained by several compounding challenges. These included the postponement of the 2024 elections to 2026, widespread climate-related shocks—particularly flooding from rising water levels in Lake Victoria—the influx of returnees and refugees due to the ongoing conflict in Sudan, and a worsening economic crisis. These dynamics have significantly strained government capacity and limited further advancement in multi-sectoral coordination.

Right2Grow **Uganda** significantly influenced multi-sectoral approaches to address undernutrition through policies, action plans, and budget allocations. In Yumbe and Kakumiro districts, by-laws were passed and implemented to restrict unnecessary food sales, a measure aimed at preventing food insecurity and malnutrition. Public budget allocations also improved: Kamwenge District's FY24/25 Production and Marketing budget increased by 814,000 UGX (a 47% increment), and the water budget rose by 39,822,000 UGX (3% increment). In Kakumiro District, Production and Marketing budgets increased by 1,484,958,000 UGX (55%), and the water budget rose by 163,364,000 UGX (13.9%). Similarly, Buliisa District saw a 33% increase (373,761,000 UGX) in its Production and Marketing budget and a 28% rise (140,791,000 UGX) in its Water budget. Additional allocations included UGX 93,786,654 for drilling two boreholes in Biiso and Buliisa Sub County, UGX 20,000,000 for constructing two-stance pit latrines in Kijumbia Community School in Buliisa Sub County, and UGX 9,516,000 for surveying a water scheme with a plan to supply piped water to all communities in Busiriba Sub County. The government also reinstated and increased the Agro-industrialisation programme budget from UGX. 1,813.86 in FY2023/24 budget to UGX. 1,878.27 and the Financing Water, Environment, and Climate Change programme's budget and subsequently increased it from UGX. 1,813.86 in FY2023/24 budget to UGX. 1,878.27.

Table 5 Performance across outcome indicators

Indicator			Baseline	Overall target	2024 target	2024 actual	Cumulative
Code	Indicator	Sub-indicator					
SCS ₁ (R2G.OC.3.1)	Number of laws, policies that are better implemented for sustainable and inclusive development	SCSo12: # of <i>government policies</i> for sustainable and inclusive development that are better implemented as a result of CSO engagement.	0	22	N/A	8	19
SCS ₂ (R2G.OC.3.2)	Number of laws, policies blocked, adopted, improved for sustainable and inclusive development	SCSo22: # of <i>governmental policies</i> for sustainable and inclusive development as a result of CSO engagement	0	9	N/A	3	5

During the reporting period, eight laws and policies were more effectively implemented for sustainable and inclusive development across Right2Grow programme countries. In Bangladesh, three policies or legal instruments were adopted, improved, or blocked as a result of Right2Grow efforts, bringing the cumulative total to five out of the programme’s target of nine. In Burkina Faso, Right2Grow supported the operationalisation of the multisectoral nutrition policy by financing selected activities under the multisectoral nutrition plan. In Ethiopia, the programme continued to influence the implementation of four key policies and strategies: the Food and Nutrition Policy, Food and Nutrition Strategy, Sekota Declaration Implementation Plan (2016–2030), and the ONE WASH Programme. In Mali, notable progress was made in strengthening the implementation of three community development programmes, along with improvements to the national water code, water policy, and sanitation policy. In Uganda, key by-laws and ordinances were passed and implemented in multiple districts to address food insecurity and improve WASH conditions. These included by-laws in Yumbe and Kakumiiro districts to discourage the unnecessary sale of household food, food and nutrition ordinances in Kakumiiro, Buliisa, and Kikuube, and sanitation by-laws passed in Busiriba and Buliisa sub-counties to combat open defecation and poor hygiene practices.

Cumulatively, 19 laws, policies, and programmes have been supported towards improved implementation across all programme countries—reflecting strong progress towards the overall target of 22 for the entire implementation period (2021-2025).

2.1.4 Mobilizing international development actors

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

Interventions

In 2024, the Right2Grow consortium strengthened engagement with international and national development actors to advance collaboration along the humanitarian-development nexus. In this paragraph we focus on the efforts at country level, to which our international lobby & advocacy (L&A) strategy has been aligned. More details on this can be found in paragraph 2.2.

In Bangladesh, the consortium actively engaged with development agencies, our own internal organisations and other INGOs (e.g. GAIN, Nutrition International) to explore future funding opportunities. A Learning Sharing Workshop was held on 21 October 2024, with participation from the Senior Policy Adviser on Agriculture, Food & Nutrition Security and Private Sector Engagement at the Embassy of the Kingdom of the Netherlands, who shared updates and provided strategic guidance to the consortium.

Right2Grow Burkina Faso, as part of strengthening the Nexus approach, organised a training for staff from Right2Grow member organisations and decentralised representatives and local authorities across the three implementation regions. This training enabled participants to better understand the humanitarian-development nexus approach and make proposals for its operationalisation within the framework of Right2Grow. The team also participated in MFA's regional civil society strengthening workshop in Cotonou, presenting Right2Grow Burkina Faso and Mali's work to the Dutch donor, and other strategic partnerships.

In **Ethiopia**, Right2Grow collaborated closely with the Ministry of Health and the Disaster Risk Management Commission (EDRMC) and other ministries to strengthen the linkages between humanitarian, development, and peace actors in the nutrition and WASH sectors in the country. In 2024, advocacy messages were advanced during the African Union Summit and the Nutrition for Growth (N4G) accountability workshop to promote the Nexus Coordination for Humanitarian-Development-Peace (NC-HDPTN) approach as a collaborative, coherent and complementary way of working to enhance nutrition outcomes. Right2Grow representatives from Ethiopia, one of them local partner MCMDO, contributed to the N4G accountability workshop in Arusha, Tanzania, sharing experiences on applying HDP nexus programming. As an additional result, the 73rd East, Central and Southern Africa Health Ministers' Conference (ECSA-HMC) included a resolution recommending the HDP Nexus approach to strengthen health, development, and nutrition outcomes.

In **Mali**, several advocacy actions were implemented to mobilise international actors and bridge humanitarian and development responses. During the World Water Forum in Indonesia (May 2024), consortium representatives from Mali (CN-CIEPA), ACF, Speak Africa, World Vision, met with representatives from the World Bank, African Development Bank (AfDB), and Inter-American Development Bank (IDB), convened to emphasise the vital role of water and nutrition in sustainable development. At national level in Mali, the establishment of ministerial commissions and the revitalisation of focal points contributed to improved coordination and ensuring sustainable financing for nutrition in national development plans. These actions strengthened the inclusion of nutrition in national priorities.

In **South Sudan**, the consortium collaborated with the Ministry of Health, Nutrition Cluster, UN agencies, and other CSOs to advocate for a multi-sectoral and integrated solutions to address malnutrition, and to prioritize and allocate multisectoral resources for the Horn of Africa, and pushing for inclusion of South Sudan. A high-level donor engagement event was organised, bringing together the donor community and the First Vice President to discuss the HDP nexus, and the interconnectedness of hunger, conflict, and climate change. The event fostered critical discussions on sustainable solutions and underscored the need for resilient food systems, strengthened health infrastructure, and climate adaptation. Additionally, World Vision engaged the Vice President of South Sudan, the Minister of Gender, Child, and Social Welfare, donors, heads of international non-governmental organizations (INGOs), the other Right2Grow members, and community partners during the launch of the ENOUGH campaign in Juba and other states. In Upper Nile, communities supported by Right2Grow participated in the campaign, which coincided with World Food Day celebrations.

Right2Grow **Uganda** mobilised and engaged with donors and international development actors such as WHO, UNICEF, UNHCR, UNDP, FAO, and USAID through various advocacy initiatives and dialogues. These included a retreat with the Speaker of Parliament, consultations on the Food and Nutrition Bill and the National Nutrition Forum (NNF). The programme also supported a National Colloquium on stunting in children under five, and engaged Members of Parliament (MPs) to identify funding mechanisms to support nutrition initiatives.

Results

Under Outcome 4, programme countries demonstrated increasing influence in shaping funding priorities, fostering strategic partnerships, and promoting integrated, multisectoral responses to undernutrition.

In **Bangladesh**, an integration plan between the Civil Society Alliance for Scaling Up Nutrition (CSA-SUN) and District Nutrition Coordination Committees (DNCCs) was adopted, alongside a quarterly progress follow-up for the National Nutrition Plan of Action 2. Right2Grow partners actively contributed to the development of 50 multi-sectoral action plans across Union Parishad, sub-district, district, and national levels. One of the Right2Grow partners holds the role of secretary within CSA-SUN, allowing for consistent positioning of Right2Grow within the national alliance.

In **Burkina Faso**, regional consultation frameworks—such as those in the Eastern Region and Gourma Province—enabled coordination between development and humanitarian actors to harmonise interventions targeting populations in distress. Training workshops laid the groundwork for joint operationalisation of the HDP Nexus approach by humanitarian, development and peace actors. In 2025, the drafting and implementation of a formal action plan under the leadership of OCHA is anticipated to solidify these efforts.

In **Ethiopia**, significant steps were taken towards institutionalising the humanitarian-development-peace (HDP) nexus. A Nutrition-Centric HDP Technical Working Group and an advisory team were established at national level. Additionally, the Nexus Accelerator Steering Group, formed by the Development Partners Group (DPG), Humanitarian Country Team (HCT), and the Humanitarian International Non-Government Organizations (HINGO) Forum, produced an operational guideline and implementation roadmap. This roadmap guides HDP actors in developing integrated food and nutrition programmes that respond to systemic fragmentation and align with both global and national standards.

In **Mali**, the consortium’s participation in the World Food Programme (WFP) 2021–2025 funding mobilisation roundtable led to funding commitments from Global Affairs Canada, the European Union, and the Government of Mali (which committed 15% of required funding). These resources support nutrition and food security interventions and the establishment of intersectoral coordination mechanisms in Mali. The advocacy meetings held with key financial institutions such as the World Bank, AfDB, and IDB strengthened advocacy for WASH funding in Mali, highlighting the importance of an integrated approach that links WASH and nutrition. Synergies between these sectors was consolidated, with commitments to improve access to basic services and promote sustainable development.

A high-level donor engagement meeting in **South Sudan** triggered meaningful commitments from both government and donors. The Office of the First Vice President pledged to raise the issue of malnutrition within the Council of Ministers and address systemic gaps in sectors such as health, agriculture, water and irrigation, and social welfare. Donors called for multi-sectoral, multi-year funding and greater coordination with sector clusters to ensure prioritisation in planning and resource allocation. Stakeholders also emphasised the importance of ongoing engagement in response to South Sudan’s rapidly evolving humanitarian context.

Right2Grow **Uganda** commissioned a study assessing nutrition, food security, and WASH financing from 2019–2023. The findings have informed national and donor-level advocacy efforts aimed at improving alignment of donor funding with nutrition priorities. Right2Grow also organised a National Colloquium on Stunting, which brought together government, CSOs, and development partners. During the event, UNICEF recommended launching a campaign promoting daily egg consumption for children under five—a suggestion welcomed by participating CSOs. Donors and Members of Parliament pledged to support identification of new funding opportunities to address stunting.

Table 6 Performance across outcome indicators

Indicators		Baseline	Overall Target	2024 Target	2024 Actual	Cumulative
Code	Indicator title					
R2G.OC.4.1	Level of success of lobby and advocacy roles by R2G and its partner towards donors and international actors	0	High	High	Medium	Medium
R2G.OC.4.2	Degree of integration of the WASH-Nutrition nexus by donors along the humanitarian-development nexus to address the underlying determinants of undernutrition	0	N/A	3	4	4

Across countries, a range of strategies were deployed to advance donor engagement and align efforts with Right2Grow’s indicators on international advocacy and multi-sectoral coordination. In Mali and Uganda, policy dialogue and national forums led to political and donor commitments, with Uganda’s stunting colloquium catalysing both funding pledges and CSO mobilisation around the “one egg per child per day” campaign. Ethiopia established a national advisory group and developed practical guidelines to operationalise the humanitarian-development-peace nexus, while South Sudan’s high-level engagements secured renewed attention to multisectoral, long-term financing for nutrition. In Burkina Faso, consultation frameworks fostered joint planning between humanitarian and development actors, setting the stage for a shared action plan. Meanwhile in Bangladesh, integration between civil society platforms and government coordination committees resulted in joint planning and monitoring efforts across multiple administrative levels. These diverse yet coordinated efforts underscore Right2Grow’s ability to amplify local voices, promote coherence, and strengthen donor alignment in addressing the underlying determinants of undernutrition.

2.1.5 Cross-cutting theme: Gender, youth and inclusion

In 2024, the Right2Grow programme deepened its commitment to gender equality, youth engagement, and inclusion of marginalised groups as a cross-cutting priority. Across all countries, we deliberately embedded inclusive approaches in our programme activities, not only ensuring that women, youth, and persons with disabilities were reached—but that they were empowered to actively participate and lead.



Women now have more influence in making decisions that affect their families and communities. Women, who for long have been primarily responsible for water collection and sanitation in households, are now taking leadership roles in these committees

[Read more →](#)

Ms. Zerida Rindabo, the Senior Assistant Secretary of Kamuganguzi Sub-County - Right2Grow Uganda



At community level, the programme strengthened the integration of nutrition with gender-based violence (GBV) prevention and protection strategies. In **South Sudan**, Right2Grow in collaboration with Oxfam, applied the Gender Action Learning System (GALS) to create safe spaces for joint household planning and decision-making around agriculture, while also training diverse local structures—including Disaster Risk Management Committees—to promote inclusive leadership. Similarly, in **Burkina Faso** and **Mali**, advocacy efforts enabled women to gain access to land for gardening and

farming, and in **Burkina Faso**, 60 women and girls were supported to start income-generating activities. In Bangladesh, 95% of Right2Grow-supported entrepreneurs were women, and CSOs actively advocated for inclusion of people with disabilities in government social safety net programmes.

Efforts to foster meaningful participation included accessible meeting venues, scheduling at convenient times, and facilitator training to engage underrepresented groups. Pre-meeting briefings and leadership training helped ensure that adolescent girls, youth, women, and people with disabilities were not just present but empowered. In **Bangladesh** and **Uganda**, for instance, adolescent girls played a central role in awareness campaigns, while youth-led organisations like Wilmat Development Foundation and Amani Initiative implemented inclusive nutrition and WASH activities. In **Uganda** and **Ethiopia**, persons with disabilities were supported to engage in nutrition coordination platforms and advocacy processes.

Community platforms and advocacy groups were structured for diversity. In **Mali**, women represented over half of Citizen Voice Action (CVA) participants, with additional representation of youth and people with disabilities in task forces. In **Burkina Faso**, women made up 77% of Advocacy Group members, giving them a strong voice in decision-making at local level.

Youth emerged as key change agents across countries. In **South Sudan**, youth involved in advocacy gained confidence and visibility, including moderating regional webinars and securing legal registration for their networks. In **Ethiopia**, youth participated in targeted leadership training in regions where decision-making spaces are often inaccessible to them.

At the national and regional levels, the programme also created dedicated spaces for women's policy leadership. In **Uganda**, Right2Grow launched the Empower Women in Agriculture (EWA) Chapter, a transformative initiative enabling women to shape legal and policy frameworks in agri-food systems. The launch, presided over by African Union Special Envoy on Women, Peace and Security, Mme Bineta Diop, was a landmark moment, positioning women in agriculture as central actors in national and regional food security agendas.

By embedding gender, youth, and inclusion into all pathways of its Theory of Change, Right2Grow ensures that women, youth, and marginalised populations are not only beneficiaries—but active shapers of the programme's impact and legacy.

2.1.6 Cross-cutting theme: Climate change

Climate change continued to pose a serious and growing threat to food and nutrition security and WASH in 2024, compounding vulnerabilities in many of Right2Grow's implementation areas. While climate-related events such as floods and droughts were already highlighted in the programme context, the programme's responses to these events demonstrate not only a commitment to mitigation but also to building long-term resilience.

In **Bangladesh**, Cyclone Remal in May 2024 caused severe flooding and extensive damage to homes, agricultural land, fisheries, and WASH infrastructure in several programme areas. Prolonged waterlogging between July and October caused further disruptions to activities and led to crop losses, reduced food production, and increased spread of waterborne diseases. In response, Right2Grow incorporated adaptive measures and contingency planning to address these challenges. Local CSOs played a key role in mobilising resources for immediate relief and advocating for long-term climate resilience solutions through improved water management, drainage systems, and sustainable agriculture—efforts that have influenced local authorities to prioritise climate adaptation and mitigation measures, contributing to building climate-resilient communities.

In **Burkina Faso**, climate change continued to impact rainfall patterns, with pockets of drought during the rainy season, reducing agricultural productivity. In response, Right2Grow supported communities in establishing nutritious home gardens and promoted soilless cultivation techniques and by making improved seeds available to food producers. CSOs organised trainings on the impacts of climate change on food and nutrition security, particularly targeting women. In addition, breastfeeding women received training on manufacturing enriched infant flour and using local products to improve the diet of infants and young children, thereby enhancing nutritional security within the communities.

In **Ethiopia**, El Niño conditions caused widespread drought across several regions of the country, leading to poor harvests, water shortages, and rising food insecurity. Around 13 million people were targeted for humanitarian response in affected areas. Right2Grow responded by aligning our advocacy and lobbying efforts with ongoing humanitarian and development interventions, promoting a more coordinated and integrated response (Humanitarian-Development-Peace Nexus (HDPN)), and working with **nutrition multisectoral coordination bodies** at Woreda level in coordinating humanitarian responses in drought-affected areas. We also contributed to the development of an **operational guideline and implementation roadmap** aimed at supporting donors and partners in designing programmes that address both immediate needs and long-term solutions.

In **Mali**, severe floods in 2024 affected over 208,000 people, prompting a national disaster declaration in August. To mitigate the impact on food and nutrition security, and WASH, Right2Grow launched awareness campaigns in Koulikoro, Sikasso, Kayes, and Koutiala. Through conferences, roundtables, and radio broadcasts, they reached over 300 community members, promoting sustainable agricultural practices, reforestation, and better resource management. WASH-focused training and communication campaigns promoted sustainable solutions for food and nutrition security and the availability of clean water, and further strengthened community resilience to climate-related shocks.

In **Mali**, the programme strengthened the role of Community Vigilance Committees (CVCs) in advocating for inclusive WASH and nutrition infrastructure, particularly for the elderly and persons with disabilities—groups disproportionately affected by climate-related shocks

In **South Sudan**, where floods displaced thousands, damaged key infrastructure and is a significant obstacle for health and feeding practices, partners shifted implementation timelines and delivery methods. Mother-to-Mother Support Groups (MtMSGs) were

relocated to higher ground where they established their kitchen and demonstration gardens and practiced irrigation methods. During dry seasons they moved to riverbank to be closer to water.

In **Uganda**, extreme weather events - particularly heavy flooding along Lake Albert and prolonged dry spells in Bugweri and Kabale districts - disrupted WASH and health infrastructure and food production. Right2Grow responded by supporting the re-establishment of demonstration gardens and integrating climate risks into district planning. The programme also contributed to drafting the Food and Nutrition Bill, which promotes food storage at household and district levels and calls for investment in post-harvest technologies to reduce waste and ensure food availability in times of scarcity. In addition, Right2Grow advocated for increased investment for water for production, enabling farmers to access irrigation equipment through subsidised district loans. Communities were also trained in climate-smart agriculture and introduced to improved seed varieties to increase food security and build resilience.

These experiences underscore the urgent need to integrate climate resilience and adaptation across all sectors of food, nutrition, and WASH. By strengthening local structures, promoting sustainable practices, and influencing policy and budgets, Right2Grow contributes to building more resilient communities that are better equipped to withstand future climate shocks.



2.1.7 Collaboration

Collaboration with other strategic partnerships and programmes

In 2024, Right2Grow deepened collaboration with strategic partners and programmes to amplify impact and align efforts across the nutrition and WASH sectors. The following examples highlight some of our joint initiatives beyond government partnerships (which are already described under outcomes 1 to 4).

In all countries, collaboration with the **Scaling Up Nutrition (SUN) Movement** remained strong. In Mali for example, Right2Grow partner Œuvre Malienne D'Aide à l'Enfance du Sahel (OMAES) coordinated efforts with the **SUN Civil Society Alliance (CSA-SUN)**, contributing to Right2Grow's national advocacy on the right to food and water, media mobilisation efforts on nutrition and WASH and collaboration with the network of WASH and nutrition parliamentarians. In Uganda, we partnered with the **SUN Business Network (SBN)** to support businesses in Right2Grow districts. With a focus on empowering micro, small, and medium enterprises (MSMEs), SBN helped strengthen local food systems through training on good agricultural practices and enabled initiatives like setting up milk coolers and food stores in collaboration with district leadership. Right2Grow Bangladesh and CSA-SUN collaborated closely on national advocacy efforts, with CSA-SUN contributing technical support to review concept notes and study reports. Right2Grow also strengthened the capacity of CSA-SUN partners' leaders through training on child profile estimation and costing model tools and creating nationwide campaigns. Right2Grow Ethiopia developed three call for to action papers on WASH governance, multi-sectoral Coordination, and HDPN in collaboration with CCRDA and ECSC-SUN.

In Uganda, Right2Grow also collaborated with **CASCADE** and other strategic actors to amplify advocacy efforts. Right2Grow, CASCADE and **UNICEF** supported the Office of the Prime Minister in organizing the 3rd National Nutrition Dialogue, highlighting progress toward SDG targets and N4G commitments. The partnership successfully lobbied for stronger government prioritization of nutrition planning and co-financed consultations on the food and nutrition bill. Additionally, Right2Grow, CASCADE and other CSOs co-organised a national CSO retreat that produced a joint memorandum on food security and nutrition priorities for Uganda's Fourth National Development Plan (NDP IV), submitted to key ministries and planning bodies.

Right2Grow Ethiopia, in collaboration with the Ministry of Health, ZOA, regional coordination bodies, universities, and Alive & Thrive, supported the establishment of the Food System and Nutrition Council, facilitated multi-sectoral planning, and delivered nutrition

leadership training. And in South Sudan, Right2Grow built strategic partnerships with other programmes, including Stichting Vluchteling whose focus is on refugees, to strengthen community awareness and increase demand for health and nutrition services focusing. Collaboration with a NORAD-funded programme led to the establishment of school farm fields, installation of a mobile solar-powered water pump, and the distribution of canoes and mobile ovens to support local fishing communities. Finally, in Burkina Faso we work closely with the Parliamentarians' Network for Food and Nutritional Security (REPASEN) on a number of advocacy activities, including trainings, advocacy papers and more.

Collaboration with the private sector

In 2024, Right2Grow deepened its engagement with the private sector across several countries, with a deliberate focus on strengthening **local and community-based enterprises** rather than large or foreign-owned companies. These strategies were tailored to local market dynamics and programme objectives, ensuring that private sector collaboration contributed directly to sustainable nutrition and WASH outcomes.

In **Bangladesh**, the programme conducted a locally-led [research study on local entrepreneurship](#) and established Local Entrepreneurs' Associations in five sub-districts. These associations signed MoUs with private companies, improving access to WASH and nutrition-related products. The synergy between CSOs, entrepreneurs, and the community has not only boosted supply chains but also incentivised entrepreneurs to sustain healthy household environments.

In **Uganda**, Right2Grow collaborated with the SUN Business Network (SBN) to engage small businesses in six districts address local food security needs, as described in the previous paragraph. In **Ethiopia**, national-level collaboration was fostered through consultative workshops with SUN Business Network members, CSOs and government agencies. These workshops enhanced private sector awareness of national food and nutrition policies, including the Food-Based Dietary Guidelines and Sekota Declaration. At the local level, Right2Grow engaged private suppliers to improve the availability of affordable nutrition and WASH products, resulting in stronger market linkages and integration into multisectoral coordination platforms.

As the private sector in **South Sudan** is largely dominated by foreign business owners with different priorities, the team's approach shifted focus from trying to collaborate with these larger companies towards grassroots economic empowerment. Village Savings and Loan Associations (VSLAs) were formed among Mother-to-Mother Support Groups (MtMSGs), and small business owners were engaged in local campaign 'Make Pibor Clean' to advance WASH and nutrition. In Upper Nile, collaboration with Dar Petroleum focused on the company to promote good nutrition and WASH practices in the community, and the collaborated with them and other stakeholders lead to installation of water pipes to improve access to safe drinking water.

In **Mali**, collaboration focused on strengthening the capacity of women's groups in the production and marketing of highly nutritious food products. Right2Grow also collaborated with the private sector in organising fairs in Koulikoro, Sikasso, and Kayes, enabling local producers to access markets. This not only supported marketing processed products but also strengthened links between local producers and private sector players, thereby stimulating the local economy.

In **Burkina Faso**, private sector engagement evolved from individual outreach to working with structured bodies like regional chambers of commerce. In the North, successful advocacy led to private donations of boreholes and waste bins. In the Centre-North, coordinated engagement with local authorities and economic operators resulted in private commitments to improve rural water access. Notably, some private sector actors who had previously been reluctant to pay taxes began doing so after recognising that their fiscal contributions could enable communities to invest in nutrition initiatives—reflecting a growing sense of civic responsibility and shared ownership for nutrition and WASH.

These diverse efforts reflect Right2Grow's commitment to strengthening local markets, promoting affordable and accessible solutions, and building resilient community-driven food systems that can sustain nutrition and WASH outcomes after the programme has ended.

Collaboration with the Dutch Embassies

In 2024, collaboration with the Embassies of the Kingdom of the Netherlands (EKN) remained a valued and strategic dimension of Right2Grow's implementation across all six programme countries. The relationship was generally described by Right2Grow country

teams as open, professional, and mutually reinforcing—providing space for exchange, accountability, joint learning, and strategic alignment on policy priorities. Throughout the year, embassies participated in Right2Grow reflection meetings, field visits, advocacy events, and high-level policy discussions, helping to amplify Right2Grow’s work both nationally, regionally and internationally.

In most countries, this engagement was supported through regular communication channels such as newsletters and briefings. For instance, in **Bangladesh**, monthly key achievements updates and quarterly newsletters were shared with the Embassy, who also joined reflection and learning meetings, and visited field sites. Similarly, **Uganda** maintained regular engagement through its own newsletter, sharing programme progress and success stories. In **Ethiopia**, Right2Grow and EKN co-hosted a roundtable on financial literacy in nutrition and WASH with the Dutch Ambassador and participated in key advocacy events, including an AU side

“
It is only through close collaboration that we can overcome existing challenges and create a tangible impact.
 ”



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Dr Djibril BAGAYOGO, aged about 61, resident in Bamako. Head of the Nutrition Coordination Unit - **Right2Grow Mali**

event where the EKN representative delivered a keynote address. These interactions showcased Right2Grow’s HDPN advocacy and enabled local actors to share their experiences on an international stage. **Burkina Faso** also benefited from active EKN collaboration, including a visit by Food and Nutrition Security Advisor and Right2Grow focal person at the MFA in the Netherlands. The Embassy facilitated exchanges between partners during key national events like the International Agricultural and Livestock Show (SIAEL), and helped integrate Right2Grow data into national Dutch-funded programme mapping efforts. In **Mali**, the EKN Sustainable Development Advisor participated in Right2Grow country steering committee meetings, where programme results and lessons learned were shared. Regular newsletters supported transparency and helped align embassy and programme priorities. Meanwhile, in **South Sudan**, collaboration with the Embassy took place through bi-monthly exchange meetings, and by identifying synergies with other Power of Voices partners, particularly Strategic Initiative for Women in the Horn of Africa (SIHA) and Plan International. This enabled the orientation of three women-led organisations on national budget processes. The Embassy was also present at key policy events—such as the irrigation master plan workshop, which helped to push forward government commitments.

Together, these examples underscore the important role Dutch Embassies play in leveraging their diplomatic platforms to champion Right2Grow’s objectives.

2.1.7 Contributions towards IGG indicators

In addition to contribution towards donor/basket indicators, Right2Grow has contributed to a number of MFA Inclusive Green Growth (IGG) indicators based on country-specific interventions. Through various interventions, the programme has made significant contributions towards IGG indicators for instance, 578,104 people were reached directly with activities aimed at temporary/partial improvement of their nutritional situation in Bangladesh, Ethiopia, Mali and Uganda in 2024 and cumulatively, 822,684 people have been reached. During the reporting period, 3,980,857 people were indirectly reached mainly through trainings, awareness creation, campaigns and radio programmes and cumulatively 9,575,610 have been reached in directly. As a result of private sector engagement, 95 companies are engaged in inclusive agribusiness related to Right2Grow. Details of Right2Grow contribution towards IGG indicators are available in Annex 2.

2.2 International lobby and advocacy

2.2.1 Context and focus of our international advocacy strategy

In 2024, Right2Grow focused its international Lobby & Advocacy (L&A) efforts on strengthening civil society engagement, enhancing accountability, and ensuring that global commitments to end malnutrition being translated into concrete action at the national level, through [the Bridge4Voices approach](#). The priority for 2024 was to empower local partners to shape advocacy efforts, linking national priorities with key (upcoming) global policy moments, like the SUN Global Gathering and the run-up to Nutrition4Growth in March 2025.

A key priority for Dutch L&A was to merge Dutch interests in Right2Grow's national and global advocacy priorities and champion Right2Grow's approaches in discussions around the annual policy cycle.

Right2Grow worked to support civil society involvement in strengthening accountability mechanisms, to amplify community advocacy messages through strategic partnerships, and position local actors in key discussions to advocate for stronger and more effective nutrition and WASH policies. Efforts also focused on enabling civil society organizations to hold duty-bearers accountable for their nutrition and WASH commitments, and advocating for increased investment in multi-sectoral nutrition and WASH.

By fostering collaboration among Right2Grow partners and between Right2Grow, the donor, and relevant stakeholders, strengthening capacities of partners, and driving evidence-based advocacy, we reinforced our commitment to addressing malnutrition and ensuring that civil society takes its place at the forefront of shaping policy and accountability efforts from the community to the global level.

2.2.2 International lobby and advocacy achievements

One of the early 2024 highlights was our in the **37th African Union (AU) Ordinary Summit** in Ethiopia in February 2024. Right2Grow advocated for the implementation of a nutrition-focused Humanitarian-Development-Peace (HDP) Nexus approach across AU member states. Together with Gender Is My Agenda Campaign (GIMAC), Right2Grow showcased the Triple Nexus approach—a multisectoral strategy driving systemic change and addressing malnutrition in conflict-prone and crisis-affected areas. Right2Grow's recommendations were successfully incorporated into the outcome documents of both GIMAC and the AU Summit, underscoring Right2Grow's growing influence in shaping regional nutrition policies.

Right2Grow co-organized with the Dutch Embassy a high-level roundtable meeting in the residency of the Dutch Ambassador, convening influential stakeholders from the African Union, Parliamentarians, inter-ministerial institutions, NGOs and CSOs on health, climate, food and nutrition security and WASH. A representative of the East, Central, and Southern Africa Health Community (ECSA-HC) also joined the roundtable discussion, which enabled collaboration during the inter-ministerial health conference in Arusha in June.

Building on these engagements, Right2Grow played an important role in the **73rd Conference of the East, Central, and Southern Africa Health Community (ECSA-HC)** and the Arusha CSO Accountability Workshop in June. A key achievement was that Right2Grow's policy recommendations on multisectoral approaches on WASH/Nutrition were reflected in the draft resolution of the 73rd Health Ministers' Conference, marking progress toward strengthening regional health policies. Specifically, Right2Grow successfully influenced discussions on 1) Strengthening multisectoral collaboration to tackle malnutrition, and 2) Emphasizing the role of Civil Society Organizations (CSOs) in advancing nutrition advocacy and investment. As a result, the final resolution of the ECSA-HC Regional Conference included a call to promote an open civic space that enables CSOs to actively contribute to the fight against malnutrition, amplify community voices and promote locally-led solutions. Member States were urged to incorporate this commitment into their respective national legal and policy frameworks and use Nutrition4Growth as an incentive to do so.

Alongside the Ministerial Conference, Right2Grow partnered with regional and international CSOs to host the **Arusha CSO Accountability Workshop**, which focused on strengthening accountability mechanisms within the Nutrition4Growth (N4G) process. The workshop brought together government representatives, CSOs and regional stakeholders to discuss progress on national N4G commitments and embed civil society in ensuring sustained action and accountability. A key outcome was the development of country-specific position papers by Right2Grow programme countries Ethiopia, Uganda and South Sudan, outlining advocacy

priorities for strengthening and renewing country N4G commitments. Right2Grow contributed to other country teams and Dutch-funded programmes like CASCADE and GAIN, working together on position papers for Kenya, Tanzania and Somalia.

Similarly, Right2Grow contributed to the organization of a regional workshop in Dakar, in which West African CSOs examined national nutrition commitment progress, identified shared priorities between CSOs to incorporate into the **Civil Society Declaration ahead of N4G**, exchanged best practices on engaging national governments around new commitments, and explored areas of interest for ensuring accountability following on from N4G in March. Key outcomes included the initiation of the **Accountability Task Force** and further consolidation of the Civil Society Declaration, following its conception during Civil Society for Nutrition in Paris in November 2023.

Following the workshop, these countries organized **in-country accountability dialogues** with government counterparts, using the position papers as a basis for high-level discussions. These engagements led to national-level policy dialogues where governments reaffirmed their previous commitments and explored strategies to further strengthen their N4G goals ahead of the upcoming Global N4G Summit in Paris. Key outcomes were:

- Development of country-specific position papers (Ethiopia, Uganda and South Sudan) outlining advocacy priorities to strengthen and renew N4G commitments;
- Strengthened links between Right2Grow partners and other local, national or regional CSOs, leading to greater coordination on nutrition advocacy efforts;
- Strategic alignment of the Dutch Ministry of Foreign Affairs and Embassies from national to regional level, to position Right2Grow's approaches to advocate for better WASH- and nutrition outcomes.
- Engagement plans towards national authorities, leading to Right2Grow partner involvement in national nutrition dialogues, where governments reaffirmed previous commitments and Right2Grow partners supported authorities in designing new commitments to be made during Nutrition4Growth in 2025;
- National-level policy dialogues, ensuring that nutrition remains a key policy priority in the ECSA-HC region, while strengthening the role of civil society organizations in driving accountability and action.

Following the Arusha workshop, in September 2024 at the **African Food Systems Forum**, a meeting between the Dutch delegation and Right2Grow attendees was set up to advocate for cooperation and alignment towards the SUN Global Gathering and N4G.

In December 2024, Right2Grow was invited by organised **SUN Anglophone Africa Hub** to participate in the regional **N4G workshop** in Mombasa, Kenya. Working alongside the SUN CSO Regional Network, Right2Grow supported governments in reinforcing their N4G commitments and showcasing their nutrition initiatives. The workshop brought together delegations from 16 Anglophone countries to review progress, share best practices, and develop a roadmap for future N4G commitments ahead of N4G in Paris in 2025. It was a key moment for regional collaboration, reinforcing the collective commitment to tackling malnutrition through multi-sectoral approaches.

Two local community-based organizations (CBOs) from Right2Grow Uganda and South Sudan, took the stage to advocate for delivering and scaling up commitments for N4G during the **AidEx Nairobi** conference in June. MFA's regional humanitarian coordinator joined on stage, discussing accountability from both a community and donor perspective.

Right2Grow strengthened its **advocacy efforts in the Netherlands**, engaging with relevant politicians during the annual budget cycle and commission debates, and collaborating with Partos and other CSOs to advance WASH, nutrition-, and food security agendas. This is shown by the following outcomes:



Right2Grow at AidEx May 2024

- In the 2025 budget cycle, Right2Grow stood out as the only one of 42 strategic partnerships mentioned in the contextual analysis of the national budget—highlighted as an example of a partnership focusing on strengthening civil society and improving access to nutrition and WASH.
- Throughout the year, Right2Grow created opportunities to exhibit its approaches with the MFA in programme countries, at regional level, and in the Netherlands. Across all levels, we aimed to partner with the MFA, identify shared priorities, and showcase effective local solutions. Notable examples include: the roundtable in Ethiopia; MFA focal point visit to Right2Grow in Burkina Faso; and participation in MFA-led Power of Voices linking and learning events in Nairobi and Cotonou, followed by a meeting between the MFA Learning coordinator and our team in Uganda.
- Two roundtable consultations were organised with the new Dutch Minister following the budget announcement - one focused on food and nutrition security, and the other on water management. Right2Grow participated directly and through its membership in the Netherlands Food Partnership and the Netherlands Water Partnership. In both meetings, we advocated for a multi-sectoral approach, emphasized the critical link between WASH and nutrition, and the importance of inclusion of and collaboration with communities and CSOs.
- Right2Grow's visit to the Dutch Senate resulted in a series of parliamentary questions prepared by Right2Grow. These were taken up by Senators in the subsequent debate, shaping discussions on the Netherlands' future commitments to water, nutrition, food security, accountability, and participation in the 2025 N4G Summit and SUN Global Gathering.

In the lead-up to the **Global N4G Summit in March 2025**, Right2Grow intensified its efforts to ensure strong representation and meaningful contributions. The programme successfully submitted two side event proposals to be organized with partners. These events will spotlight R2G's work **on nutrition accountability and the role of civil society in driving community-led solutions**, with contributions from organisations across the global South and North. Additionally, R2G was invited by the Ethiopian Government to speak at a side event on the Sekota Declaration, where Right2Grow Ethiopia will highlight its contributions to Ethiopia's flagship nutrition programme as a key member of the Nutrition Stakeholders Network.

Furthermore, Right2Grow joined the Nutrition Accountability Task Force (ATF)—a global CSO platform advocating for stronger accountability to ensure current and future nutrition commitments are met. To amplify these efforts, we secured the active participation of six local Right2Grow partners from Uganda, South Sudan, Burkina Faso, and Mali, ensuring that voices from programme countries directly shape the global nutrition agenda at the N4G summit.

Right2Grow had planned to participate in the **SUN Global Gathering**, originally scheduled for November in Kigali, Rwanda, but the event was postponed to 2025 due to a regional virus outbreak.

The year 2024 was marked by impactful advocacy, strengthened partnerships, and meaningful progress in advancing nutrition accountability and policy change. From the African Union Summit to the Arusha Workshop, and from local capacity strengthening efforts to high-level global platforms in preparation for the N4G Summit, Right2Grow consistently championed systemic change and empowered communities to take the lead to end malnutrition.

2.3 Technical Support

In 2024, following MTR recommendations, Right2Grow made a strategic shift toward country-led capacity strengthening, aligning technical support more closely with country needs, and advocacy priorities. Through a participatory and consultative planning process, each of the six programme countries developed tailored technical support plans addressing their most pressing programmatic challenges. The implementation of the plans, backed by technical support budget per country, was led by country partners -including local CSOs - with support from the Global Technical Support team, which included contributions from global L&A, Communications, BMET, MCD, L&L and MEAL teams.

This shift—guided by the programme's *Shift the Power* ambition—strengthened local ownership, enhanced alignment with advocacy priorities, and enabled more responsive, needs-driven technical assistance. From peer learning and mutual capacity development to targeted trainings and knowledge exchanges, the technical support provided in 2024 aimed to reinforce national advocacy efforts, improve programme effectiveness, and support sustainability beyond the programme's lifetime.

Regular follow-up, adaptive planning, and collaborative problem-solving ensured that technical assistance remained flexible and relevant in the face of changing contexts. While not all activities initially planned were completed in 2024 due to external challenges, adjustments were made to prioritize high-impact interventions, with some activities carried over into 2025.

2.3.1 Mutual Capacity Development

Since programme inception, Mutual Capacity Development (MCD) and Linking & Learning (L&L) initiatives have played a vital role in enhancing technical skills, fostering programmatic learning, and strengthening linkages among partners across six programme countries. These efforts have been instrumental in advancing country programmes and advocacy objectives, ensuring that all children under five have the opportunity to reach their full potential.

Comprehensive, highly participatory and consultative process

In previous years, annual activity plans for MCD and L&L were co-designed collaboratively by country focal points and global teams. Based on recommendations from the 2023 Mid-Term Review (MTR), country teams have assumed direct responsibility for budget allocation, determining how, when, and where to invest resources allocated for capacity strengthening, and linking and learning activities, putting the programme’s *Shift the Power* approach into practice. This shift to country-led technical support builds on previous efforts to identify capacity strengthening and linking & learning needs while incorporating key takeaways from the Global Learning Week, held in Uganda in November 2023.

Building on insights from the 2023 MTR and Global Learning Week, the team developed structured templates and facilitated extensive consultations which concluded in early 2024 and resulted in six strategic and feasible technical support plans, tailored to country specific needs. These plans were grounded in country-specific advocacy priorities and learning questions, aligned with challenges and solutions identified during the Global Learning Week, and realistic in terms of time and available budget. The resulting capacity strengthening and linking & learning plans represented country-specific strategies to overcome key programmatic obstacles and reinforce advocacy goals. Each activity had designated responsible partners at country level, including local CSOs, and the Global Technical Support team identified resource persons from the global team who would collaborate closely with country teams, providing tailored support to ensure the effective execution of these activities. The implementation of the 2024 technical support plans required strong collaboration across global teams, including MCD, L&L, L&A, Communication, BMET and MEAL. Their collective contributions have been essential in ensuring the alignment of activities, tracking progress, while enhancing the quality of technical assistance, making it more integrated and comprehensive.

Figure 1: Process of developing 2024 technical support plans



Continuous support and follow-up with country teams

Throughout the year, the global MCD & L&L teams have actively engaged with country teams responsible for implementing technical support plans. The team provided ongoing support through regular check-ins, technical guidance, and joint discussions and problem-solving sessions. These engagements helped refine strategies, address bottlenecks, and adjust plans in response to evolving needs—most notably during two reality check and revision rounds in May–June and September–October 2024. The global team also promoted cross-country exchange, connecting teams with similar challenges and priorities to encourage peer learning and sharing of good practices and solutions.

Priorities and progress in country-led technical support plans

Across the six Right2Grow countries, technical support plans in 2024 focused on strengthening advocacy capacity and cascading knowledge and skills to the third tier CSOs, in order to promote sustainability, as well as on capturing and sharing programmatic learning. Common activities included training manuals and workshops for local CSOs on advocacy, WASH, nutrition (all countries), and multi-sectoral approaches (e.g., Burkina Faso, South Sudan), and the rollout and use of tools for evidence generation, outcome harvesting, policy monitoring and learning (e.g., Burkina Faso, Ethiopia, Mali, South Sudan). Several countries emphasized sustainability through the formation or strengthening of CSO platforms (Bangladesh), resource mobilization planning and donor engagement (Bangladesh, Uganda), and trainings for private sector engagement, entrepreneurship and marketing skills (Burkina Faso, Mali, South Sudan, Uganda). Others focused on capturing and sharing learning—for instance, through video documentation of programme impact (Bangladesh, Ethiopia), cross-country learning and exchange events (Bangladesh, Burkina Faso), and storytelling initiatives to support advocacy (South Sudan).

At the end of 2024, two countries (South Sudan and Uganda) had completed all planned activities, while the other four (Bangladesh, Burkina Faso, Ethiopia, Mali) made substantial progress, with certain remaining activities carried into 2025 for completion. Delays were largely a result of competing or changing priorities, resource constraints due to high inflation, and different partners' expectations and understanding of some activities. Rapidly evolving political, economic, and social contexts required ongoing adjustments to technical support plans, making precise planning and implementation more complex. Unimplemented activities were carefully reviewed, with a focus on ensuring that remaining funds are used strategically to deliver tangible results and contribute meaningfully to programme objectives.

2.3.2 Lobby & Advocacy

In addition to implementing Right2Grow's international L&A strategy, the global L&A team provided targeted technical support in 2024 to country teams in South Sudan, Ethiopia, Bangladesh, and Burkina Faso. This support focused on fostering collaboration, strengthening capacity, and ensuring strategic alignment to drive impactful policy change in nutrition and WASH.

In **South Sudan**, Right2Grow's Global L&A team supported the country team by participating in the MCD workshop, which provided in-person capacity-strengthening for local CSOs on our Bride4Voices advocacy approach and core advocacy skills—such as drafting policy briefs, using BMET, engaging government stakeholders, and linking local to national advocacy. This support enabled Right2Grow South Sudan team to implement coordinated policy and budget advocacy efforts, culminating in a major achievement: the adoption of South Sudan's first-ever comprehensive national nutrition policy. This achievement was the result of a strong in-country advocacy strategy, backed by the global team, with both the draft policy and country advocacy strategy serving as tangible proof of this progress.

On the sidelines of Right2Grow's engagement at the AU Summit, the global L&A team organized a cross-country mutual capacity-development workshop to strengthen and validate the Right2Grow **Ethiopia** country team's advocacy strategy. The workshop brought together advocacy teams from Ethiopia, South Sudan, and ACF East Africa to collectively review, improve, and align the strategy with Right2Grow's global advocacy agenda. As a result, the Ethiopia team finalized a more structured and strategic advocacy approach in collaboration with the global L&A team and country partners. This alignment has already contributed to tangible nutrition policy progress, including the development of a draft regulation for a national nutrition council, now under consideration for adoption at the Prime Minister's Office.

The Global L&A team also supported the preparation of stakeholder dialogues with the Netherlands Embassies in **Bangladesh** and **Burkina Faso**. While the dialogue in Bangladesh was postponed to February 2025 due to unforeseen circumstances, the planned dialogue in Burkina Faso was replaced by a visit from Right2Grow's MFA focal point.

2.3.3 Budget Monitoring & Expenditure Tracking

To increase financial investments in food security, nutrition, and WASH, we intensified efforts in data gathering and analysis under the leadership of Right2Grow global partner CEGAA and its local BMET partners. These efforts aim to ensure that budget allocations are effectively used for sound policy implementation, and governments, donors, and the private sector to sustain investment in

nutrition and WASH services. Building on lessons from Right2Grow's implementation in 2021–2023, BMET partners requested tailored technical support from CEGAA based on country-specific needs. Most of this support focused on strengthening capacity to use BMET as a tool for effective advocacy—advocacy that holds governments accountable for their policy and budget decisions, while fostering shifts in both government attitudes toward civil society and their practices in addressing community needs in a dignified and ethical way.

Moving beyond budget data analysis to expenditure tracking

BMET teams have recognized that budget data analysis alone is not enough—tracking actual expenditure is essential to understand whether funds are truly being used as intended. Expenditure tracking has become a powerful tool to strengthen advocacy. In **South Sudan**, for example, while budget analysis showed allocations for food security were growing every year, expenditure analysis revealed that very little was actually spent. Scrutinizing the expenditure records revealed cash flow and disbursement issues, prompting parliamentary debate. In **Ethiopia**, resource tracking showed encouraging progress, with more regions adopting Right2Grow's call for clear nutrition budget lines at all levels of government. CEGAA's technical support, enriched with success stories from other contexts, has boosted BMET partners' confidence in advocating for not just allocations, but actual spending on nutrition and WASH. In **Burkina Faso**, additional support was provided to strengthen expenditure analysis, building on in-country resource tracking capacity to develop sustainable nutrition-specific budget advocacy.

Strengthening civil society and government partnerships for the common good

A successful BMET initiative relies on good partnerships between government and communities. Strengthening these relations ensures sustainable budget advocacy, and reflects the core of Right2Grow's 'Bridge Theory' within the Bridge4Voices advocacy approach - aiming to close the gap between civil society and government. In 2024, we organised events in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan, and Uganda focused on fostering these partnerships to drive policy change and improvement. Right2Grow global BMET experts from CEGAA provided guidance and, in some cases, actively participated in these in-person, change-making events.

Strengthening outcome harvesting and storytelling

We recognized that many impactful BMET change stories remained untold. With support and encouragement from the global Right2Grow team, partners began sharing these stories more actively through stakeholder meetings and workshops, using them to mobilize broader advocacy support. In all six countries, BMET teams engaged governments, parliamentarians, and to some extent donors, to share lessons learned and their implications for future investments in food security, nutrition, and WASH. To build on these insights, partners in Burkina Faso and Mali are planning BMET capitalisation activities to reflect on progress, challenges, and lessons—aiming to clearly define the do's and don'ts for future impactful BMET work. In Ethiopia, Right2Grow has also produced [a film](#) capturing key stories of change, including BMET's contribution.

Capacity strengthening for sustainability

Some consortium members required refresher training on BMET to ensure staff could confidently apply it without ongoing support from CEGAA. This was evident in South Sudan, Ethiopia, Burkina Faso, and Mali, where BMET partners produced high-quality budget and expenditure analyses that underwent CEGAA's peer review to assess accuracy and refine messaging. While the technical quality was strong, partners were challenged to better translate financial data into compelling advocacy messages. CEGAA's peer review process encouraged a shift from analyst-driven language to messaging rooted in community voices—ensuring that every figure reflects real needs and priorities on the ground.

2.3.4 Linking & Learning

In 2024, the global Right2Grow Linking & Learning (L&L) team efforts focused on consolidating and sharing key programme insights through the finalisation of the Right2Grow Learning Catalogue, delivering tailored trainings to strengthen country teams capacity for learning, and promoting and facilitating cross-country exchange.

Learning Catalogue

The *Right2Grow Learning Catalogue* is one of the programme's most significant knowledge legacy products, capturing five years of learning through more than 40 learning briefs, organised into four thematic chapters and supported by nearly 200 curated resources. It highlights best practices, challenges, and recommendations across the programme countries and at global level, aiming to inform future policy, programme design, and advocacy efforts, both during and beyond Right2Grow. It is a tangible outcome of the learning strategy developed since the start of the programme, testifying teams' engagement in learning and capacity to efficiently capture and document learnings.

Developed through a bottom-up and inclusive process, national and local partners led the identification, drafting, and validation of learning briefs, including relevant resources. The global L&L team coordinated the overall process, reviewed content, and led the design, dissemination, and sustainability strategy. To ensure long-term access, the catalogue is hosted on two platforms: the [Right2Grow website](#), and a [dedicated ACF webpage](#) that also remains online once the programme has ended and the Right2Grow website ceases to exist. With the English version of the Catalogue and the dissemination plan finalised in 2024, actual dissemination will be scaled up in 2025 following finalization of the French version. In the meantime, the L&L team promoted the catalogue within and beyond the consortium—through ongoing updates, targeted presentations (e.g. to the Right2Grow Programme Management Unit and Global Coordination Committee, ACF International, and Agence Française du Développement funded CPP programme team (a community empowerment programme), and during the regional events from MFA in Cotonou and Nairobi. Individual learning briefs were also shared based on country needs to support implementation and cross-country learning.



L&L Refresher Trainings

In 2024, the global L&L team facilitated refresher trainings in South Sudan (in person, March), Uganda (virtual, June), and for Burkina Faso and Mali teams (in person, September, Senegal). These sessions aimed to reactivate core L&L concepts—such as vision, strategy, and tools—and strengthen teams' capacity to document and share programmatic learning more effectively.

The training for Burkina Faso and Mali teams introduced an adapted methodology to enhance ownership and daily use of the L&L tools. Participants reviewed and simplified tool language to improve clarity and relevance. As a result, 100% of participants reported improved understanding and confidence in applying the tools and cascading the training to local partners. Post-training, teams in Burkina Faso and Mali not only trained 3rd tier CSOs but also voluntarily revised previous learning briefs and produced new ones—demonstrating strong engagement and growing expertise in learning documentation.

Cross-country exchanges

Following strong interest expressed during the 2023 Global Learning Week, cross-country exchanges became an integral part of Right2Grow's Linking & Learning approach in 2024. These exchanges fostered informal yet meaningful peer learning, coaching, and collaboration across countries.

Key initiatives organised in 2024 included:

- **Grow Together Sessions:** One-hour virtual exchanges on key topics, including the private sector engagement strategy in Bangladesh, and the Child Profile and Costing Model Tool for advocacy.
- **Webinars:** L&L focal points in Mali organized two learning webinars for all Mali teams to disseminate lessons learned on their learning questions and activities on 1) Resource mobilisation, and 2) Local products transformation to strengthen women empowerment. Additionally, a dedicated session on BMET on Right2Grow learnings and the Child Profile and Costing Model was organised for ACF staff worldwide and external partners.

- **Thematic Exchanges:** Right2Grow colleagues were connected across countries to share experiences, tools, and mentor each other. For instance, Bangladesh shared its private sector engagement work with Burkina Faso and contributed to Uganda’s workshop on the same topic; Uganda shared their experience on organizing a Children Parliament event with South Sudan which was planning to organize one
- **Learning Visits:** Cross-country learning visits were organized between Ethiopia, Burkina Faso and Uganda on community-led advocacy models *Vision Commitment Action (VCA)* and *Community Voice Action (CVA)* ([report](#)), between Mali and Burkina on BMET, and between South Sudan and Uganda on BMET as well ([report](#)).

Burkina Faso and Mali’s strong cross-country collaboration was recognized and awarded with the SUN Movement’s *Connecting Together Prize*, highlighting how cross-country exchange has become a powerful way of working across the Right2Grow programme.

2.3.5 Monitoring & Evaluation

In 2024, MEAL technical support was provided to programme countries through support visits and virtually. Key support areas included; refresher training session on Global Indicator Guidance, Refresher training on Outcome Harvesting, cross-country learning on MEAL processes, roll out 2024 Outcome Harvesting plan, including continuation of Community of Practice, improve Outcome Harvesting database and documentation, and provision of MEAL support to Global & Dutch L&A/BMET. Efforts were made to popularize Outcome Harvesting e-learning course and the English version of Basic MEAL course was launched. Outcome Harvesting Community of Practice has been institutionalized through bi-monthly learning and sharing sessions. Monthly MEAL working group meetings have provided platform for planning, regular updates, learning and sharing on consortium MEAL matters.

2.4 Towards sustainability

In 2024, Right2Grow further invested in our commitment to sustainability and local ownership by embedding Right2Grow work within local structures and country policies, strengthening capacities of and shifting power to community actors, and fostering the long-term viability of advocacy platforms. While specific strategies varied across countries, several cross-cutting approaches emerged.

Capacity strengthening was a cornerstone in all countries. Local CSOs, CBOs, and small-scale private sector actors received tailored training in budget monitoring, advocacy, programme design, and financial management through tools like BMET, CVA, and community-led research. By equipping them with the necessary skills, knowledge, and resources we facilitate them to drive Right2Grow initiatives independently in the future. We also prioritised **documentation of best practices and knowledge sharing** to

ensure continuity of impactful interventions post-2025.

[Read more →](#)



“

Our school now has its own food garden, which makes a huge contribution to our children's diet. I hope that all the schools, with the support of the parents and teachers, will be able to create their own food gardens to help combat malnutrition and food insecurity in our villages through our own initiatives

”

[Read more →](#)

KINDO Houdou, president of the Parents' Association (APE) at Lougouri school in the CEB of Oula II.

Right2Grow Burkina Faso

Strengthening existing government and multi-stakeholder structures and collaboration with other key stakeholders in WASH and nutrition is another key approach. In **Uganda** and **Ethiopia**, government-led coordination platforms (e.g. DNCCs, SNCCs, nutrition councils) were supported to plan, monitor, and advocate for nutrition and WASH. In **South Sudan**, the focus shifted to influencing systemic change, including the development and endorsement of a national nutrition policy, legalizing the national parliamentary WASH Caucus, and finalizing the ongoing Water Bill review.

Private sector engagement was also seen as a pathway to sustainability. In **Uganda**, the SUN Business Network was institutionalised as an advocacy platform, while in **Ethiopia** and **Burkina Faso**, local economic actors were engaged to co-invest in WASH and nutrition solutions.

Across the board, **ownership by communities and local actors** was strengthened by ensuring their inclusion in decision-making, accountability platforms, and resource mobilisation. In **Burkina Faso** for example, Right2grow is working on formalising the status of the advocacy groups that the programme has created to ensure that they acquire a legal existence, allowing them to continue their work and mobilise resources.

These efforts reflect a strategic shift from service delivery alone to fostering enabling environments where local actors can advocate for their rights, hold duty bearers accountable, and lead sustainable change through locally driven initiatives. As the programme comes to an end in 2025, these foundations offer a promising pathway for long-term impact beyond Right2Grow.



3. Reflection

3.1 Programme progress

In 2024, the Right2Grow programme continued to make meaningful progress in addressing undernutrition and improving access to WASH services across its six implementation countries. Against a backdrop of political instability, economic pressure, humanitarian crises, and intensifying climate shocks, partners demonstrated adaptability and resilience, strengthened localisation, and delivered results across all four programme outcomes.

Under **Outcome 1**, community mobilisation led to over **327 advocacy actions** and the resolution of **165 barriers** to service access. As a result in **Bangladesh**, 187 villages were declared "Healthy Villages", including 89% of people practicing essential nutrition and WASH behaviour. As a result, stunting decreased from 36% to 23%, underweight from 27% to 18%, and wasting from 14% to 13% between 2022 and 2024. In Uganda, **87% of households** in programme areas improved sanitation practices.

For **Outcome 2**, civil society was significantly strengthened. In addition to the 45 tier 1 and tier 2 Right2Grow partners we expanded our collaboration with a growing network of CSOs across the six countries. In 214, 1,013 tier 3 CBOs have been involved, partners and groups which have a strong grassroots presence and are well-positioned to continue advocacy on nutrition and WASH issues after 2025. Over **275 national and 387 sub-national advocacy actions** were documented. Additionally, we strengthened collaboration with parliamentarians to reach our objectives. For example in **Mali**, two new parliamentary networks on nutrition and WASH influenced formulation of public policies, including the operationalisation of the right to food and water in the new constitution, and the Water Code.

Under **Outcome 3**, Right2Grow has been successful in advancing multisectoral approaches. For example, in **Ethiopia**, a Regional Food System and Nutrition Council was established in Central Ethiopia (Amhara and Oromia underway), which is now the region's highest coordinating body for food and nutrition policy. In Burkina Faso, In Burkina Faso, Right2Grow contributed to the review of the national Multisectoral Nutrition Strategic Plan (2020–2024) and the development of the new 2025–2029 plan. We also recorded significant progress in influencing public budget allocations for nutrition and WASH through targeted, evidence-based advocacy. For example, in **South Sudan**, sustained advocacy led to a 542% increase in the national WASH budget and 122% in the Food Security and Livelihoods budget, and in **Uganda**, over UGX 14.5 billion was reallocated to rural water initiatives, in addition to achieving several other budget increases at district level. In **Ethiopia**, six Woredas in Central Ethiopia committed 1% of their public budgets to nutrition and WASH following community budget hearings and BMET-supported advocacy. Additionally, in Lalo Asabi, an extra 250,000 Birr was allocated to support these services. These results reflect the growing influence of CSO-led budget monitoring efforts and the effectiveness of Right2Grow's multi-level advocacy in promoting sustained public investment in essential services.

In **Outcome 4**, Right2Grow successfully mobilised international actors and strengthened coordination between humanitarian and development actors in order to combat the determinants of undernutrition. A strategic roundtable during the World Water Forum, Right2Grow **Mali** engaged key development banks to position nutrition and WASH as development priorities. In **Bangladesh**, we formalised a strategic partnership with the CSA-SUN network and jointly contributed to advocacy efforts across all levels, supporting the development of **50 multisectoral action plans**.

In 2024, Right2Grow's international advocacy took a strategic turn, shifting from event-driven efforts to a more coherent, country-led approach aligned with national advocacy priorities. This adaptive model strengthened the link between local realities and global policy platforms, ensuring CSO voices shaped the lead-up to the 2025 N4G Summit and reinforced accountability for nutrition and WASH commitments.

Despite these achievements, Right2Grow also faced key challenges in 2024. Shrinking civic space, high inflation, political transitions and instability, insecurity, and climate shocks affected implementation. In some settings, CSOs faced restrictions in convening and there were delays in policy processes. The cancellation of international events, such as the SUN Global Gathering, also disrupted global advocacy momentum. Nevertheless, partners adapted by shifting strategies to regional and national platforms and reinforcing local systems.

As the programme enters its final year, sustainability remains a central priority. Efforts are well underway to institutionalise best practices, embed Right2Grow approaches within national systems, and continue shifting power to local actors. This includes supporting the legal registration and formal recognition of CBOs to ensure their continued advocacy beyond the programme's

lifespan. Local CSOs are also being equipped to take on leadership roles in budget monitoring and policy dialogue. In essence, Right2Grow is laying the foundation for communities to advocate for their rights, hold duty bearers accountable, and sustain progress long after the programme concludes.

3.2 Partnership collaboration

In 2024, Right2Grow made significant strides in strengthening collaboration across the partnership, building on the adjusted governance structure. This structure, shaped by the Mid-Term Review in 2023, emphasized country leadership and overall coordination, simplified meeting structure, and clearer roles and responsibilities and decision making processes. A mid-year reflection on the adjusted structure confirmed that collaboration had improved, with more focused meetings, stronger country voice in decision-making, and more responsive technical support. The PMU, composed of Country Leads and facilitated by the Partnership Coordinator and Facilitator, proved to be an effective platform for coordination and alignment. At the same time, areas for improvement were noted, including timely communication between global and country levels and the need for stronger linkages across technical teams. Practical recommendations were put forward for the remaining time of the programme to address these gaps without altering the governance model itself.

Across countries, collaboration also flourished in diverse ways. In **Bangladesh**, strong partnerships with national ministries and vibrant multi-stakeholder engagement drove policy gains and budgetary commitments, and the implementation of community-led interventions. The inclusion of child nutrition in the election manifestos of major political parties is a testament to the effectiveness of these partnerships. Local government engagement and expanding private sector involvement were identified as areas for further improvement during the remaining implementation period.

Burkina Faso saw productive relations with local authorities and multisectoral bodies at national level, complemented by effective technical support from global BMET and learning teams. In **Ethiopia**, regular coordination meetings among partners, joint implementation of advocacy and capacity-strengthening initiatives, and structured engagement with communities and government stakeholders contributed to progress—though time constraints and limited availability of stakeholders restricted some efforts to cascade national initiatives locally. **Mali** benefitted from actively collaborating with government, contributing to the ownership and complementarity of activities. Internal coordination was strengthened, especially through technical support and improved learning practices, while the team also identified opportunities to streamline communication and harmonize strategic planning to avoid duplication and maximize overall impact. **South Sudan** emphasized its strong, valued partnerships across government, civil society and community stakeholder levels, with particular appreciation for global support that enhanced advocacy and technical delivery. Ongoing, regular, and effective communication, ensuring the timely sharing of essential information and updates is crucial for collaboration and the collective understanding of the advocacy agenda. This also ensured that critical issues received the attention they deserved from the different stakeholders. **Uganda** demonstrated effective joint planning, leveraged different partner's expertise, and showcased community involvement and joint advocacy with other CSOs and stakeholders as central to its collaborative approach -yet also highlighted challenges around conflicting priorities of different organisations and alignment of internal organisational processes that sometimes slowed decision-making.



The global **L&A team** notably advanced collaboration by with more effective collaboration among prime and local partners in international L&A efforts and by working with other regional and international partners and partnerships around advocacy initiatives, regional engagements, and preparations for the global N4G Summit. A major achievement was the creation of a working group made up of leading regional CSOs focused on WASH and nutrition. This task force established by ACF East Africa, the SUN CSO Network, R2G, and other international NGOs from six East and Southern African countries (including four non-program countries), helped align advocacy efforts around N4G at both national and regional levels through experience sharing and joint development of position papers. As a result, shared N4G engagements were hosted, including the Arusha CSO Accountability Workshop, the Mombasa N4G Anglophone Workshop, and the AU Leaders for Nutrition event during the 38th Ordinary Summit of the African Union. The Global L&A team's strengthened collaboration with non-Right2Grow teams within their international organisations which created advocacy opportunities for Right2Grow CSO partners, such as three advocates from Mali, Burkina Faso, and South Sudan joining the N4G Accountability Task Force and an invitation from the French Government to present Right2Grow approaches at the N4G Summit in 2025. In 2024, the shift to country-led **technical support planning** and budget management marked a significant step toward stronger local ownership and more responsive, advocacy-aligned capacity strengthening. This transition improved collaboration, adaptability, and cross-country learning. The engagement of multiple global support teams (MCD, L&L, L&A, Communications, BMET, MEAL) enhanced the quality of technical assistance, making it more integrated and comprehensive. However, challenges such as rapidly changing contexts, competing interests, resource and time constraints, and differing partner expectations highlighted the need for ongoing flexibility and communication to sustain effective collaboration.

In 2024, **country–global collaboration** was strengthened through responsive technical support, improved knowledge sharing, and greater involvement of countries in regional and global advocacy spaces. Countries appreciated the support from global thematic leads and valued opportunities to contribute to regional and international events. However, there is always room to improve timely communication and coordination, particularly around event planning and preparation, and aligning support with country timelines and priorities.

Overall, the year reaffirmed the value of coordinated, country-driven collaboration across the consortium. As the programme moves into its final year, continuous efforts to reinforce global–country linkage, technical support team alignment and cross-country learning, to maintain clarity in roles and ensure timely communication will be key to achieve and sustain impact and strengthen Right2Grow's collective advocacy.

3.3 Good practices and lessons learnt

The following section presents a selection of good practices and lessons learned from Right2Grow countries in 2024. As an extensive and detailed overview of our lessons learned is available in the **Right2Grow Learning Catalogue** (see paragraph 2.4.4), we keep this section concise.

3.3.1 Good Practices

The Right2Grow programme has successfully implemented several scalable and sustainable initiatives to improve WASH and nutrition outcomes for children under five. Among the most impactful is the **Budget Monitoring and Expenditure Tracking (BMET)** tool, which has enhanced transparency and driven increased budget allocations for WASH and nutrition services. The use of **locally led research for advocacy**, exemplified by the "Trio Fantastico" model in Bangladesh, Mali, and Uganda, effectively linked community knowledge with scientific research and policy engagement. The programme also championed **local entrepreneurship** as a means of improving access to essential WASH and nutrition products while economically empowering women and other community groups. **Joint and multi-layered advocacy approaches**, involving both national coalitions and grassroots structures, proved effective in securing government responsiveness and amplifying community voices. Community-led models such as **Citizen Voice and Action (CVA) and Vision, Commitment and Action (VCA)**, **photovoice**, **social accountability tools** and **community monitoring** were instrumental in holding duty bearers accountable. Additionally, **Healthy Village declarations** by local governments incentivised WASH and nutrition improvements at community level. These successes were supported by adaptive programming, context-sensitive interventions, CSO capacity strengthening, and the establishment of strong communication and collaboration structures with local authorities and other strategic partners.

3.3.2 Lessons Learned

The Right2Grow programme in 2024 documented lessons that reflect its commitment to localisation, collaboration, continuous learning and adaptive programming. A key insight was the value of **strong partnerships within the consortium**, which enabled efficient resource use and avoided duplication through joint planning, mutual capacity development, and the strategic use of partners' comparative strengths and added value. The shift to country-led budget management and tailored technical support further strengthened **country leadership** at consortium level, allowing for more responsive and **needs-based approach to capacity strengthening** and learning. **Community-led and evidence-based advocacy**, embedded in existing government structures, proved critical for influencing budget allocations and policy changes. Local CSOs and community groups led advocacy processes, which increased credibility and impact, particularly when integrated with tools like BMET. Lessons also highlighted the importance of **strategic media engagement** to amplify messages and raise visibility, and the effectiveness of **multi-layered and joint advocacy**, from grassroots to national platforms. Engaging the local **private sector** proved to be a key enabler in improving access to WASH and nutrition products, while also reinforcing economic empowerment and sustainability.

At the international level, **strong coordination between country teams and the global advocacy team** ensured that evolving local realities directly shaped international advocacy, amplifying community voices on global platforms. Working through regional networks and enabling local actors to participate in global processes helped bridge local realities with international discourse. At the same time, challenges such as shifting political contexts, shrinking donor funding, and competing priorities underscored the need for **flexibility, agile planning**, and ongoing communication to keep advocacy efforts responsive and aligned.

These experiences collectively demonstrate that shifting power to local actors, when backed by strong coordination and strategic support and linkage to global advocacy and accountability platforms, is key to achieving sustainable systems change in nutrition and WASH.

4. Financial Report

The table below presents both the financial results for 2024 and the cumulative expenditure over the four years of programme implementation. It compares actual cumulative spending against the original five-year budget agreed at the start of the programme, and compared the 2024 expenditure against the 2024 approved budget. This provides an overview of financial progress to date and highlights remaining resources available for the final year.

Budget headings	Total 2021-2025	Total 2024	Total 2024	Total 2024	Total 2024	Total 2021-2024	Total 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 8.592.867	€ 1.895.276	€ 1.853.938	€ -41.338	-2%	€ 6.982.100	81%
Sub-total B. Program Country Staff costs	€ 8.378.924	€ 2.229.509	€ 2.311.962	€ 82.453	4%	€ 7.090.058	85%
Sub-total C. Consultants and advisers	€ 610.016	€ 119.011	€ 112.431	€ -6.580	-6%	€ 698.009	114%
Subtotal I	€ 17.581.807	€ 4.243.796	€ 4.278.332	€ 34.536	1%	€ 14.770.167	84%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 9.105.114	€ 1.974.005	€ 1.550.926	€ -423.079	-21%	€ 6.721.365	74%
Sub-total B. Local NGOs costs	€ 5.707.408	€ 1.565.869	€ 1.473.409	€ -92.460	-6%	€ 4.998.893	88%
Sub-total C. Activity-related travel costs	€ 2.238.297	€ 433.972	€ 349.307	€ -84.665	-20%	€ 1.405.065	63%
Sub-total D. Communication and visibility costs	€ 1.050.730	€ 185.962	€ 139.190	€ -46.772	-25%	€ 671.445	64%
Sub-total E. Project office costs	€ 1.970.457	€ 423.441	€ 362.180	€ -61.261	-14%	€ 1.471.434	75%
Sub-total F. Equipment and investment	€ 567.668	€ 28.233	€ 24.187	€ -4.046	-14%	€ 541.570	95%
Sub-total G. Monitoring, evaluation and auditing	€ 1.979.879	€ 368.978	€ 380.585	€ 11.607	3%	€ 1.555.922	79%
Subtotal II	€ 22.619.553	€ 4.980.460	€ 4.279.784	€ -700.676	-14%	€ 17.365.694	77%
Total of I and II	€ 40.201.360	€ 9.224.256	€ 8.558.116	€ -666.140	-7%	€ 32.135.861	80%
III. Overheads / indirect costs							
A. Costs of support staff	€ 1.947.911	€ 446.951	€ 414.674	€ -32.277	-7%	€ 1.557.107	80%
B. Not directly allocable administrative costs	€ 367.530	€ 84.330	€ 78.240	€ -6.090	-7%	€ 293.794	80%
C. Other non-allocable costs	€ 1.359.862	€ 312.022	€ 289.489	€ -22.533	-7%	€ 1.087.037	80%
Subtotal III	€ 3.675.304	€ 843.303	€ 782.403	€ -60.900	-7%	€ 2.937.937	80%
Contingencies	€ 135.924	€ 27.185	€ -	€ -27.185	-100%	€ 11.353	8%
TOTAL	€ 44.012.588	€ 10.094.744	€ 9.340.519	€ -754.225	-7%	€ 35.085.151	80%

In 2024, Right2Grow maintained solid financial performance, with an **overall programme burn rate of 80% after four years of implementation**, marking significant progress in resource utilisation. Most countries achieved high levels of budget utilisation in 2024 despite operating in increasingly complex and volatile environments. The total **under expenditure of 7% in 2024** reflects the realities of working in dynamic and often unpredictable contexts.

Key reasons for these variances include activity postponements due to political instability and unrest, limited mobility and security-related constraints, staff changes and related recruitment times, and adjusted implementation timelines following elections or government transitions. In most cases, these trainings, events and other activities have been strategically shifted to early 2025 to ensure more impactful implementation and inclusive participation. In summary, the budget variances reflect adaptive programme management and a commitment to ensuring quality and accountability. The unspent funds are carried forward to 2025 to complete postponed activities, or increase investments in effective interventions and sustainability, contributing the 2025 annual plan priorities and an adequate close out of the programme in its final year.

In annex 4 we provide more detail, also presenting the financial overviews per country and by results area.

Please note, the Right2Grow annual audit report will be shared by 1 July 2025, as agreed with the Ministry.

Annexes

- **Annex 1: Right2Grow Theory of Change**
- **Annex 2: Updated Results Framework 2024, including contributions to IGG indicators**
- **Annex 3: Country Progress Reports**
 - Bangladesh
 - Burkina Faso
 - Ethiopia
 - Mali
 - South Sudan
 - Uganda
- **Annex 4: Financial progress report 2024 (budget models)**

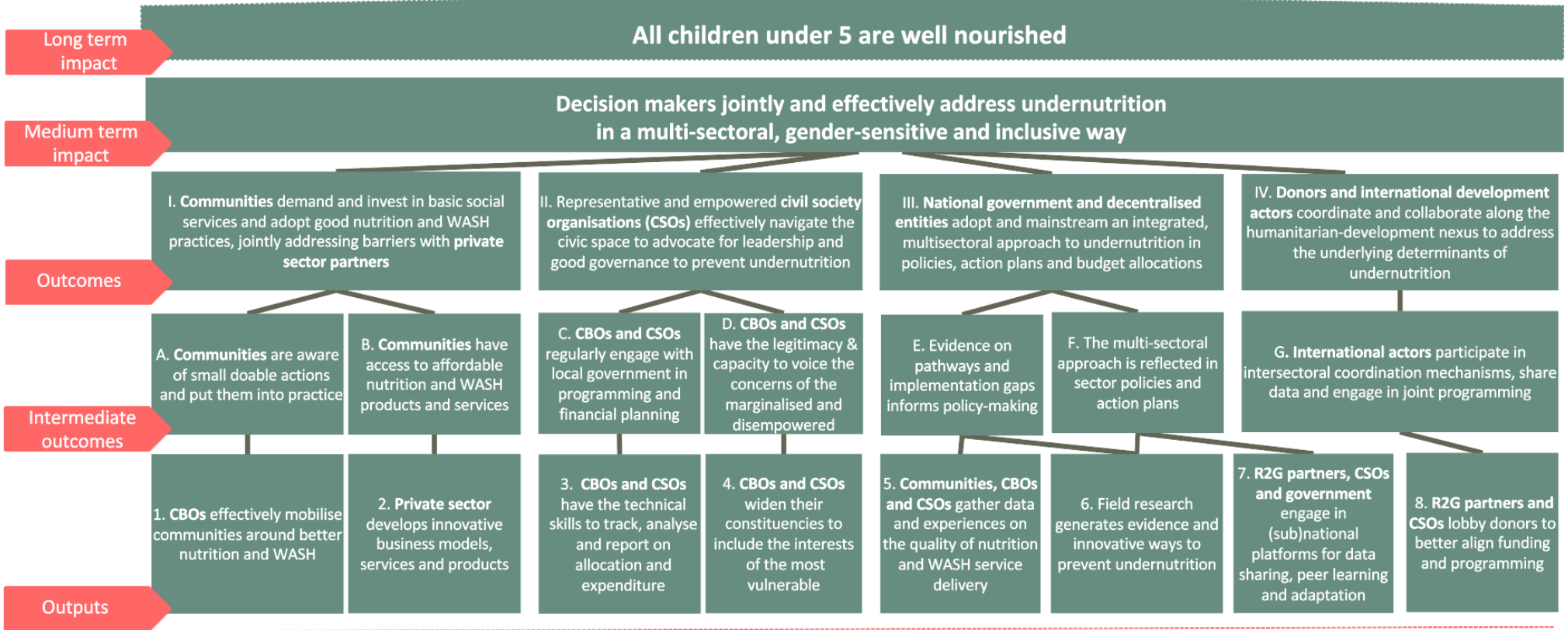




Annex 1:
Right2Grow
Theory of Change (ToC)

ULTIMATE GOAL

RIGHT2GROW



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

Annex 2:

Results Framework 2024

The Results Framework 2024 provides the different levels of results from the R2G programme in 2024. The results specified comprise the outcomes, intermediate outcomes and outputs as per validated Global Theory of Change (TOC) with particular focus on donor indicators. The targets set, especially for SCS 1 – 4 are based on revisions made after Mid-Term Review (MTR). Cumulative data are also provided to capture progress over the implementation period.

The table is divided into two; the first section provides progress on donor indicators that have been reported over the programme implementation period, and the second section is a list of IGG indicators to which Right2Grow is contributing and are being included for the second time.

Additional country-specific indicators can be found in the country annual reports.

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

DSO Indicators

Donor indicator / R2G indicator	Sub-indicator(s)	Country	Baseline	2025 target	2024 target	2024 value quant.	Cumulative value	2024 value - qualitative
Number of laws, policies that are better implemented for sustainable and inclusive development (SCS1). (R2G.OC.3.1)	SCS012: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement.	Bangladesh	0	3	N/A	0	0	
		Burkina Faso	0	1	N/A	1	1	Right2Grow contributes to the operationalisation of the multisectoral nutrition policy by financing certain activities of the multisectoral plan. Specifically, RIGHT2GROW has funded two important STNUT activities: training for those involved in implementing multisectoral nutrition interventions on results-based management (RBM) and training for members of the Transitional Legislative Assembly (ALT) on the multisectoral approach to nutrition and nutrition-sensitive budgeting.
		Ethiopia	0	4	N/A	4	4	<ul style="list-style-type: none"> Food and Nutrition Policy National Food and Nutrition Strategy (2022-2030) Seqota Declaration (SD) Implementation Plan (2016 – 2030) ONE WASH programme
		Mali	0	10	N/A		8	Right2Grow continued efforts led to 3 approved community development programmes, improved water code, improved national water policy and national sanitation policy
		South Sudan						
		Uganda	0	4	N/A	3	6	Narrative for actual value 2024: During the reporting period, 3 laws/policies were passed and implemented. Key outcomes from the policy implementation include; a) Yumbe and Kakumiiro districts passed and implemented by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition; b) Held food and nutrition ordinances in the 3 programme locations (I.e. Kakumiiro, Buliisa and Kikuube) which were successfully passed and implemented; g) The Sub counties councils of Busiriba and Buliisa successfully passed Bylaws on Sanitation to curb the bad practices of open defecation, poor household hygiene in the communities.
		Total	0	22	N/A	8	19	
Number of laws, policies blocked, adopted, improved for sustainable and inclusive development (SCS2) (R2G.OC.3.2)	SCS022: # of governmental policies for sustainable and inclusive development as a result of CSO engagement	Bangladesh	0	3	N/A	3	3	
		Burkina Faso						
		Ethiopia						
		Mali						
		South Sudan	0	2	N/A	0	1	The nutrition policy has not been officially launched due to conflicting government priorities. Right2Grow continued engagement with key stakeholders, including government agencies, community leaders, and NGOs, is critical to ensuring successful policy implementation and ensuring this crucial program is a success.
		Uganda	0	4		0	1	
		Total	0	9		3	5	
		Bangladesh	0	5	-	10	10	

<p>Number of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage (SCS 3) (R2G.OC.2.1)</p> <p>Sub-indicators:</p> <p>SCS032: # of times ... at sub-national level</p>	<p>SCS031: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at <i>national and international levels</i></p>							
		Burkina Faso	0	15	N/A	3	8	In 2024, Right2Grow actively participated in and/or funded two national activities targeting parliamentarians: the Parliamentary Forum on Nutrition and National Advocacy for the Operationalisation of Institutional Mainstreaming of Nutrition in the Office of the President of Burkina Faso, and the 13th Community Health Day.
		Ethiopia	0	14	N/A	7	63	At National level, we have been actively engaged in ECSC-SUN general assembly, CCRDA WASH and Nutrition forums and Sekota Declaration stakeholder platform. At global level, organized a side event ahead of the African Union Heads of state summit being with GIMAC (Gender Is My Advocacy Campaign) network. In addition, Right2Grow Ethiopia participated in the N4G (Nutrition for Growth) accountability workshop, and 14th Best Practice Forum [BPF] of the East, Central, and Southern Africa Health Conference [ECSA-HC] in Arusha, Tanzania.
		Mali	0	90	N/A	11	58	2 meetings of the National Strategic Steering Committee, 2 webinars and 2 citizen cafés on the sidelines of the celebration of World Food and Climate Days and World Water Day, Participation in the World Water Forum, 1 SWA National Committee workshop, 1 Participation in CTIN, and 1 session at national level by SUN CSOs
		South Sudan	0	5	N/A	2	5	Initiated a 2 days' campaign on free open defecation and solid waste management zone in Akobo & Pibor; The Government Stakeholders/ and communities were mobilized and sensitized on waste collection in a major town clean up exercise
		Uganda	0	30	N/A	37	119	a) Secured 22 advocacy spaces for CSOs to participate and create demand for Nutrition & WASH services. (I.e., CSOs advocacy spaces include participation in national nutrition dialogue, developing nutrition guidelines, food system dialogues, Breastfeeding week, Technical Working Groups (TWGs), and presenting position papers to the Parliamentary Committee on Food and Nutrition Security, and Women's Day celebrations); b) Held a lobby meeting with the Speaker of Parliament on the need to fast track the passing of the Food and Nutrition Bill. As a result, the Food and Nutrition Bill was presented on the floor of Parliament and the "Mover" (Chair of UPA-FNS) was successfully granted leave of Parliament to advance the Bill; c) Held a press briefing with other stakeholders at Parliament calling on government to prioritize the review of the Food and Nutrition Policy, 2003. As a result, government-initiated consultations to update the National Nutrition Policy 2003; d) Facilitated the review of Nutrition Planning Guidelines, and as a result, 3 proposals were adopted by the Technical Committee (Including Accountability and Transparency, a multi-sectoral approach towards planning, and conducting nutrition needs assessment); e) Launched the Empower Women in Agriculture (EWA)- Uganda Chapter which strengthened advocacy for increased engagement of women in Agri-food systems; f) Championed NDP IV consultative processes and as a result government integrated 8 CSO proposed nutrition indicators into Uganda's National Development Plan (NDPIV) 2026 – 2030)
Total	0	159	N/A	70	263			

SCS032: # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage at sub-national level	Bangladesh	0	160	N/A	68	128	
	Burkina Faso	0	100	N/A	27	55	At the sub-national level, Right2Grow actively participated in the organisation of two consultation frameworks for the Kaya CHR and one provincial consultation framework for Namentenga. In the east, there was an advocacy workshop with local authorities, members of the agricultural consular chamber, NGOs and religious and traditional leaders in Tapoa province for better supply of iodised salt and better access to food, the organisation in Kompienga of a community awareness-raising session bringing together religious and traditional leaders and local authorities, during which requests were made to local authorities, and finally the organisation of a regional advocacy workshop organised by the GP in the East with municipal authorities and all those involved in the preparation of municipal budgets to include budget lines and allocate funds for multisectoral nutrition. In the North, these are the four consultation frameworks funded by RIGHT2GROW in the region and advocacy workshops organised by the Advocacy Groups.
	Ethiopia	0	231	N/A	73	186	At the regional level, Right2Grow Consortium partnership proactively engaging the CSO and Government led platforms. During the reporting period, Right2Grow partners organized ECSC-SUN Regional platform being with Save the Children, national led in Amhara, Central Ethiopia, and Oromia. We have also engaged in and provided technical support the regional nutrition Coordination bodies in the three target regions. At the Woreda level, Right2Grow Consortium partnership has participated 58 times in Woreda Nutrition Coordination and Technical Committee meetings and influenced decisions like budget allocations.
	Mali	0	108	N/A	33	88	Meetings with businesses, 2 CLOCSAD, 5 CACOCSAD sessions, 2 local consultation forums in the areas of nutrition and WASH, Organisation of a national reforestation day or CVC, 1 World Water Day (WWD), 1 CTIN
	South Sudan	0	15	N/A	3	16	The radio talk show provided an avenue in which stakeholders were able to interact with communities by sensitizing the communities on WASH/Nutrition messages and responding to the concerns of the listener. Due to the continued evidence-based advocacy, CRC was granted access to the national budgets' booklet and approval of expenditure data for the line ministries CRC was recognized by the ministry of finance and economic planning alongside World Bank during the national budget preparation process.

		Uganda	0		N/A		83	Narrative for actual value 2024: Key outcomes of the CSO involvement include: a) CBOs and CVAs succeeded in Influencing Buliisa District local government to create space and discuss budget processes for the identified WASH, nutrition and food security community gaps (For more details regarding budget increment, refer to indicator R2G.OC.3.4); b) Right2grow partners advocated for space to discuss Agro-processing, value addition, and storage. As a result, the government committed to establish facilities to support agro-industrialisation including silos, dryers, warehouses, and cold rooms of various scales and capacities at sub-County, zonal, and district levels in FY2024/25; c) CBOs and CVAs succeeded in Influencing District leaders to influence allocation of funds to drill 2 boreholes in Biiso and Buliisa Sub County (for more details regarding allocated funds refer to indicator R2G.OC.3.4).; d) CBOs and CVAs succeeded in influencing the District Leaders to drill a borehole in Kanimi Village Busiriba Sub County. And as a result, the borehole was drilled; e) CBOs and CVAs succeeded to influence District Leaders of Kakumiro and Buliisa to rehabilitate 11 non-functional boreholes. And as a result, all the 11 boreholes were rehabilitated.
		Total	0	604	N/A	242	556	
Number of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency (SCS 4) (R2G.OC.2.2)	SCS041: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national level	Bangladesh	0	10	N/A	10	37	
		Burkina Faso	0		N/A		13	Right2Grow organised two national advocacy workshops in 2024. These were: National decentralised budget advocacy workshop on nutrition for local authorities in the North, Centre North and East regions Advocacy workshop for the Transitional Legislative Assembly on nutrition financing, operationalising nutrition and constitutionalising the right to food National advocacy workshop for the ALT on operationalising the institutional anchoring of nutrition in the Presidency of the FASO. At the international level, Right2Grow participated in a regional civil society learning workshop in the context of civil society strengthening.
				25		4		
		Ethiopia	0	2	N/A	3	9	At national level Right2Grow Ethiopia carried out three advocacy initiatives: HDPN initiative, Establishment of Food and Nutrition Council initiative and Private sectors participation on WASH and Nutrition initiatives.
		Mali	0	90	N/A	6	12	CTIN with national stakeholders, 1 webinar held during the celebration of Global Handwashing Day and 1 citizen café held during World Food Day, Commitment made by the authorities to accelerate the process of adopting national water and sanitation policies during a SWA workshop, 2 Advocacy sessions by nutrition and WASH journalist networks in favour of funding for ANJE and the WASH sector in Mali
South Sudan	0	15	N/A	2	19	Engaged the WUC teams on radio talk shows both in Akobo and Pibor. The South Sudan partner call with the GNC and donors advocating for prioritization of funding and inclusion of South Sudan to the horn of Africa.		

		Uganda	0	108	N/A	42	113	a) Advocated for government to connect water in pro-poor communities and as a result UGX. 14.50 billion was reallocated by parliament to support the rural water project source per village aimed at promoting clean and safe water access at the JICA-supported centers through the rehabilitation of chronically broken boreholes and drilling of emergency boreholes. (Source: Annex 3, Pg 6, Finalization of the Budget FY2024/25); b) In June, Right2Grow partners participated in the National CSO Retreat to input in the development of NDPIV 2026 -2030. As a result, the NDPIV PIAPs were populated, and Nutrition and WASH issues were input. As a result, the NDPIV was approved with the Nutrition and WASH strategies included; c) In February 2024, Right2Grow consortium supported the Members of parliament during the Western consultative meeting on the food and nutrition bill. Through this, some of the issues raised by the stakeholders attending the meeting were noted by the legal team of parliament to include the ones that apply into the bill; d) In May 2024, Right2Grow partners together with Members of Parliament under the UPA-FNS held the Uganda Parliamentary Nutrition week celebrations in Kamwenge District under the theme "Beyond the Table," which addressed the farm-to-fork aspect of nutrition, from food production and distribution to navigating grocery stores and farmers' markets; e) In June, Right2Grow partners organised National Post-Budget Dialogue on Nutrition Financing FY 2024/25. The dialogue was aimed at engaging stakeholders in discussions on the state of nutrition financing in FY 2024/25 and efforts made by government and all stakeholders on effectively investing in nutrition for amplified nutrition outcomes in FY 2024/25; f) As a result of Consortium engagements in the review of the Second National Agricultural Strategy, an objective of strengthening food safety coordination and ensuring the delivery of nutrition-sensitive agricultural extension services was adopted in the strategy.
		Total	0	250	N/A	81	203	
		Bangladesh	0	40	N/A	38	129	

SCS042: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	Burkina Faso	0	120	N/A	23	96	<p>At the sub-national level in the centre-north region, Right2Grow organised several advocacy initiatives both through the agency (1 advocacy workshop with economic operators in the centre-north region on investing in water infrastructure to improve access to water for the population) and through CSOs (5 advocacy initiatives carried out: advocacy for the adoption of hygiene and sanitation practices in their daily lives in four schools in the municipality of Guibaré, advocacy with traditional and religious authorities for the adoption of good ANJE practices, nutritional foods and WASH in communities, advocacy for the budgeting of nutrition in the IPs of the municipalities of the Boulsa health district, advocacy with community leaders and leaders of market gardeners' groups on the optimal management of fishery resources).</p> <p>In the Eastern region, advocacy initiatives carried out by the GPs focused on organising advocacy and awareness-raising workshops on RIGHT2GROW themes.</p> <p>In the North, these include advocacy workshops organised by the GP for decision-makers on increasing the budget allocated to nutrition and improving food hygiene, land accessibility, the creation of nutritious gardens, etc.</p>
	Ethiopia	0	5	N/A	4	8	At sub-national level Right2Grow Ethiopia carried out three advocacy initiatives: HDPN initiative, Establishment of Food and Nutrition Council initiative, Private sectors participation on WASH and Nutrition initiatives and social accountability initiatives.
	Mali	0	108	N/A	20	43	3 CLOCSAD, 2 Global Handwashing Days and reforestation, 1 Sharing of the citizen monitoring report, 1 advocacy session on the provision of a water point, 1 session to revitalise the cereal bank, 1 advocacy session with local decision-makers, neighbourhood leaders and ST in favour of creating a public waste disposal site.
	South Sudan	0	6	N/A	1	12	Right2Grow, through the leadership of SCI, advocated with the WASH specialized committee and WASH caucus the dire WASH needs in the country, which resulted in the signing of the WASH compact and initiating the Water Bill review process.

		Uganda	0		N/A		115	a) Engaged Sub-national levels and advocated for the establishment of DNCCs/SNCCs to support drive nutrition agendas, and as a result 4 DNCCs and 1 SNCCs were set up, respectively, while 3 were revamped (Those that were dormant/non-functional); b) Advocated for recruitment of Nutritionists a district Health Center IVs and health center IIIs. As a result, ministry of health approved new structure for health center IVs and health center IIIs of 2024 where all district LGs were required to recruit a Nutritionist under the U4 (Med-2) salary scale for all health center IVs; c) Engaged Kakumiiro district and advocated for the recruitment of Health assistant to support drive nutrition agendas, and as a result the assistant was recruited; d) Right2Grow partners advocated for the passing of by-laws to limit unnecessary selling of food as a measure to prevent food insecurity and malnutrition in Yumbe district. As a result, Yumbe district passed the by-laws; e) Engaged district water offices in the programme locations to connect water in rural areas. As a result, the government provided funds for the Construction of 52 large solar-powered water supply systems in 19 districts that are currently at less than 50 percent water coverage. (Budget speech FY2024/25, Page 14).
		Total	0	519	N/A	132	403	
Number of CSOs with increased Lobby and Advocacy (L&A) capacities (SCS 5) (R2G.IO.D.1)	SCS053: # of other CSOs (not youth or women led) with increased L&A capacities	Bangladesh	9	9	9	9	9	770 tier 3 partners
		Burkina Faso	6	6	6	6	6	86 tier 3 partners
		Ethiopia	8	8	8	8	8	191 tier 3 partners
		Mali	8	8	8	8	8	24 tier 3 partners
		South Sudan	7	7	7	7	7	6 tier 3 partners
		Uganda	9	9	9	9	9	22 tier 3 partners
		Total	47	46	47	47	47	
Number of CSOs involved in R2G (SCS 6) (R2G.OP.1.1)	SCS063: # of CSOs (not youth or women led) involved in SPs programmes	Bangladesh	9	9	9	9	9	770 tier 3 partners
		Burkina Faso	6	6	6	6	6	86 tier 3 partners
		Ethiopia	8	8	8	8	8	191 tier 3 partners
		Mali	8	8	8	8	8	24 tier 3 partners
		South Sudan	7	7	7	7	7	6 tier 3 partners
		Uganda	9	9	9	9	9	22 tier 3 partners
		Total	47	46	47	47	47	

IGG Indicators

IGG Indicators	Country	Country Indicator	2024 Actual	Cumulative	Notes
A.2.2: Number of people directly reached with activities aimed at temporary/partial improvement of their nutritional situation	Bangladesh		139,672	185,476	
	Ethiopia	Number of people directly reached with activities aimed at temporary/partial improvement of their nutritional situation	404,159	603,535	Among them, 78,371 (38,331 girls) are children under five children, while 201,817 (102,356 girls) are under eighteen children. interventions. This includes 333, 670 (169,895 girls) children under five years old (including 38,331 girls
	Mali	Number of children admitted to the malnutrition treatment programme in community health centres	10,505	10,505	
	Uganda	Number of people directly reached with activities aimed at temporary/partial improvement of their nutritional situation	23,768	23,768	
	Total			578,104	822,684
A.2.3: Number of people indirectly reached	Bangladesh		257,717	282,892	
	Burkina Faso	Number of people reached by training and awareness-raising activities conducted by RIGHT2GROW and CSOs	572,271	5,095,701	
	Ethiopia	Number of people indirectly reached by the Right2Grow programme	1,867,140	2,913,288	Over 1.8 million people were indirectly reached with public nutrition service improvement
	Mali	Number of people indirectly reached by the Right2Grow programme	1,185,517	1,185,517	
	South Sudan		546,187		
	Uganda		98,212	98,212	
	Total			3,980,857	9,575,610
2.1 Number of companies engaged in inclusive agribusiness	Bangladesh	Number of private sector organisations engaged by the R2G project	14	19	
	Ethiopia	Number of private sectors able to provide WASH and nutrition products and services based on local knowledge, innovative way adapted feasible technology and inputs.	8	50	
	Mali	Number of private sector organisations supported by the R2G project	73	73	
	Total			95	142

Annex 3

Country Reports



Available Online per country

BANGLADESH



BURKINA FASO

ETHIOPIA



MALI

SOUTH SUDAN



UGANDA

Annex 4

Financial Progress Report 2024

This annex contains the different budget models by:

1) Year

2) Country

- Bangladesh
- Burkina Faso
- Ethiopia
- Mali
- South Sudan
- Uganda

3) Result Area

Model Budget Right2Grow: By Year

Budget headings	Total 2021-2025	Total 2024	Total 2024	Total 2024	Total 2024	Total 2021-2024	Total 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 8.592.867	€ 1.895.276	€ 1.853.938	€ -41.338	-2%	€ 6.982.100	81%
Sub-total B. Program Country Staff costs	€ 8.378.924	€ 2.229.509	€ 2.311.962	€ 82.453	4%	€ 7.090.058	85%
Sub-total C. Consultants and advisers	€ 610.016	€ 119.011	€ 112.431	€ -6.580	-6%	€ 698.009	114%
Subtotal I	€ 17.581.807	€ 4.243.796	€ 4.278.332	€ 34.536	1%	€ 14.770.167	84%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 9.105.114	€ 1.974.005	€ 1.550.926	€ -423.079	-21%	€ 6.721.365	74%
Sub-total B. Local NGOs costs	€ 5.707.408	€ 1.565.869	€ 1.473.409	€ -92.460	-6%	€ 4.998.893	88%
Sub-total C. Activity-related travel costs	€ 2.238.297	€ 433.972	€ 349.307	€ -84.665	-20%	€ 1.405.065	63%
Sub-total D. Communication and visibility costs	€ 1.050.730	€ 185.962	€ 139.190	€ -46.772	-25%	€ 671.445	64%
Sub-total E. Project office costs	€ 1.970.457	€ 423.441	€ 362.180	€ -61.261	-14%	€ 1.471.434	75%
Sub-total F. Equipment and investment	€ 567.668	€ 28.233	€ 24.187	€ -4.046	-14%	€ 541.570	95%
Sub-total G. Monitoring, evaluation and auditing	€ 1.979.879	€ 368.978	€ 380.585	€ 11.607	3%	€ 1.555.922	79%
Subtotal II	€ 22.619.553	€ 4.980.460	€ 4.279.784	€ -700.676	-14%	€ 17.365.694	77%
Total of I and II	€ 40.201.360	€ 9.224.256	€ 8.558.116	€ -666.140	-7%	€ 32.135.861	80%
III. Overheads / indirect costs							
A. Costs of support staff	€ 1.947.911	€ 446.951	€ 414.674	€ -32.277	-7%	€ 1.557.107	80%
B. Not directly allocable administrative costs	€ 367.530	€ 84.330	€ 78.240	€ -6.090	-7%	€ 293.794	80%
C. Other non-allocable costs	€ 1.359.862	€ 312.022	€ 289.489	€ -22.533	-7%	€ 1.087.037	80%
Subtotal III	€ 3.675.304	€ 843.303	€ 782.403	€ -60.900	-7%	€ 2.937.937	80%
Contingencies	€ 135.924	€ 27.185	€ -	€ -27.185	-100%	€ 11.353	8%
TOTAL	€ 44.012.588	€ 10.094.744	€ 9.340.519	€ -754.225	-7%	€ 35.085.151	80%

Model Budget Right2Grow: By Country

Budget headings	Bangladesh 2021-2025	Bangladesh 2024	Bangladesh 2024	Bangladesh 2024	Bangladesh 2024	Bangladesh 2021-2024	Bangladesh 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.315.749	€ 295.881	€ 293.570	€ -2.311	-1%	€ 1.101.289	84%
Sub-total B. Program Country Staff costs	€ 1.066.560	€ 319.627	€ 340.078	€ 20.451	6%	€ 1.041.948	98%
Sub-total C. Consultants and advisers	€ 97.259	€ 42.891	€ 41.795	€ -1.095	-3%	€ 137.052	141%
Subtotal I	€ 2.479.568	€ 658.399	€ 675.443	€ 17.045	3%	€ 2.280.290	92%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 1.152.962	€ 265.209	€ 228.071	€ -37.138	-14%	€ 901.825	78%
Sub-total B. Local NGOs costs	€ 1.684.502	€ 367.594	€ 322.877	€ -44.717	-12%	€ 1.206.552	72%
Sub-total C. Activity-related travel costs	€ 351.609	€ 59.401	€ 48.106	€ -11.294	-19%	€ 192.581	55%
Sub-total D. Communication and visibility costs	€ 136.672	€ 29.439	€ 22.140	€ -7.299	-25%	€ 92.983	68%
Sub-total E. Project office costs	€ 322.884	€ 77.746	€ 91.550	€ 13.804	18%	€ 280.910	87%
Sub-total F. Equipment and investment	€ 117.452	€ 1.693	€ 3.043	€ 1.350	80%	€ 90.872	77%
Sub-total G. Monitoring, evaluation and auditing	€ 455.039	€ 96.948	€ 62.308	€ -34.640	-36%	€ 346.854	76%
Subtotal II	€ 4.221.120	€ 898.029	€ 778.095	€ -119.934	-13%	€ 3.112.578	74%
Total of I and II	€ 6.700.688	€ 1.556.428	€ 1.453.539	€ -102.889	-7%	€ 5.392.868	80%

Budget headings	Burkina Faso 2021-2025	Burkina Faso 2024	Burkina Faso 2024	Burkina Faso 2024	Burkina Faso 2024	Burkina Faso 2021-2024	Burkina Faso 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.371.507	€ 311.571	€ 309.767	€ -1.804	-1%	€ 1.144.814	83%
Sub-total B. Program Country Staff costs	€ 1.338.905	€ 351.745	€ 377.981	€ 26.236	7%	€ 1.121.527	84%
Sub-total C. Consultants and advisers	€ 324.411	€ 21.112	€ 11.040	€ -10.071	-48%	€ 234.938	72%
Subtotal I	€ 3.034.823	€ 684.428	€ 698.788	€ 14.360	2%	€ 2.501.279	82%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 1.004.884	€ 356.138	€ 273.327	€ -82.811	-23%	€ 914.156	91%
Sub-total B. Local NGOs costs	€ 1.086.329	€ 295.532	€ 316.560	€ 21.028	7%	€ 842.541	78%
Sub-total C. Activity-related travel costs	€ 535.924	€ 100.909	€ 93.600	€ -7.309	-7%	€ 265.774	50%
Sub-total D. Communication and visibility costs	€ 271.680	€ 66.549	€ 56.172	€ -10.377	-16%	€ 180.830	67%
Sub-total E. Project office costs	€ 328.528	€ 73.826	€ 50.858	€ -22.968	-31%	€ 228.964	70%
Sub-total F. Equipment and investment	€ 69.344	€ 3.549	€ 3.630	€ 81	2%	€ 63.242	91%
Sub-total G. Monitoring, evaluation and auditing	€ 368.617	€ 95.336	€ 106.427	€ 11.091	12%	€ 287.850	78%
Subtotal II	€ 3.665.306	€ 991.838	€ 900.575	€ -91.263	-9%	€ 2.783.357	76%
Total of I and II	€ 6.700.129	€ 1.676.266	€ 1.599.363	€ -76.902	-5%	€ 5.284.635	79%

Budget headings	Ethiopia 2021-2025	Ethiopia 2024	Ethiopia 2024	Ethiopia 2024	Ethiopia 2024	Ethiopia 2021-2024	Ethiopia 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.347.453	€ 298.759	€ 289.867	€ -8.892	-3%	€ 1.088.147	81%
Sub-total B. Program Country Staff costs	€ 1.492.207	€ 516.221	€ 527.489	€ 11.268	2%	€ 1.462.593	98%
Sub-total C. Consultants and advisers	€ 42.259	€ 11.742	€ 13.542	€ 1.800	15%	€ 77.626	184%
Subtotal I	€ 2.881.919	€ 826.722	€ 830.898	€ 4.177	1%	€ 2.628.366	91%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 1.742.923	€ 321.287	€ 251.461	€ -69.826	-22%	€ 1.276.064	73%
Sub-total B. Local NGOs costs	€ 919.890	€ 260.299	€ 196.502	€ -63.797	-25%	€ 718.957	78%
Sub-total C. Activity-related travel costs	€ 340.297	€ 71.324	€ 39.712	€ -31.611	-44%	€ 221.674	65%
Sub-total D. Communication and visibility costs	€ 130.746	€ 17.876	€ 6.871	€ -11.005	-62%	€ 87.561	67%
Sub-total E. Project office costs	€ 231.662	€ 51.540	€ 45.652	€ -5.887	-11%	€ 218.641	94%
Sub-total F. Equipment and investment	€ 202.292	€ 5.383	€ 5.521	€ 138	3%	€ 217.062	107%
Sub-total G. Monitoring, evaluation and auditing	€ 250.402	€ 34.519	€ 35.447	€ 928	3%	€ 246.266	98%
Subtotal II	€ 3.818.212	€ 762.227	€ 581.167	€ -181.060	-24%	€ 2.986.225	78%
Total of I and II	€ 6.700.131	€ 1.588.949	€ 1.412.065	€ -176.884	-11%	€ 5.614.592	84%

Budget headings	Mali 2021-2025	Mali 2024	Mali 2024	Mali 2024	Mali 2024	Mali 2021-2024	Mali 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.704.974	€ 362.605	€ 353.033	€ -9.572	-3%	€ 1.357.897	80%
Sub-total B. Program Country Staff costs	€ 1.459.656	€ 369.562	€ 369.121	€ -441	0%	€ 1.171.756	80%
Sub-total C. Consultants and advisers	€ 42.259	€ 11.742	€ 13.542	€ 1.800	15%	€ 77.626	184%
Subtotal I	€ 3.206.889	€ 743.909	€ 735.695	€ -8.214	-1%	€ 2.607.279	81%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 2.292.357	€ 325.266	€ 279.674	€ -45.592	-14%	€ 1.352.574	59%
Sub-total B. Local NGOs costs		€ 192.724	€ 197.325	€ 4.601	2%	€ 707.251	
Sub-total C. Activity-related travel costs	€ 291.258	€ 61.492	€ 60.005	€ -1.486	-2%	€ 274.273	94%
Sub-total D. Communication and visibility costs	€ 233.506	€ 14.197	€ 8.603	€ -5.595	-39%	€ 94.228	40%
Sub-total E. Project office costs	€ 267.486	€ 40.812	€ 35.482	€ -5.330	-13%	€ 141.486	53%
Sub-total F. Equipment and investment	€ 79.881	€ 6.375	€ 5.930	€ -445	-7%	€ 24.423	31%
Sub-total G. Monitoring, evaluation and auditing	€ 328.753	€ 37.090	€ 41.884	€ 4.795	13%	€ 209.196	64%
Subtotal II	€ 3.493.241	€ 677.955	€ 628.903	€ -49.052	-7%	€ 2.803.432	80%
Total of I and II	€ 6.700.130	€ 1.421.864	€ 1.364.598	€ -57.266	-4%	€ 5.410.711	81%

Budget headings	South Sudan 2021-2025	South Sudan 2024	South Sudan 2024	South Sudan 2024	South Sudan 2024	South Sudan 2021-2024	South Sudan 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.637.436	€ 352.444	€ 339.897	€ -12.547	-4%	€ 1.300.874	79%
Sub-total B. Program Country Staff costs	€ 1.312.587	€ 387.749	€ 359.500	€ -28.249	-7%	€ 1.094.484	83%
Sub-total C. Consultants and advisers	€ 42.259	€ 11.742	€ 13.542	€ 1.800	15%	€ 77.626	184%
Subtotal I	€ 2.992.282	€ 751.935	€ 712.939	€ -38.995	-5%	€ 2.472.984	83%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 1.282.697	€ 266.388	€ 173.809	€ -92.579	-35%	€ 854.180	67%
Sub-total B. Local NGOs costs	€ 1.510.437	€ 348.470	€ 330.413	€ -18.057	-5%	€ 1.116.081	74%
Sub-total C. Activity-related travel costs	€ 298.602	€ 54.672	€ 36.512	€ -18.160	-33%	€ 134.190	45%
Sub-total D. Communication and visibility costs	€ 91.924	€ 18.836	€ 15.391	€ -3.446	-18%	€ 68.702	75%
Sub-total E. Project office costs	€ 308.350	€ 83.849	€ 74.208	€ -9.641	-11%	€ 279.596	91%
Sub-total F. Equipment and investment	€ 23.757	€ 3.214	€ 5.555	€ 2.341	73%	€ 26.618	112%
Sub-total G. Monitoring, evaluation and auditing	€ 192.058	€ 36.108	€ 31.992	€ -4.116	-11%	€ 149.706	78%
Subtotal II	€ 3.707.825	€ 811.536	€ 667.878	€ -143.658	-18%	€ 2.629.072	71%
Total of I and II	€ 6.700.107	€ 1.563.471	€ 1.380.817	€ -182.653	-12%	€ 5.102.057	76%

Budget headings	Uganda 2021-2025	Uganda 2024	Uganda 2024	Uganda 2024	Uganda 2024	Uganda 2021-2024	Uganda 2021-2024
I. Direct staff costs	Budget	Budget	Expenditure	Difference	%	Expenditure	Burn rate
Sub-total A. International Staff costs	€ 1.215.748	€ 274.016	€ 267.804	€ -6.212	-2%	€ 989.079	81%
Sub-total B. Program Country Staff costs	€ 1.709.009	€ 284.605	€ 337.794	€ 53.189	19%	€ 1.197.750	70%
Sub-total C. Consultants and advisers	€ 61.569	€ 19.785	€ 18.970	€ -814	-4%	€ 93.141	151%
Subtotal I	€ 2.986.326	€ 578.406	€ 624.568	€ 46.162	8%	€ 2.279.969	76%
II. Other direct programme costs							
Sub-total A. Activity costs	€ 1.629.291	€ 439.717	€ 344.584	€ -95.133	-22%	€ 1.422.566	87%
Sub-total B. Local NGOs costs	€ 506.250	€ 101.250	€ 109.732	€ 8.482	8%	€ 407.512	80%
Sub-total C. Activity-related travel costs	€ 420.607	€ 86.177	€ 71.372	€ -14.805	-17%	€ 316.573	75%
Sub-total D. Communication and visibility costs	€ 186.202	€ 39.063	€ 30.013	€ -9.050	-23%	€ 147.140	79%
Sub-total E. Project office costs	€ 511.547	€ 95.670	€ 64.431	€ -31.239	-33%	€ 321.837	63%
Sub-total F. Equipment and investment	€ 74.942	€ 8.019	€ 508	€ -7.511	-94%	€ 119.352	159%
Sub-total G. Monitoring, evaluation and auditing	€ 385.010	€ 68.979	€ 102.527	€ 33.549	49%	€ 316.049	82%
Subtotal II	€ 3.713.849	€ 838.874	€ 723.166	€ -115.708	-14%	€ 3.051.029	82%
Total of I and II	€ 6.700.175	€ 1.417.280	€ 1.347.734	€ -69.546	-5%	€ 5.330.999	80%

Model Budget Right2Grow: By Result Area

Budget headings	Outcome 1	Outcome 1	Outcome 2	Outcome 2	Outcome 3	Outcome 3	Outcome 4	Outcome 4	Total	Totaal
	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure
I. Direct staff costs										
A. International Staff costs	€ 488.729	€ 476.794	€ 480.218	€ 465.342	€ 474.241	€ 466.644	€ 452.481	€ 445.158	€ 1.895.670	€ 1.853.938
B. Program Country Staff costs	€ 668.689	€ 671.578	€ 528.647	€ 520.850	€ 618.349	€ 631.013	€ 471.806	€ 488.521	€ 2.287.491	€ 2.311.962
C. Consultants and advisers	€ 27.080	€ 16.343	€ 31.403	€ 32.667	€ 33.447	€ 34.904	€ 27.080	€ 28.518	€ 119.011	€ 112.432
Subtotal I	€ 1.184.499	€ 1.164.715	€ 1.040.268	€ 1.018.859	€ 1.126.038	€ 1.132.561	€ 951.367	€ 962.198	€ 4.302.172	€ 4.278.332
II. Other direct programme costs										
A. Activity costs	€ 650.742	€ 478.263	€ 382.398	€ 412.366	€ 528.616	€ 386.968	€ 352.759	€ 273.329	€ 1.914.516	€ 1.550.926
B. Local NGOs costs	€ 450.287	€ 419.097	€ 342.083	€ 315.881	€ 360.675	€ 335.432	€ 407.947	€ 403.000	€ 1.560.992	€ 1.473.409
C. Activity-related travel costs	€ 111.529	€ 91.647	€ 117.910	€ 76.350	€ 89.118	€ 67.278	€ 121.045	€ 114.031	€ 439.603	€ 349.306
D. Communication and visibility costs	€ 58.410	€ 45.803	€ 41.426	€ 29.702	€ 41.697	€ 30.264	€ 44.833	€ 33.420	€ 186.366	€ 139.189
E. Project office costs	€ 118.278	€ 101.625	€ 96.895	€ 82.838	€ 109.537	€ 94.005	€ 99.500	€ 83.712	€ 424.209	€ 362.181
F. Equipment and investments	€ 9.073	€ 7.606	€ 5.064	€ 4.590	€ 7.733	€ 6.837	€ 6.362	€ 5.154	€ 28.232	€ 24.187
G. Monitoring, evaluation and auditing	€ 102.223	€ 107.231	€ 74.807	€ 71.124	€ 82.095	€ 88.007	€ 109.039	€ 114.223	€ 368.165	€ 380.586
Subtotal II	€ 1.500.542	€ 1.251.273	€ 1.060.584	€ 992.852	€ 1.219.472	€ 1.008.792	€ 1.141.486	€ 1.026.868	€ 4.922.084	€ 4.279.784
Total of I and II	€ 2.685.041	€ 2.415.988	€ 2.100.852	€ 2.011.710	€ 2.345.509	€ 2.141.353	€ 2.092.853	€ 1.989.065	€ 9.224.256	€ 8.558.116
III. Overheads / indirect costs										
A. Costs of support staff	€ 130.101	€ 117.064	€ 101.794	€ 97.475	€ 113.649	€ 103.757	€ 101.407	€ 96.378	€ 446.951	€ 414.674
B. Not directly allocable administrative c	€ 24.547	€ 22.088	€ 19.206	€ 18.392	€ 21.443	€ 19.577	€ 19.133	€ 18.185	€ 84.330	€ 78.240
C. Other non-allocable costs	€ 90.825	€ 81.724	€ 71.064	€ 68.049	€ 79.340	€ 72.434	€ 70.793	€ 67.283	€ 312.022	€ 289.489
Subtotal III	€ 245.473	€ 220.875	€ 192.065	€ 183.915	€ 214.432	€ 195.768	€ 191.334	€ 181.845	€ 843.303	€ 782.403
Contingencies	€ 6.796		€ 6.796		€ 6.796		€ 6.796		€ 27.185	
TOTAL	€ 2.937.310	€ 2.636.863	€ 2.299.714	€ 2.195.625	€ 2.566.738	€ 2.337.121	€ 2.290.983	€ 2.170.910	€ 10.094.744	€ 9.340.519
%	29%	28%	23%	24%	25%	25%	23%	23%	100%	100%