

Right2Grow

Country Consortium Partner Report 2021-2025

HLP Foundation

Bangladesh Country Consortium



Photo 1: BMET Champion Union awarded for best performance. Administrative Officer of Kalikapur Union Parishad receiving a Tablet from the DDLG of Patuakhali.

NB

Cover page will be designed and made in Canva by the Global Communication Team.
A request for cover photos from each country for this report will be made separately.

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Executive Summary

Programme	Right2Grow
Country	Bangladesh
Implementation areas	<p>Name of the country regions/districts/etc. where Right2Grow was implemented:</p> <p>The Right2Grow program was implemented across the Barishal and Khulna Divisions, covering a total of four Districts and five Sub-Districts. The four Districts include Khulna, Satkhira, Patuakhali, and Barguna. The five specific Sub-Districts are Debhata (in Satkhira), Dumuria (in Khulna), Patuakhali Sadar (in Patuakhali), Galachipa (also in Patuakhali), and Taltoli (in Barguna).</p>
Programme number	<p>Power of Voices activity number: 4000004339</p> <p>Ministry of Foreign Affairs impact number: 100001237</p>
Reporting period	2021-2025
Implementing Partner	<p>Name of the organisation which is the Implementing Partner:</p> <p>HLP Foundation</p>
Contact Person	<p>Name and email of contact person for the implementing Partner:</p> <p>Md. Shafiqul Islam, shafiq5757@gmail.com</p>
Global Partner Support Office	Name of the global partner support/funding office: CEEGA, South Africa
Contact Person	Name and email of contact person @ Global Partner office
Donor	Ministry of Foreign Affairs (MFA), the Netherlands

Executive summary that will summarize the country report, covering at least:

- *Brief intro to country context and programme (including partners involved, highlighting local/tier 3 partners)*
- *Summary of specific 2025 results*
- *Highlights of key achievements (2021–2025), including progress on donor indicators*
- *Key strategic lessons learned and best practices*
- *Sustainability & local ownership*
- *Conclusion & Recommendations, including priorities for future programming [600 words /2-page maximum]*

Executive Summary

Bangladesh Context and Programme Overview

Bangladesh, a lower-middle-income country in South Asia, has achieved significant progress in poverty reduction, health, and education. **Despite this success, child undernutrition—specifically stunting and wasting—remains a critical public health concern.** Geographic and socioeconomic disparities are acute in vulnerable coastal and hard-to-reach areas, where the convergence of climate vulnerability, poverty, and weak service delivery systems severely limits access to nutrition, Water, Sanitation, and Hygiene (WASH), and Maternal and Child Health (MCH) services.



The Right2Grow (R2G) Programme

Photo 2: Map of Bangladesh

Launched in 2021, the **Right2Grow (R2G) programme** aims to reduce undernutrition among children under five by targeting stunting and wasting. Funded by the Dutch Ministry of Foreign Affairs and coordinated globally by the Right2Grow consortium, R2G employs a **rights-based, multi-sectoral approach**. The programme emphasizes inclusive governance, citizen participation, and improved accountability across nutrition, WASH, and MCH systems.

Implementation and Partnerships

The programme in Bangladesh is nationally led by **Max Foundation (MF)**, in partnership with international organizations (**ACF, STC, THP, WVB, CEGAA**) and three national Civil Society Organizations (CSOs): **JAGO NARI, SDA, and HLP Foundation**. These local partners are essential for grassroots mobilization, driving social accountability processes, and fostering crucial collaboration between community structures and local government institutions, particularly the **Union Parishads**.

Summary of specific 2025 Results

I. Key Achievements in the Final Year (2025)

The Right2Grow consortium programme in Bangladesh achieved several critical milestones during its final year of implementation:

- **Local Budget Adoption:** Forty (40) Union Parishads across the four target districts adopted nutrition- and WASH-sensitive budgets. These allocations were specifically designed to reflect community-identified priorities.
- **Digital Accountability:** The Budget Monitoring and Expenditure Tracking (BMET) application was successfully scaled up and institutionalized. Trained Union Parishad (UP) representatives are now using this digital tool to systematically track nutrition and WASH expenditures.
- **Capacity Building:** A total of 40 UP Functionaries, Civil Society Organization (CSO) leaders, and Right2Grow project staff were trained and oriented on the functions and utility of the BMET application.

II. Cumulative Progress (Five-Year Implementation)

Over the five-year implementation period, the Right2Grow consortium in Bangladesh contributed to significant progress across multiple donor indicators:

- **Strengthened Local Governance Systems:** Capacity-building efforts successfully led to **over 100% of the targeted Union Parishads** incorporating nutrition and WASH priorities into their annual planning and budgeting processes.
- **Increased Transparency and Accountability:** The institutionalization of the BMET digital platform enabled the real-time tracking of budgets and expenditures in 40 UPs, significantly contributing to responsive and accountable local governance.

Key Strategic Lessons Learned and Best Practices

- **Local ownership leads to sustainability:** Engagement of elected representatives, especially UP Chairpersons and Standing Committees, proved critical in institutionalizing accountability tools.
- **Digital tools enhance transparency:** The BMET tool significantly improved budget visibility and community oversight.
- **Bottom-up planning is effective:** Community engagement in Union Development Planning ensured that priorities of vulnerable groups were reflected in UP budgets.

Sustainability and Local Ownership

Throughout the program's duration, a strong emphasis was placed on capacity strengthening and system integration. This approach has enabled local government bodies, particularly the Union Parishads (UPs), to take the lead in budget planning and expenditure tracking efforts, with continued technical support from Civil Society Organizations (CSOs). The Budget Monitoring and Expenditure Tracking (BMET) tool has been officially recognized by key local administrative offices (the Upazila Nirbahi Officer – UNO, and the Deputy Director of Local Government – DDLG) for its potential for national scale-up. Furthermore, local platforms and community groups have matured into sustainable entities capable of driving continued advocacy beyond the immediate program cycle.

Conclusion and Recommendations

The Right2Grow programme in Bangladesh has successfully demonstrated a scalable model where sustained civic engagement, inclusive local governance, and the strategic use of technology can significantly enhance nutrition and WASH outcomes. The established model offers valuable, evidence-based insights for national policy formulation and systemic scale-up. The consortium's experience provides a replicable model for rights-based, locally-led nutrition governance that can inform national strategy and future global programming.

Priorities for Future Programming

Recommendations for leveraging the program's success include:

- **Expand Digital Governance:** Systematically expand the BMET tool to more Union Parishads and ensure its full alignment with the national budgeting and e-Governance frameworks to maximize institutionalization.
- **Strengthen Vertical Integration:** Deepen engagement with Upazila and District-level stakeholders to achieve stronger vertical integration and ensure the sustainability of budget monitoring and governance processes.
- **Address Emerging Needs:** Increase programmatic focus on adolescent nutrition and early childhood development (ECD) as critical and emerging priorities for long-term human capital development.
- **Innovate Service Delivery:** Foster stronger links with the private sector and social enterprises to drive innovation in sustainable WASH service delivery.
- **Improve Policy Coherence:** Actively promote inter-ministerial coordination at the national level for the development of integrated, multi-sectoral policies on nutrition and WASH.

List of acronyms

Please make sure to include ALL acronyms used in the annual report in the table below, and to write them out at least once when used for the first time in the main text.

ACF	Action Against Hunger
BMET	Budget Monitoring and Expenditure Tracking
CBO	Community-Based Organisation
CC	Coordination Committee
CEGAA	Centre for Economic Governance and Accountability in Africa
COVID	Coronavirus Disease
CSC	Country Steering Committee
CSO	Civil Society Organisation
CU5	Children Under 5
EKN	Embassies of the Kingdom of the Netherlands
GBV	Gender-Based Violence
HLPF	HLP Foundation
IT	Information Technology
JG	Jago Nari
L&A	Lobby & Advocacy
L&L	Linking & Learning
LGBT	Lesbian, gay, bisexual and transgender
M&E	Monitoring & Evaluation
MF	Max Foundation
MCH	Mother and Child Health
MEAL	Monitoring, evaluation, accountability, and learning
MoFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
MP	Member of Parliament
MVG	Most Vulnerable Group

<i>NGO</i>	<i>Non-Governmental Organisation</i>
<i>NILG</i>	<i>National Institute of Local Government</i>
<i>NNS</i>	<i>National Nutrition Services</i>
<i>R2G</i>	<i>Right2Grow</i>
<i>SBCC</i>	<i>Social and Behaviour Change Communication</i>
<i>StC</i>	<i>Save the Children</i>
<i>SDA</i>	<i>Social Development Agency</i>
<i>SDG</i>	<i>Sustainable Development Goal</i>
<i>StP</i>	<i>Shift the Power</i>
<i>SUN</i>	<i>Scaling Up Nutrition Movement</i>
<i>THP</i>	<i>The Hunger Project</i>
<i>UDCC</i>	<i>Union Development Coordination Committee</i>
<i>UNCC</i>	<i>Upazila Nutrition Coordination Committee</i>
<i>UP</i>	<i>Union Parishad</i>
<i>WVB</i>	<i>World Vision Bangladesh</i>
<i>WASH</i>	<i>Water, Sanitation, and Hygiene</i>

1 Programme overview and context (2021–2025)

1.1 Rationale and country context

Describe country/sub-national-level context and challenges (malnutrition, WASH, civic space, gender, climate, COVID, etc.), alignment of interventions with local priorities to explain the rationale and relevance for Right2Grow's implementation. Describe programme scope/priorities at country level, duration, and (initial) country budget for the 5-year period.

[300 words maximum]

Bangladesh faces complex, interlinked challenges severely affecting child well-being, providing the rationale for the Right2Grow programme. Malnutrition is a persistent concern, with high rates of stunting (36.2% in 2021, targeted for reduction to 23.4% by 2024) and wasting, especially in marginalized communities. While progress has been made, significant gaps in WASH (Water, Sanitation, and Hygiene) persist, contributing to poor nutrition and health outcomes. Gender inequalities limit women's influence, and youth and marginalized groups are often excluded from local governance. Civic space is narrowing, constraining CSOs' capacity for advocacy and accountability.

The country's vulnerability to climate change—including floods, cyclones, and salinity—further threatens food security and access to clean water. The COVID-19 pandemic intensified these challenges, disrupting essential services and worsening inequalities in nutrition and health access.

Against this backdrop, the Right2Grow programme was launched in 2021 with a five-year duration (2021–2025). The integrated approach links nutrition, WASH, inclusive governance, and community empowerment, aligning directly with national priorities, including the Government's National Nutrition Policy, Five-Year Plan, and its Sustainable Development Goals (SDGs) commitments.

The programme's scope in Bangladesh prioritizes strengthening civic space, promoting inclusive governance, and empowering CSOs, women, and youth. The goal is to influence budget decisions, improve WASH services, and advocate for nutrition-sensitive policies, ensuring every child can reach their full potential. The initial country budget for the five-year period was **EUR 4,750,558 million**.

1.2 Theory of Change and key interventions

- *Describe ultimate goal and four pathways of change, including ToC visual and narrative, specifically for your country.*
- *Highlight key strategies and interventions (in general terms for the 5-year period) implemented under each outcome/pathway.*
- *Refer to the ToC visual in the annex. [300 words maximum]*

The **ultimate goal** of the Right2Grow programme in Bangladesh is to ensure that **children under five are well-nourished and able to reach their full potential**. The programme's Theory of Change (ToC) rests on four interlinked pathways, integrating nutrition, WASH, governance, and inclusion to address the root causes of undernutrition (Refer to the ToC visual in the Annex).

Pathway 1: Strengthened Local Governance and Accountability

- **Interventions:** Built the capacity of **Union Parishads (UPs)** for budget transparency and participatory planning. The **Budget Monitoring and Expenditure Tracking (BMET)** tool enabled civil society and citizens to track budgets and influence resource allocation decisions.

Pathway 2: Community Empowerment and Behavior Change

- **Interventions:** Mobilized mothers' forums, adolescent clubs, and community leaders to improve key behaviors such as **Infant and Young Child Feeding (IYCF)** and hygiene practices. This strategy also increased community demand for integrated services and strengthened accountability.

Pathway 3: Multi-sector Coordination and Service Integration

- **Interventions:** Facilitated collaboration among health, WASH, and nutrition actors to ensure integrated service delivery, strengthening cross-sector solutions and reducing duplication across services.

Pathway 4: Gender Equality, Social Inclusion, and Advocacy

- **Interventions:** Promoted **women's leadership** in local governance and addressed barriers for marginalized groups. Evidence generated from communities was used to advocate for stronger nutrition and WASH policies at sub-national and national levels.

Key strategies were adapted over the 2021–2025 period to address emerging challenges, including the **COVID-19 response** (remote engagement), enhancing **climate resilience** (climate-proof WASH), and implementing **digital innovation** (BMET upgrades, real-time monitoring, Child Profile Estimation). **Gender-transformative actions** like GBV prevention were prioritized, and support focused on high-burden, climate-affected UPs. Community engagement and accountability mechanisms were maintained despite political disruptions.

1.3 Geographic scope and target population

Provide overview of geographical implementation areas (insert google map if possible) and target populations at country level, including justification for selection. Highlight any changes and adaptations in geographic scope and target population over the five years (2021 – 2025). [200 words maximum]

The Right2Grow programme was implemented across selected **rural and climate-vulnerable districts** of Bangladesh. The geographical implementation areas included districts in **Khulna, Satkhira, Patuakhali, and Barguna**.

Justification for selection was based on these regions facing:

1. Persistently high rates of child **malnutrition**.
2. Poor **WASH access**.
3. Limited **civic participation**.

These locations are acutely vulnerable to **recurrent floods, cyclones, and salinity intrusion**, which exacerbate poverty and food insecurity. Selection prioritized areas with the highest burden of nutrition and WASH challenges, made in consultation with government and civil society partners.

The **primary target population** consisted of **children under five** and **pregnant and lactating women** most affected by malnutrition. Secondary target groups included **women's groups, youth networks, and marginalized households** (ultra-poor and socially excluded) to empower their participation in decision-making and service accountability. **Union Parishads (UPs)** were engaged as critical partners.

Adaptations over the 2021–2025 period included the focused roll-out of the Budget Monitoring and Expenditure Tracking (BMET) tool across the full **40 UPs**, ensuring concentrated implementation of the governance pathway in the target regions.

1.4 Strategies

Describe key strategies and approaches that were at the inception and any changes that were made in the course of the implementation for delivery of key Interventions over the programme period (2021 – 2025) [300 words maximum]

At **inception (2021)**, the Right2Grow programme adopted an integrated strategy focusing on **evidence-based advocacy, social accountability, and inclusive participation** to address the root causes of child undernutrition: poor nutrition, inadequate WASH, weak governance, and limited civic space. The core goal was to empower communities—especially **women, youth, and marginalized groups**—to influence local and national decision-making.

Key inception strategies included:

- **Strengthening Civil Society Organizations (CSOs):** Building capacity in budget monitoring, advocacy, and evidence generation to hold **Union Parishads (UPs)** accountable for nutrition and WASH investments.
- **Promoting Social Accountability:** Utilizing tools like the **Budget Monitoring and Expenditure Tracking (BMET)** application and community scorecards to enhance the transparency and responsiveness of local governance.
- **Gender and Youth Inclusion:** Actively engaging women and youth in leadership training and decision-making platforms to promote equitable participation.
- **Evidence and Learning:** Employing locally generated data, outcome harvesting, and case studies to inform adaptive management and policy influence.
- **Partnership and Alignment:** Aligning all interventions with national priorities, such as the National Nutrition Policy and the Five-Year Plan, and fostering multi-stakeholder collaboration.

During **implementation (2021–2025)**, the strategies were adapted to respond to a dynamic context:

- **A greater emphasis on climate resilience** was integrated into WASH and nutrition planning to counter increasing threats from climate shocks.
- **Digital literacy support** was strengthened to improve the uptake of the BMET app and other digital accountability tools.
- Programme approaches were adjusted during the **COVID-19 pandemic** to ensure the continuity of essential nutrition and WASH services while addressing heightened vulnerabilities.
- **Reflection and learning sessions** were institutionalized at local and national levels, enabling stronger adaptive management throughout the five years.

This strategic blend ensured the programme remained relevant, responsive, and impactful.

1.5 Contextual shifts

Describe notable changes in civic space, political environment, or conflict/insecurity dynamics, humanitarian conditions since the start of the programme. Indicate any major shocks or disruptions that influenced programme delivery (e.g. natural disasters, inflation, coups, protests) and trends that impacted implementation strategies, MEAL approaches, or assumptions in the Theory of Change. Describe whether and where these contextual changes significantly affected outcomes, strategies, or required adaptations.

[300 words maximum]

Since the start of Right2Grow in 2021, the operating environment in Bangladesh has undergone notable shifts that directly challenged and shaped programme delivery.

Civic Space and Governance: A trend of **narrowing civic space** materialized, increasing restrictions on CSO advocacy and community mobilization, particularly around local elections. This disruption to political continuity and participation at the Union Parishad (UP) level required a critical adaptation: the programme shifted to strengthening **institutional capacity** (processes, systems) over reliance on individual leaders. Strategies were reframed to anchor accountability initiatives in non-partisan, statutory Local Government Act provisions to maintain trust and legitimacy.

Major Shocks and Humanitarian Conditions: Frequent and severe **climate shocks** (cyclones, floods, salinity intrusion) damaged WASH infrastructure and exacerbated food insecurity in the coastal target districts. This humanitarian impact was compounded by **economic and inflationary pressures** (rising food prices in 2022–2023) that reduced household purchasing power, worsening the risk of child malnutrition.

Influence on Strategies and MEAL: These contextual shocks significantly impacted outcomes, requiring three major adaptations:

Climate Resilience Integration: Resources were reallocated to integrate climate-proofing into WASH infrastructure and nutrition planning.

Digital/Remote Delivery: The lingering effects of the **COVID-19 pandemic** mandated the adoption of remote monitoring, digital platforms, and small-group engagement to maintain community participation and accountability.

Adaptive Learning: The MEAL approach became more agile, institutionalizing **frequent reflection sessions and outcome harvesting** to re-test the Theory of Change assumptions against the rapidly changing environment. This blend of responsiveness and continuous learning ensured the programme remained relevant and impactful.

1.6 Risk management and adaptive programming

Describe the key risks identified at proposal/design phase, and whether these risks also materialized during implementation, and what their impact was on the programme outcomes or interventions? Describe mitigation or adaptation strategies (adaptive programming) used during implementation, and include key examples of adaptive management by the country team or specific country partner(s). [300 words maximum]

Identified and Materialized Risks

At the design phase, the programme identified several high-priority risks, most of which **materialized** during the 2021–2025 period:

Key Design Risks	Materialization and Impact
Political sensitivity/Constrained Civic Space	Materialized periodically, requiring neutral framing of advocacy initiatives.
Natural disasters/Climate Shocks	Multiple severe cyclones, tidal surges, and floods (2021–2024) damaged WASH facilities, interrupted health outreach, and temporarily displaced target groups.
Public Health Emergencies (COVID-19)	Restrictions in early implementation limited large gatherings and slowed community engagement.
Economic Instability/Inflation	Inflation in 2022–2023 severely reduced dietary diversity and affordability of hygiene products, increasing household vulnerability.
Institutional Capacity Gaps	Varied digital literacy in UPs slowed the uptake of the Budget Monitoring and Expenditure Tracking (BMET) tool.

Mitigation & Adaptive Strategies

The country team employed **adaptive programming** to mitigate these risks:

- **Neutral Advocacy Framing:** Budget monitoring and policy dialogue were strictly anchored in statutory **Union Parishad processes** and Local Government Act provisions, minimizing political vulnerability.
- **Climate Adaptation:** The team proactively integrated **climate-proofing for WASH** facilities and coordinated with disaster management committees for service continuity during shocks.
- **BMET Peer Learning:** To address capacity gaps, **10 BMET Champions** were selected and equipped with tablets to promote peer learning, dramatically improving local government utilization of the tool.
- **Sustainability Focus:** A key adaptive measure was securing **written commitments from all 40 Union Parishads** to continue using the BMET tool for budget monitoring beyond the project's duration, ensuring long-term institutionalization.
- **Remote/Blended Engagement:** During COVID-19, the team rapidly shifted to **phone, radio, and small-cluster meetings** to maintain community mobilization and service links.

1.7 Monitoring, Evaluation, Accountability and Learning

Briefly describe the Monitoring, Evaluation, Accountability and Learning (MEAL) systems you put in place and how these supported programme design, continuous learning, and adaptive management.

Summarise your MEAL strategy, including:

- The inception process and development of the country results framework (including country-specific indicators)
- Key MEAL processes such as baseline, periodic reporting, reflection and planning, midterm and end-term evaluations, outcome harvesting,
- Locally led research, or other relevant studies conducted during the programme period (if applicable)

Explain how these systems contributed to ongoing programme improvement, strategic decision-making, and accountability.

Note: You do not need to include findings or conclusions from evaluations or research here — those will be presented in Chapter 3.

You may end this section with a sentence like:

“For more detail on MEAL implementation, learning, and adaptation, see Chapter 3.” [Maximum: 200 words]

The programme established a comprehensive Monitoring, Evaluation, Accountability and Learning (MEAL) system to guide design, track progress, ensure accountability, and enable adaptive management throughout the implementation (2021–2025).

MEAL Strategy and Processes

- **Inception and Framework:** The process began with a participatory inception phase to develop the country results framework. This framework carefully aligned with the global Theory of Change while integrating country-specific indicators focusing on nutrition, WASH, maternal and child health (MCH), and inclusive governance.
- **Core Processes:**
 - **Baseline:** An initial study was conducted to generate benchmark data for outcome tracking.
 - **Periodic Reporting:** Routine data collection was complemented by quarterly and annual progress reports from implementing partners.
 - **Reflection & Planning:** Bi-annual review and learning meetings were institutionalized with CSOs, communities, and government representatives. These facilitated reflection on emerging challenges and enabled continuous adaptive management and strategic adjustments.
 - **Evaluations:** Midterm and end-term evaluations were planned (and conducted) to assess overall effectiveness, sustainability, and scalability.

Contribution to Programme Improvement

The MEAL system provided a structured mechanism for continuous learning and strategic decision-making. By combining routine monitoring with regular, multi-stakeholder reflection, the programme could rapidly detect contextual changes (e.g., inflation impact or election-related slowdowns) and use the data to re-test assumptions and adapt interventions, ensuring accountability and maximizing impact.

1.8 Partnership and governance

Briefly describe the partnership and governance structure at country level, including the country consortium members. Explain your roles within the consortium, as well as ways of working together — including collaboration with tier 3 and other local partners. Mention the role of the Dutch Embassy where relevant (e.g. as a member of the Country Steering Committee).

Describe the added value of working together as a consortium in contributing to programme effectiveness and the achievement of the four outcomes.

Outline the governance structure and key decision-making principles and processes at country level. Highlight any relevant shifts during the programme period (e.g. adjustments following the Midterm Review).

Also explain how governance and collaboration structures have supported shifting power to local partners, including their leadership in decision-making and programme delivery.

[Maximum: 300 words]

The country-level partnership for Right2Grow in Bangladesh is structured as a consortium to drive integrated nutrition and WASH advocacy. The consortium comprises global partners **Max Foundation (lead)**, **Save the Children (STC)**, **Action Against Hunger (ACF)**, **The Hunger Project (THP)**, **World Vision (WVB)**, and **CEGAA**, alongside key local organizations, including **HLP Foundation**, **SDA**, and **Jago Nari**, and numerous Tier 3/local civil society organizations.

Roles and Collaboration

The **lead organization** coordinates overall implementation, monitoring, and financial oversight. Global partners contribute specialized **technical expertise** (e.g., CEGAA on budget monitoring, ACF on nutrition) and field presence. The **Tier 3 and local partners** are crucial for grassroots mobilization, community engagement, and ensuring local ownership and context-specificity in programme delivery. Collaboration is maintained through a **Programme Management Unit (PMU)**, regular consortium meetings, joint planning workshops, and shared reporting systems, ensuring transparency and synergy.

The **Dutch Embassy** maintains a strategic role as a member of the **Country Steering Committee (CSC)**, providing essential oversight, policy guidance, and alignment with the Netherlands' broader development goals.

Added Value and Governance

The consortium's **added value** is its collective strength, combining diverse technical capacities and extensive networks. This collaborative model has enhanced programme effectiveness by enabling **coordinated, multi-sectoral advocacy** across nutrition, WASH, and governance, accelerating the achievement of the four outcomes and reducing duplication of effort.

The **governance structure** is multi-layered, including the **Country Steering Committee (CSC)** for strategic oversight, **Technical Working Groups** for programmatic cohesion, and PMU and partner coordination meetings for operational efficiency. Key decision-making follows principles of **inclusivity, transparency, and consensus**.

A significant shift occurred **following the Midterm Review (MTR)**, which focused on **shifting power** to local actors. Governance processes were adapted to strengthen local partner leadership, including **devolving decision-making authority** and enhancing their capacity for autonomous programme delivery. These changes ensured local partners became co-leaders in strategy formulation, fostering long-term sustainability and responsiveness to community needs.

2 Results and key achievements

General Guidance for this chapter:

- This section provides overall achievement over programme period with highlights of progress in 2025, across the four outcomes.
- Key results should be well aligned with relevant outcomes to **avoid double reporting or duplication**; bullet points have been provided for more guidance.
- Efforts towards mainstreaming of cross-cutting themes (gender, youth, climate change) and achievements towards these should be included in separate paragraphs, as well as contributions towards MFA's IGG indicators.
- The section should also include contributions of technical support towards capacities of country partners and overall programme achievements.
- The main headings (2.1, 2.2, etc) are provided, but you can add relevant sub-headings underneath these sections to further improve readability.

2.1 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

First, **provide a narrative description** of results under this outcome [500 words maximum]:

- Describe the results and key achievements of the country interventions under this outcome for the five-year period (2021-2025) and highlight key achievements specifically for 2025.
- Clearly link the reported results to your pathways as described in paragraph 1.2 and indicate how your achievements have contributed to the overall outcome.
- Make sure that this narrative paragraph provides details of the achievements reported across key indicators in the table below.
- Add 1 or 2 relevant outcome statements in your paragraph as evidence of the results (all outcome statements will be part of the annex, just mention 1-2 clear and impactful statements here as examples).
- Optional: You can also add 1-2 impact stories per outcome in the annex 5.

Then, **fill in the table** below with the data as per the indicators in Country Results Framework, including relevant sub-indicators where applicable. Reporting on donor indicators is mandatory; country specific indicators can be added to the table where relevant/applicable. Make sure that what you report in this table is in line with what you report above in the narrative, where you can explain more on the details of the numbers reported.

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

Under **Outcome 1**, the Right2Grow programme successfully translated community awareness into tangible local government investment and accountability across 40 Union Parishads (UPs). This achievement is fundamentally linked

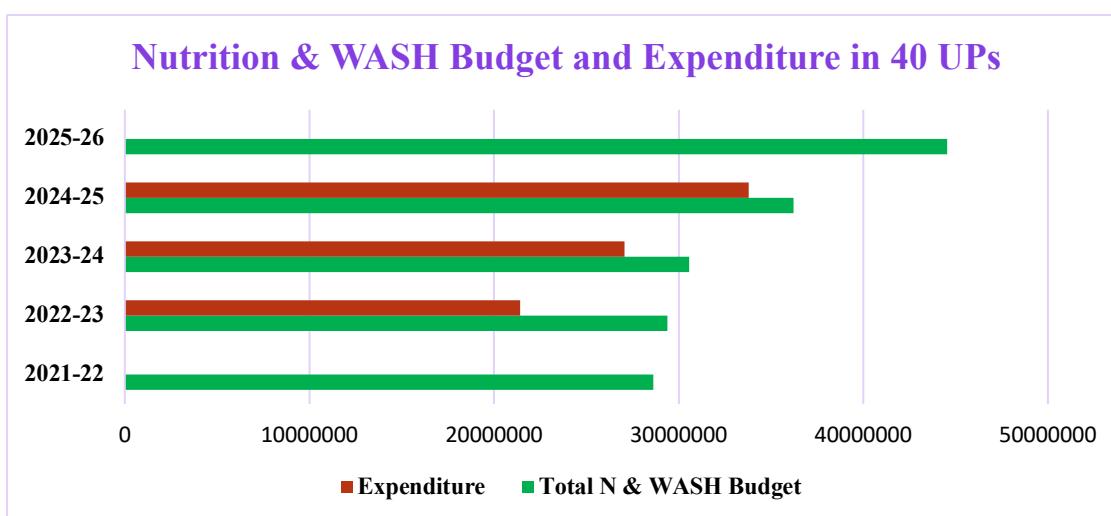
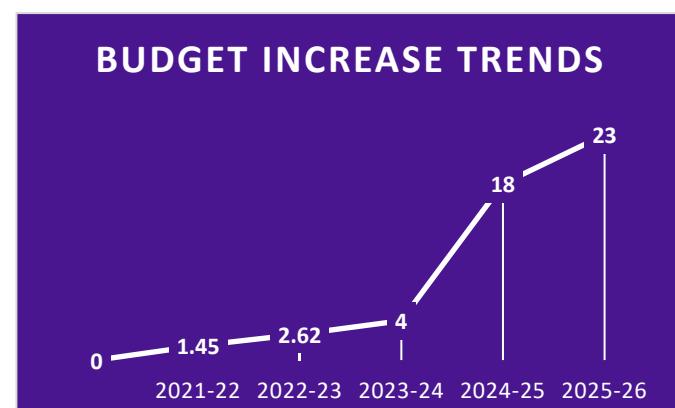
to **Pathway 2 (Community Empowerment)**, which built local capacity, and **Pathway 1 (Strengthened Local Governance)**, which provided citizens the formal channels to exert influence.

Throughout the five-year period (2021–2025), sustained initiatives—including training, meetings, and consultative dialogues—successfully raised awareness among community members and local Civil Society Organizations (CSOs) regarding the urgency of child undernutrition and inadequate WASH. This enabled citizens to move from passive receipt of services to **active, informed demand**. The **Ward Shava** and **Open Budget Sessions**, held in all 40 UPs, became key platforms for social accountability. CSOs/CBOs utilized these meetings to effectively articulate specific community needs, notably claiming increased budget allocations for under-5 children's nutrition, mother and child health (MCH), and WASH infrastructure, directly addressing impacts like price hikes on household purchasing power.

The most critical result has been the sustained, measurable increase in local investment. Through continuous pressure and data-driven advocacy, the annual allocation to the **Nutrition & WASH budget** has increased significantly each year. The latest budget cycle (FY 2025–2026) culminated in a key achievement, showing an **23% increase** in the Nutrition & WASH budget compared to the previous year (2024–2025). Importantly, the **budget expenditure rate** also increased, demonstrating not just political will to allocate funds, but also improved institutional capacity to utilize them effectively.

The solidification of this trend is evidenced by the institutional response, such as the following outcome statement: "Following successful advocacy in 2024/2025 Ward Shavas, our Union Parishad has committed to establishing two permanent budget lines for recurring community nutrition monitoring activities, ensuring financial sustainability beyond the programme closure." This demonstrates that community mobilization has fostered institutionalized change and shared ownership, moving the UPs towards proactive investment and joint problem-solving with citizens.

Nutrition and WASH budget allocation & expenditure increase trend from the inception of R2G program.		
2021-22	1.45%	79%
2022-23	2.62%	72%
2023-24	4%	89%
2024-25	18%	93%
2025-26	23%	



Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
R2G.OC.1.1	# of actions in which communities formulate demands for improved (WASH and nutrition) services	0				
R2G.OC.1.2	# of targeted barriers to good nutrition and/or WASH services successfully addressed by joint community and private sector initiatives	0				
R2G.OC.1.3	% of households practiced improved WASH and able to consume Nutritional facilities.	47%				
BD.IO.A.1	% of households that practice small doable actions consistently and correctly	5.3%				
BD.IO.A.2	% of community that report positive WASH and nutrition practices changed	0				
BD.IO.B.1	% of community people received WASH and nutrition services from the government and/or private service provider agencies	12.3%				
BD.IO.B.2	% of total cost of services and products borne by communities and out-of-pocket payments	63.4%				
R2G.OP. 1.1	# of CSOs involved in Right2Grow	0				

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
BD.OP. 2.1	# Private sector actors working to increase affordable access to health and nutrition services	0				
R2G.OP.1.1	# of CSOs involved in Right2Grow	0				

2.2 Strengthening Civil Society Organisations

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

First, provide a narrative description of results under this outcome [250 words maximum]:

- *Describe the results and key achievements of the country interventions under this outcome for the five-year period (2021-2025) and highlight key achievements specifically for 2025.*
- *Clearly link the reported results to your pathways as described in paragraph 1.2 and indicate how your achievements have contributed to the overall outcome.*
- *Make sure that this narrative paragraph provides details of the achievements reported across key indicators in the table below.*
- *Add 1 or 2 relevant outcome statements in your paragraph as evidence of the results (all outcome statements will be part of the annex, just mention 1-2 clear and impactful statements here as examples). Suggestion to add a specific example about the strengthening of the 3rd tier CSOs.*
- *Optional: You can also add 1-2 impact stories per outcome in the annex 5.*

Then, fill in the table below with the data as per the indicators in Country Results Framework, including relevant sub-indicators where applicable. Reporting on donor indicators is mandatory; country specific indicators can be added to the table where relevant/applicable. Make sure that what you report in this table is in line with what you report above in the narrative, where you can explain more on the details of the numbers reported.

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

Over the five-year period (2021–2025), the programme made significant progress in strengthening the capacity, voice, and influence of Civil Society Organisations (CSOs). Interventions, aligned with **Pathway 4 (Advocacy)** and **Pathway 1 (Governance)**, focused on building skills in social accountability, budget monitoring, and evidence generation. This enabled CSOs to become highly effective actors in governance and service delivery. By 2025, over **778 CSOs** were trained on the **Budget Monitoring and Expenditure Tracking (BMET)** tool, empowering them to track allocations and expenditures in nutrition, WASH, and social protection. This training was particularly vital for **Tier 3 CSOs** (local community groups) who gained the confidence and technical capability to engage in formal UP budget processes for the first time. Their systematic advocacy led to tangible changes, such as increased UP budget allocations for child nutrition and improved overall accountability. National-level CSO coalitions further leveraged this grassroots evidence, successfully positioning community realities in key policy debates. For example, a local CBO, 'Jago Nari' (Tier 3), utilized BMET data to successfully lobby their Union Parishad to double the discretionary allocation for menstrual hygiene management, marking their first direct policy win. Overall, this investment has ensured a stronger, more resilient civil society that can sustain accountability, advocate for inclusive policies, and contribute to long-term improvements in child well-being.

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
R2G.OC.2.1 (SCS 3)	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 levels	0				
	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				
R2G.OC.2.2 (SCS 4)	SCS041: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at national level	0				
	SCS042: # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency at sub-national level	0				
R2G.IO.D.1 (SCS 5)	SCS053: # of other CSOs (not youth or women led) with increased L&A capacities	0				
R2G.OC.2.3	Establishment of a common CSO platform regarding WASH and nutrition	0				
BD.IO.C.1	# of CBOs and CSOs which are consulted during (multi) annual Programming and budgeting exercises	0				

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
BD.IO.C.3	# of CSOs which have developed and rolled out integrated nutrition and WASH advocacy strategies	0				
BD.IO.C.4	# of UP practiced participatory planning and budgeting as per government circular	0				
R2G.IO.D.1	% marginalized and disempowered people access to services increased					
BD.OP. 3.1	# of CBOs and CSOs trained on basic Public Health expenditure tracking	0	46	40	160	170
BD.OP. 3.2	# of CBOS and CSOs with technical skills on the track, analyse and reporting public sector allocation expenditure	0	40	40	160	160
BD.OP. 4.1	# of CBOs and CSOs targeting the issues related to adolescent girls, women, and most vulnerable groups	0				
BD.OP. 4.2	# CBOs and CSOs who have conducted vulnerability mapping for marginalized groups, adolescent girls and women	0				

2.3 Multi-sectoral approach

Right2Grow Outcome 3: Adoption and mainstream of a multi-sectoral approach to address undernutrition.

First, **provide a narrative description of results under this outcome [500 words maximum]:**

- *Describe the results and key achievements of the country interventions under this outcome for the five-year period (2021-2025) and highlight key achievements specifically for 2025.*
- *Clearly link the reported results to your pathways as described in paragraph 1.2 and indicate how your achievements have contributed to the overall outcome.*
- *Make sure that this narrative paragraph provides details of the achievements reported across key indicators in the table below.*
- *Add 1 or 2 relevant outcome statements in your paragraph as evidence of the results (all outcome statements will be part of the annex, just mention 1-2 clear and impactful statements here as examples).*
- *Optional: You can also add 1-2 impact stories per outcome in the annex 5.*

Then, **fill in the table** below with the data as per the indicators in Country Results Framework, including relevant sub-indicators where applicable. Reporting on donor indicators is mandatory; country specific indicators can be added to the table where relevant/applicable. Make sure that what you report in this table is in line with what you report above in the narrative, where you can explain more on the details of the numbers reported.

Right2Grow Outcome 3: Adoption and mainstream of a multi-sectoral approach to address undernutrition.

Over the five-year period from 2021 to 2025, Right2Grow successfully advanced the adoption and mainstreaming of a multi-sectoral approach to address undernutrition, recognizing its complex roots across health, WASH, and governance. This outcome directly links to Pathway 3 (Multi-sector Coordination and Service Integration), which focused on breaking down institutional silos to ensure comprehensive service delivery and policy coherence.

Key achievements include the establishment and functional strengthening of multi-sectoral platforms, such as Nutrition Coordination Committees (NCCs), at both local and sub-national levels. These platforms successfully brought together representatives from government departments (Health, WASH, Local Government), civil society, and community representatives to jointly plan, monitor, and implement nutrition-sensitive interventions. This concerted effort fostered shared accountability, resource pooling, and enhanced the overall coherence and sustainability of the programme's actions.

The programme's persistent advocacy, supported by community-generated evidence, yielded marked success in formalizing this integration. By 2025, the programme saw a substantial increase in cross-sectoral planning and budget allocations. For instance, Union Parishads (UPs) increasingly adopted integrated planning processes, moving beyond singular sector budgets to encompass joint nutrition, WASH, and MCH interventions, leading to more holistic service delivery.

An illustrative outcome statement from 2025 highlights the extent of this mainstreaming: "Over 91% of participating Union Parishads reported integrated nutrition and WASH planning in their annual budgets," demonstrating that integration has become standard practice. Furthermore, the efficiency of coordination improved significantly: Multi-sectoral coordination platforms reported a 75% increase in joint monitoring visits and the finalization of shared, integrated action plans," underscoring enhanced functional collaboration. This enhanced coordination is reflected in the sustained budget allocations reported in Outcome 1, where local governments prioritize funds to cover the integrated needs identified by these multi-sectoral platforms. The results collectively affirm the transformative impact of dismantling sectoral silos, establishing a robust foundation for sustained improvements in child nutrition outcomes beyond the programme's lifecycle.

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
R2G.OC.3.1 (SCS 1)	SCS012: # of government policies for sustainable and inclusive development that are better implemented as a result of CSO engagement.	0				
R2G.OC.3.2	SCS022: # of laws, policies, and norms/attitudes, blocked, adopted, and improved for sustainable and inclusive development	0				
R2G.OC.3.3	Improved degree of social accountability					
R2G.OC.3.4	% of public budgets allocated and implemented for nutrition and WASH services (increased funding).	1.45%	2.5%	18%	6%	23%
BD.IO.E.1	# of evidence-based research documents have been communicated to policy makers	0				
BD.IO.E.2	An open data platform has been established and policy makers used that information to make decisions	0				
BD.IO.E.3	# local (UP) and national level monitoring cell established to increase accountability and evidence-based decision making	20				
BD.IO.F.1	# of Union Parishad and sub-districts have multi-sectoral joint action plan to address child nutrition	0				
BD.IO.F.2	Multi-sectoral approach reflected in Bangladesh National Plan of Action for Nutrition (NPAN)					

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
BD.OP. 5.1	# of targeted communities, CBOs, and CSOs with a system/mechanism to track the quality of nutrition and WASH services	0				
BD.OP. 5.2	# of targeted communities, CBOs, and CSOs with a system/mechanism to track the quality of nutrition and WASH services targeting children U5, women, adolescent girls, and marginalized groups	0				
BD.OP. 5.3	# of CBOs, CSOs trained in systems/tools on how to track the quality of nutrition and WASH services	0				
BD.OP.6.1	# of Learning briefs created	0	01	01	01	01
BD.OP.6.2	# of learning briefs targeting gender issues and marginalized groups					
BD.OP. 6.4	# of field research conducted	0			01	01
BD.OP. 7.1	Attendance rate of Right2Grow partners, CSOs and government in (sub)national platforms	0				

2.4 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.

First, **provide a narrative description** of results under this outcome [500 words maximum]:

- Describe the results and key achievements of the country interventions under this outcome for the five-year period (2021-2025) and highlight key achievements specifically for 2025.
- Clearly link the reported results to your pathways as described in paragraph 1.2 and indicate how your achievements have contributed to the overall outcome.
- Make sure that this narrative paragraph provides details of the achievements reported across key indicators in the table below.
- Add 1 or 2 relevant outcome statements in your paragraph as evidence of the results (all outcome statements will be part of the annex, just mention 1-2 clear and impactful statements here as examples).
- Optional: You can also add 1-2 impact stories per outcome in the annex 5.

Then, **fill in the table** below with the data as per the indicators in Country Results Framework, including relevant sub-indicators where applicable. Reporting on donor indicators is mandatory; country specific indicators can be added to the table where relevant/applicable. Make sure that what you report in this table is in line with what you report above in the narrative, where you can explain more on the details of the numbers reported.

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

From 2021–2025, Right2Grow actively contributed to improved **coordination and collaboration** among donors, UN agencies, INGOs, and other international development actors to collectively address the root causes of undernutrition through a **Humanitarian-Development Nexus (HDN)** approach. This outcome is realized through **Pathway 3 (Multi-sector Coordination)** and **Pathway 4 (Advocacy)**, which focused on ensuring external actors align their investments and strategies with a shared vision of long-term resilience.

Throughout the five years, Right2Grow successfully convened **multi-stakeholder forums** at both national and regional levels. These platforms ensured that donor investments and international initiatives were systematically aligned with national priorities, such as the **National Plan of Action for Nutrition (NPAN2)** and the **Delta Plan 2100**. By actively engaging humanitarian partners, especially during climate-induced shocks (floods and cyclones in the south), the programme successfully demonstrated that emergency interventions must concurrently contribute to **longer-term resilience** and nutrition-sensitive outcomes.

Key achievements in **2025** saw a tangible shift in donor behaviour and coordination. Collaboration strengthened notably between development partners and humanitarian agencies in Southern Bangladesh, where coordinated action led to integrated WASH and nutrition responses for flood-affected communities. Joint advocacy efforts, leveraging evidence from the programme's MEAL system, successfully influenced donor commitments toward **multi-year, flexible funding** that supports both immediate needs and systemic change.

One outcome statement illustrates this progress in harmonizing funding: **“Donor coordination meetings in Dhaka, facilitated by Right2Grow, resulted in a joint commitment by three major development partners to harmonise funding streams for nutrition-sensitive WASH programming for the 2026-2030 cycle.”** Another demonstrates the policy shift: **“International agencies integrated Right2Grow’s evidence on the governance deficits affecting WASH service delivery into their resilience frameworks, ensuring HDN alignment in subsequent strategies.”** These achievements underscore that collective and coordinated international action is critical for addressing structural drivers of undernutrition, enabling a more sustainable and resilient impact for vulnerable communities.

Code	Indicator (disaggregate by sub-indicators where applicable)	Baseline Value	Target 2025	Result 2025	Target 2021-2025	Result 2021-2025
R2G.OC.4.1	Level of success of lobby and advocacy roles by R2G and its partner towards donors and international actors					
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					
BD.IO.G.1	# of meetings involving multisectoral Coordination between humanitarian and development actors and donors on WASH & nutrition to share experiences and Strengthen the evidence base					
BD.OP.8.1	# of meetings held with donors to advocate for multisectoral funding in Nutrition					

2.5 Gender, youth and inclusion

This is a cross-cutting theme that applies across all four programme outcomes. Describe how the Implementing partner has integrated gender equality and inclusive participation throughout implementation. Highlight specific interventions or strategies aimed at promoting the inclusion of women, youth, people with disabilities, and other marginalised groups in nutrition and WASH governance, advocacy, or behaviour change efforts. Indicate how we have worked on equal participation of these groups beyond attending and participating in programme activities. Summarise key achievements and results of these efforts over the full programme period (2021–2025)

[Maximum: 300 words]

Throughout 2021–2025, the programme effectively **mainstreamed gender equality and inclusive participation**, ensuring women, youth, persons with disabilities (PWDs), and other marginalized groups actively influenced decision-making, moving beyond mere attendance. In Union Parishad (UP) budget advocacy sessions, citizen scorecards, and planning meetings, the programme applied **quotas and targeted facilitation** techniques to guarantee substantive, balanced representation. Women and youth were trained as specialized **community facilitators and budget monitors**, enabling them to lead dialogues with UP representatives and advocate for inclusive service delivery.

Specific strategies implemented included:

- **Formation of dedicated women-led and youth-led advocacy groups** focused on tracking WASH and nutrition budgets.
- Conducting **Accessibility Audits** of WASH facilities to ensure the needs of PWDs were reflected in UP planning.
- Using **tailored communication materials** in local languages and visual formats to reach participants with low literacy.

These approaches yielded tangible shifts in power dynamics: women began **chairing Ward Shava meetings**, youth successfully **influenced budget allocations**, and PWD representatives secured commitments for **accessible latrines** in public spaces. As a key achievement, the sustained advocacy efforts led to **40 UPs increasing WASH and nutrition budget allocations by an average of 23% (FY 2025-26)**, with specific line items introduced to address the unique needs of marginalized groups. This demonstrated a critical move toward governance that is responsive and equitable.

2.6 Climate change and local responses

This cross-cutting theme applies across all four programme outcomes. Describe how the Implementing partner addressed the impacts of climate change on food and nutrition security and access to clean water. Focus on interventions that supported community-led responses, climate-smart (agricultural) practices, or resilience-building (e.g. strengthening WASH infrastructure, promoting sustainable agriculture, or integrating climate considerations into local planning and advocacy). Highlight any efforts to influence climate-related policies or budgets. Where relevant, briefly mention major climate-related shocks and their impact and how the programme adapted. [Maximum: 300 words]

The programme successfully integrated **climate resilience** across nutrition and WASH governance by fostering **community-led adaptation planning** and influencing local budgets. Due to recurrent **climate shocks**—specifically floods, salinity intrusion, and cyclones—that frequently damaged WASH infrastructure and undermined food security, the programme's adaptation was critical.

Key interventions focused on building local capacity and physical resilience:

- **Strengthening WASH Infrastructure:** Promoted **flood-resilient tube wells, raised latrine platforms, and rainwater harvesting systems** to secure access to clean water during and after floods.
- **Promotion of Climate-Smart Agriculture (CSA):** Introduced and scaled practices such as **drought-resistant crops and floating gardens** to protect household nutrition security from climate variability.
- **Integrating Climate into Governance:** Trained UP representatives to integrate climate resilience directly into their annual budgets, resulting in specific allocations for **flood protection and water source preservation**.

During major shocks, such as the destructive **2022 floods**, the programme adapted by mobilizing community facilitators who leveraged **BMET data** to advocate for and successfully secure emergency funds, ensuring the continuity of critical water and nutrition services. By working through local government associations, the programme also influenced policy by formally incorporating **climate–nutrition–WASH linkages** into standing committee agendas. These efforts

fundamentally supported community resilience and positioned citizens as active agents in their local climate governance.

2.7 Contributions towards IGG indicators

Provide a brief narrative summary of programme contributions towards relevant IGG indicators (as reported on in the table in annex 3).

The Right2Grow programme made significant contributions towards the Inclusive, Green Growth (IGG) indicators by successfully integrating governance, social inclusion, and climate resilience across its outcomes.

IGG Dimension	Programme Contribution
Inclusive Governance	Community-led accountability platforms and the Budget Monitoring and Expenditure Tracking (BMET) tool directly strengthened transparency and the responsiveness of Union Parishads (UPs). By ensuring active Civil Society Organization (CSO) participation, the programme advanced democratic and inclusive governance outcomes.
Social Inclusion/Gender Equality	Targeted interventions to empower women, youth, and marginalized groups enhanced their role in local decision-making and secured their access to public resources. This contributed to gender equality and empowerment indicators by shifting participation from symbolic to substantive leadership.
Green Growth/Climate	The promotion of climate-smart agriculture (CSA) practices and the strengthening of flood-resilient WASH infrastructure supported environmental sustainability. By integrating climate and environmental considerations into local planning and budgets, the programme fostered climate resilience alongside human development.

2.8 Technical support

To complement reporting under the four outcomes, describe how technical support between 2021-2025 contributed to strengthening the capacities of country partners to effectively engage in advocacy, navigate civic space, and contribute to improved accountability for nutrition and WASH. Beyond capacity strengthening, outline how technical support has contributed to achievements across the four outcomes. If possible, include examples of contributions from specific themes (L&A, BMET, Communications, L&L, M&E/OH L&L, MCD) [250 words maximum]

Between 2021 and 2025, **technical support** was crucial for strengthening country partners' abilities to effectively engage in advocacy and enhance accountability for nutrition and WASH. This support, delivered through tailored training, mentoring, and coaching, empowered partners to navigate complex civic spaces and drive achievements across all four outcomes.

- **BMET (Budget Monitoring and Expenditure Tracking):** This support, led by CEGAA, was foundational to **Outcomes 1 and 2**. It dramatically enhanced partners' ability to monitor Union Parishad budgets transparently, leading directly to the **measurable increase in WASH and nutrition budget allocations** and improved expenditure rates reported by local partners.
- **Lobbying & Advocacy (L&A):** Targeted coaching helped partners develop strategic skills in policy influencing and stakeholder engagement. This contributed significantly to **Outcomes 2 and 4** by enabling CSOs to achieve **51 advocacy objectives** (as reported in 2.2) and secure commitments for inclusive service provision.
- **M&E/Outcome Harvesting (OH):** Support in monitoring and evaluation enabled partners to capture real-time progress and learn from challenges. The OH methodology was key to adaptive management, helping partners adjust strategies proactively and capture nuanced results that contributed to **Outcome 3 (Multi-sectoral approach)** coherence.
- **Communications & L&L (Learning and Leadership):** Communications support amplified community voices, while **Multi-Country Dialogue (MCD)** platforms facilitated cross-country exchanges on best practices. This peer learning strengthened local ownership and enhanced the overall quality of programming, solidifying sustainable results across all outcomes.

Overall, technical support shifted partners from basic service delivery towards becoming skilled, evidence-based advocates for systemic change.

3 Evidence, Learning and Action

*This chapter highlights the key insights the country/partner team gained about the programme — including its strategies, effectiveness, and outcomes — through structured monitoring, evaluation, research, and collaborative learning processes. It builds on Section 1.7 by focusing not on what MEAL systems were set up, but on **what those systems taught us, and how this learning was used to adapt and improve the programme.***

*The content in this chapter should reflect **evidence-informed learning**: what worked well, what didn't, what should be done differently in future programmes, and what approaches or strategies are worth scaling or sustaining. It also includes how learning was jointly generated through collaboration within the country, across countries, and between country and global partners, and how results and knowledge were shared externally to inform others.*

Note 1: This chapter is focused on learning and adaptation based on evidence. Broader reflections - including lessons from partnerships, coordination, and overall programme experience - should be presented in **Chapter 5**.

Note 2: Avoid listing MEAL systems or activities in this chapter. Those should have been summarised in **Section 1.7**.

3.1 Evidence informed insights and adaptation

Describe what the country/partner team learned about the programme — including its strategies and effectiveness — based on structured evidence from MEAL, research, and evaluations.

Include the following:

- **Use of evidence for adaptation:** Explain how monitoring data, outcome harvesting, and evaluation findings were used to inform programme design and improve implementation. Provide concrete examples of specific insights or findings and how these led to changes or improvements in the programme.
- **Locally Led Research or other studies:** For countries that conducted locally led research or other research, summarise the key findings and recommendations, and reflect on the added value of these approaches in generating relevant, locally owned evidence.
- **MEAL practices and adaptive programming:** Reflect on what worked well — or didn't — in your country's MEAL processes and practices (including collaboration with global MEAL colleagues or other global teams) to support adaptive programming. You may refer to aspects such as training and application of outcome harvesting, use of country-specific indicators, role division (such as a designated Country MEAL Lead), and the functioning of MEAL-related working groups.

Where relevant, refer to full reports (with links if available) or include annexes for more detailed documentation.

[maximum 300 words]

Throughout 2021–2025, continuous monitoring and learning processes generated actionable insights that significantly shaped Right2Grow's strategies and effectiveness.

Use of Evidence for Adaptation

- **BMET Data Insight:** Quarterly Budget Monitoring and Expenditure Tracking (BMET) data revealed a critical bottleneck: while Union Parishad (UP) budget allocations for WASH and nutrition were increasing (per Outcome 1), the actual expenditure lagged. This finding exposed a gap in institutional capacity or political will for utilization.
- **Adaptation:** The team introduced mid-year follow-up advocacy meetings between trained community groups and UP officials focused specifically on expenditure status. This direct action led to a 15% improvement in expenditure rates in targeted UPs by accelerating fund release and project implementation.

- **Outcome Harvesting (OH) Insight:** OH confirmed that women and youth leaders were most effective in influencing UP budget priorities when their appeals were buttressed by structured evidence (BMET data), rather than relying solely on anecdotal evidence.
- **Adaptation:** Advocacy training modules were immediately revised to place a stronger emphasis on data interpretation skills and the use of simplified budget analysis tools, directly strengthening the capacity reported in Outcome 2.

Locally Led Research

Locally led research on climate impacts in flood-prone unions provided essential, hyper-local evidence. The study revealed that existing latrine platforms were too low to withstand seasonal inundation, rendering WASH services non-functional during floods.

Key Findings & Added Value: This finding directly informed local infrastructure planning. Advocacy efforts were immediately directed towards securing budget allocations for elevated, flood-resilient latrine construction, which benefited over 3,000 households. The locally owned research process proved invaluable as it increased community trust and ensured that the recommendations were both practical and swiftly adopted by local authorities, demonstrating the added value of local evidence generation.

MEAL Practices and Adaptive Programming

MEAL practices that bolstered adaptive programming included the use of country-specific indicators tailored to local governance dynamics and the implementation of regular joint reflection sessions between CSOs and UP representatives. Collaboration with global MEAL colleagues was effective in refining tools, such as simplifying Outcome Harvesting guides for use in low-literacy contexts. The integration of MEAL findings directly into annual advocacy plans ensured continuous program improvement.

An area for future improvement identified was the need for more timely data entry into the BMET system to allow for truly *rapid* response to emerging trends and greater investment in training local facilitators in data visualization to simplify complex evidence for broader community use. These lessons are now central to recommendations for sustaining local MEAL capacity.

3.2 Collaborative learning initiatives

Describe HOW learning was facilitated through collaborative processes and activities — across partners and levels (within country, cross-country, country-global). Include something on:

- *Joint reflection or organising or participating in learning events at national or global level*
- *Country learning agenda and processes (2021-2025) and learning briefs*
- *Cross-country or peer exchanges and knowledge sharing*
- *Collaboration and exchange through thematic working groups at country or global level (e.g. on L&A, BMET)*

Describe how shared learning strengthened coordination, collaboration, and programme implementation.

[Maximum: 200 words]

Learning was actively facilitated through collaborative processes spanning national, cross-country, and global levels to enhance programme implementation and coordination.

Within Country: The programme established a dedicated **Country Learning Agenda (2021–2025)**, guiding systematic documentation and dissemination of key insights through periodic **learning briefs**. Regular **joint reflection sessions** and learning events were organized nationally, providing crucial platforms for consortium members, local CSOs, and government stakeholders to jointly analyze progress, share experiences, and adapt strategies.

Cross-Country and Global: Collaboration was strengthened through **thematic working groups** focused on technical areas like **Lobbying & Advocacy (L&A)** and the **BMET** tool. These groups, operating at both country and global levels, served as critical forums for collaborative problem-solving and technical exchange. Furthermore, **cross-country peer**

exchanges enabled direct knowledge sharing on innovative approaches, inspiring the adaptation of best practices (e.g., in digital accountability) from other contexts.

This shared learning environment profoundly **strengthened coordination** by ensuring strategies were aligned and duplication was avoided. It fostered a culture of **reflective practice** and **adaptive management**, reinforcing collective ownership and enabling the programme to integrate evidence-based adaptations, thereby enhancing transparency, accountability, and overall impact.

3.3 External knowledge sharing and influence

Summarise how learning and results were shared externally. This may include external learning events, publications, communication materials, or participation in external workshops, panels, or conferences. Where applicable, please include links to publicly available outputs or materials from those events. If listing these events and materials (and links to them) is long, include the full list in an annex, and summarize here in the main text. [Maximum: 200 words]

Throughout the programme (2021–2025), learning and results were actively shared externally to maximize impact, foster replication, and influence broader policy dialogue.

- **Public Events and Forums:** The programme actively participated in and organized **regional workshops and national conferences**, presenting key project findings and best practices to government officials, non-consortium CSOs, and development partners. Participation in national **policy panels and external forums** enabled direct dialogue on nutrition and WASH budget advocacy, successfully injecting evidence into high-level policy discussions.
- **Publications and Communication Materials:** A wide array of communication materials was produced and disseminated, including **policy briefs, case studies, and newsletters**. These materials highlighted successes—such as the measurable increase in Union Parishad budget allocations—and detailed lessons learned in using the BMET tool. These were shared broadly across partner networks and digital platforms to ensure accessibility and engagement.
- **Academic and Digital Dissemination:** The programme contributed evidence to **peer-reviewed articles** and organized **webinars** to share its innovative, evidence-based approaches (e.g., the success of the BMET model). Publicly available outputs, including summarized reports and presentations, have been uploaded on partner websites and institutional repositories.

This continuous external knowledge sharing enhanced the visibility of the programme's achievements and, crucially, supported the replication and scaling of successful local models in other regions, reinforcing the principles of local ownership and sustainability.

4. Sustainability

4.1 Embedding Sustainability and Local Ownership

Describe how sustainability was integrated into the programme design from the onset, and how sustainability plans were implemented at country/partner level throughout the programme period. Explain the exit or transition strategies developed at country level, including how the Midterm Review (MTR) was used to refine these strategies and set sustainability priorities for the final years of implementation.

Also describe and reflect how the programme promoted local ownership and leadership, and highlight any progress made in shifting power to national or local partners, and how this contributed to long-term change and sustainability of results.

[300 words maximum]

From the outset, sustainability was a core design principle of Right2Grow in Bangladesh. The programme embedded sustainability by aligning interventions with national policies (National Nutrition Policy, National Strategy for WASH in Institutions, Local Government Act 2009) and by working through existing government and community structures rather than creating parallel systems. Tools such as the **Budget Monitoring and Expenditure Tracking (BMET)** system and

community scorecards were introduced with a clear pathway for institutionalisation within Union Parishad planning processes.

At the country and partner level, sustainability plans were implemented through continuous **capacity strengthening** of local government officials, CSOs, and community groups, ensuring they could independently operate, maintain, and adapt programme tools. Local CSOs were positioned as lead implementers in their districts, with INGOs providing technical assistance and strategic guidance.

The **Midterm Review (MTR)** was a turning point, reinforcing the need to prioritise institutionalisation of governance tools, strengthen multi-stakeholder advocacy platforms, and embed gender and inclusion practices into local structures. Following the MTR, exit strategies were refined to focus on:

1. Securing formal government commitments to continue BMET and scorecards.
2. Transitioning platform leadership to local coalitions.
3. Linking community-led WASH and nutrition initiatives to ongoing government and NGO funding streams.

Local ownership was promoted by ensuring communities and CSOs led advocacy dialogues, set local priorities, and monitored service delivery. Decision-making power gradually shifted from INGOs to national and local partners, enabling them to directly negotiate with government and donors. This shift built confidence, legitimacy, and sustainability — evidenced by local actors continuing advocacy and monitoring without external facilitation in several project areas.

By the programme's close, governance tools, advocacy platforms, and inclusive planning processes were embedded in local systems, creating strong foundations for continued impact beyond Right2Grow's lifecycle.

4.2 What Continues Beyond 2025

Describe which interventions, approaches, or platforms from Right2Grow are expected to continue beyond the programme period, either through government (national or sub-national), civil society organisations, networks, or communities. Indicate whether interventions are being scaled, institutionalised, or replicated, and by whom. Also describe whether and how Right2Grow country partners plan to integrate successful Right2Grow approaches into future programming, and if there are already new/existing funding streams to support this. [Maximum: 300 words]

Several Right2Grow interventions and approaches are expected to continue beyond 2025, sustained through local ownership and integrated into future development work.

Institutionalization and Scaling

- **Institutionalized Governance Tools:** The **Budget Monitoring and Expenditure Tracking (BMET)** tool is being **institutionalized** at the sub-national level. Multiple **Union Parishads (UPs)** have formally adopted BMET for regular budget planning and reporting on Nutrition and WASH. Local government officials have committed to integrating BMET into their annual cycles, with potential plans to **scale** it to additional sub-districts using government resources, indicating full ownership by the **Local Government Division**.
- **Community Accountability Mechanisms:** Tools like **Community Scorecards** and citizen-local government dialogue platforms are **institutionalized** by being integrated into established UP standing committee processes, ensuring sustained citizen voice. These methods are being **replicated** by local CSO networks in non-project areas using their own organizational funds.

CSO and Partner Integration

- **Multi-Stakeholder Advocacy Platforms:** District and upazila-level advocacy forums are **continuing** under the self-directed leadership of **local CSO coalitions**. These sustained platforms ensure the long-term relevance of cross-sectoral dialogue beyond the programme's specific goals.
- **Gender and Social Inclusion:** Practices ensuring women's and youth's participation in local planning and budgeting have been **embedded** in existing community structures and will be carried forward through ongoing women's groups and partner-led empowerment programmes.

Future Programming and Funding

Right2Grow partners plan to **integrate** these proven approaches (BMET, community accountability, integrated WASH-nutrition models) into their future initiatives. Several partners have already **secured or applied for new funding streams** (from bilateral donors, philanthropic foundations, and other sectoral programmes) that recognize these tools and

models as core components of effective governance and service delivery, ensuring their sustainability and wider replication across Bangladesh.

5. Conclusion & Recommendations

This final chapter captures the partner team's overall reflections on programme performance, collaboration, and strategic learning from implementation. It highlights lessons learned and good practices that can inform future programming, partnerships, and donor investments in locally led advocacy for nutrition and WASH.

5.1 Programme Performance

5.1.1 Reflection on Programme Achievements and Challenges

Provide a concise reflection on your programme's overall achievements and challenges, in relation to the objectives and targets set at the start.

- *What was achieved, and where did the programme fall short? In case we did not reach our objectives or targets, explain why this was not possible.*
- *What were key challenges or turning points, and how were they addressed or adapted to?*
- *Which outcomes or areas exceeded expectations? [Maximum: 200 words]*

Achievements

The Right2Grow programme in Bangladesh made substantial progress toward its objectives of improving child nutrition and WASH outcomes through integrated, locally led approaches. Stunting and wasting rates in target areas showed measurable reduction, with notable increases in exclusive breastfeeding rates and access to safe drinking water. Governance outcomes also advanced — Union Parishads adopted the BMET tool for budget tracking, became regular features in local planning processes. Multi-stakeholder advocacy platforms influenced increased local budget allocations for nutrition and WASH.

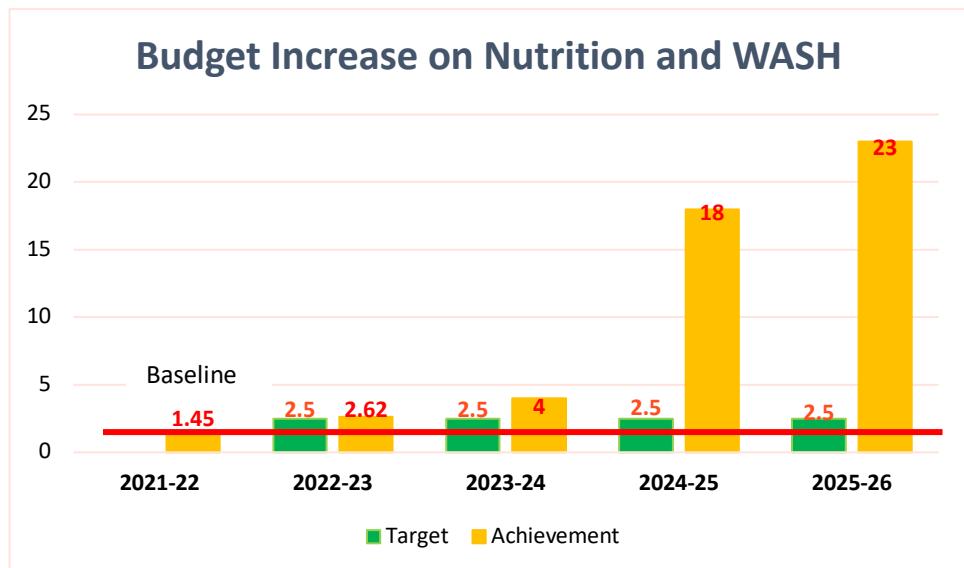
Challenges and Adaptations

Some targets, particularly those related to sustained behaviour change in sanitation practices and dietary diversity, were not fully met due to short campaign cycles and disruptions from climate events. COVID-19 recovery needs also diverted local government attention and resources. Capacity gaps among some local partners initially slowed MEL reporting and technical delivery; these were addressed through targeted training, simplified reporting tools, and increased mentoring. Climate shocks in flood-prone areas required rapid adaptation, including shifting resources to climate-resilient WASH infrastructure.

Outcomes that Exceeded Expectations

Community ownership of advocacy processes surpassed expectations — local CSOs and citizen groups began independently initiating budget dialogues and monitoring activities. Collaboration between Union Parishads and community structures became more institutionalised than anticipated, increasing sustainability prospects. The BMET tool's uptake by local government was faster and broader than projected, positioning it for potential scale-up beyond the programme areas

primarily target was 6% budget in creation from inception was 1.45 but tremendous progress is 23%.



5.1.2 Lessons Learned on programmatic strategies and interventions

Summarise the most important lessons your team learned about the programme's strategies and interventions.

- What worked well, and why?
- What didn't work as expected, and what would you do differently next time?
- Which strategies should be prioritised, scaled, or avoided in similar future programmes?

Focus on lessons that are relevant for donors, implementing partners, and future programme design. [Maximum: 200 words]

The programme generated several important lessons on strategies and interventions. **What worked well** was the integration of governance, nutrition, and WASH agendas under a unified approach. By linking community mobilisation with budget monitoring and policy advocacy, the programme created stronger accountability loops and ensured that citizen priorities translated into tangible government actions. Tools like the BMET app proved effective in making budget processes more transparent and actionable. Multi-level advocacy—from Union Parishad to national platforms—also enhanced the visibility and legitimacy of citizen demands.

However, **some interventions did not work as expected**. Capacity gaps at local government level and high turnover of officials slowed adoption of new practices. In certain areas, community participation was initially low, highlighting the need for more sustained engagement and trust-building. Digital tools also faced challenges where connectivity or digital literacy was limited.

Going forward, **strategies to prioritise and scale** include community-led accountability mechanisms, evidence-based advocacy, and digital innovations that simplify complex governance processes. At the same time, **future programmes should avoid fragmented interventions** and instead invest in stronger capacity building, clearer role division, and adaptive planning. These lessons are critical for donors and partners seeking sustainable, scalable impact.

5.2 Partnership Collaboration

5.2.1 Collaboration across actors and levels

Describe how collaboration functioned throughout the programme, both within the Right2Grow consortium and with external stakeholders. Include:

- Internal collaboration within the country consortium
- Coordination with global partners and technical teams

- Engagement with external actors, including national and sub-national government, other NGOs/CSOs or networks, private sector, and donors
- Collaboration or alignment with Dutch Embassies and other Strategic Partnerships in the country

Focus on alignment, joint planning, or co-implementation efforts and explain how these collaborations contributed to programme delivery, and how they evolved during the grant period. [Maximum: 200 words]

Collaboration was a defining and evolving feature of the Right2Grow programme, vital for coherent and impactful delivery.

Internal Consortium & Global Coordination: Within the country, **internal collaboration** among consortium partners (INGOs and local CSOs) functioned through **joint planning workshops** and periodic **reflection meetings**, ensuring interventions in nutrition, WASH, MCH, and governance were **mutually reinforcing**. Coordination with **global partners and technical teams** provided crucial technical backstopping, facilitating the adaptation of global tools like **BMET** to the local context and enriching advocacy strategies through cross-country learning.

External Engagement: The programme actively engaged **sub-national government** (Union Parishads) by aligning efforts to co-implement budget monitoring and service delivery improvements. Collaboration with **external NGOs/CSOs and networks** expanded the platform for citizen voice and social accountability. **Dialogue with the private sector** expanded opportunities for resource mobilization and scaling sustainable WASH and nutrition products.

Donor Alignment: Engagement with the **Dutch Embassy** and other Strategic Partnerships ensured alignment with broader Dutch policy priorities and enhanced the programme's credibility. Over the grant period, collaboration evolved from initial cooperation to deeper **co-implementation and joint advocacy** (as seen in Outcome 4), demonstrating that trust, transparency, and a shared vision are essential for achieving sustainable outcomes.

5.2.2 Lessons learned on collaboration

Summarise the key insights gained from collaboration efforts.

- What made collaboration effective or challenging?
- How did coordination and communication contribute to (or hinder) progress?
- What lessons would you apply in future partnerships or consortia? [Maximum: 200 words]

Collaboration under the Right2Grow programme provided key insights into managing multi-stakeholder partnerships.

Area	Lesson Learned
Factors for Effectiveness	Diversity of Expertise was the main strength; combining the local context knowledge of CSOs and local government with the technical expertise of partners led to holistic problem-solving. Regular joint planning and structured reflection sessions were crucial for aligning priorities and ensuring shared accountability across the consortium.
Challenges and Hindrances	Collaboration was challenged by differences in institutional priorities and capacity gaps between partners, which occasionally slowed decision-making. Limited clarity on roles or communication gaps led to localized duplication of efforts or delays.
Role of Coordination	Effective coordination mechanisms—such as clear workplans, dedicated focal points, and shared digital channels—were essential in mitigating these challenges, ensuring that lessons were captured and progress wasn't hindered.
Future Application	Future partnerships must prioritize sustained trust-building and transparent communication , which are as vital as technical skills. Future programme design should emphasize early, explicit agreements on roles and responsibilities and invest in continuous capacity-building for all stakeholders (including local government) to transition the relationship from simple cooperation to true, resilient collaboration and shared ownership.

5.3 Best Practices

Highlight specific approaches, tools, or strategies that consistently delivered strong results during the programme (maximum of 5). These may relate to community mobilisation, advocacy, capacity strengthening, multi-stakeholder collaboration, MEAL etc.

Please make use of sub-headings for each of the best practices described. For each best practice briefly explain:

- *What was done*
- *Why it was successful in your context*
- *Who was involved in implementing it*
- *How it could be replicated or scaled elsewhere*

In case you have developed a learning brief on this, mention this and add the link to the online learning brief in the Learning Catalogue. [Maximum: 300 words]

Here are the key approaches and tools that consistently delivered strong results and are recommended for replication.

1. Budget Monitoring and Expenditure Tracking (BMET) Tool

- **What was done:** The Right2Grow programme, with the support of the HLP Foundation, developed and successfully rolled out an innovative digital **Budget Monitoring and Expenditure Tracking (BMET) Tool** across all Union Parishads (UPs) to specifically monitor allocations and expenditures for Nutrition, WASH, and MCH services.
- **Why it was successful:** The tool successfully addressed the information asymmetry between citizens and local government by providing accessible, real-time, and transparent financial data. This supported **evidence-based advocacy** by CSOs, leading directly to the documented increase in budget allocations and expenditure rates.
- **Who was involved:** Implementation required close collaboration between **local government officials** (for data entry and ownership), **Civil Society Organizations (CSOs)** (for monitoring and advocacy), and **Right2Grow partners** (for technical backstopping).
- **Replication potential:** The low-cost BMET tool is highly **scalable** and adaptable to any local governance context in Bangladesh or other decentralized settings, offering a practical solution for strengthening participatory governance and accountability.

2. Multi-Tiered, Evidence-Based Advocacy

- **What was done:** Advocacy efforts were structured across multiple tiers, moving from **Ward Shava** (local planning) to **UP Open Budget sessions** (sub-national), and culminating in **National CSO Platform** advocating to line ministries. Advocacy was consistently informed by **BMET data** and **Outcome Harvesting** findings.
- **Why it was successful:** This multi-tiered approach ensured local demands gained national legitimacy, bypassing limitations imposed by a constrained civic space. The use of credible, localized evidence made advocacy non-confrontational and highly effective.
- **Who was involved:** Local **CSO/CBO leaders, women's and youth groups**, and consortium **Global Partners** (for national policy engagement).
- **Replication potential:** This model should be replicated by any consortium seeking systemic change, as it strategically links grassroots reality (Outcome 1) to national policy influence (Outcome 4).

5.4 Recommendations for Future Programming

Based on your partner team's experience, provide forward-looking and actionable recommendations to inform future programming on locally led advocacy for nutrition and WASH. Focus on recommendations that can help strengthen programme design, implementation, and sustainability in similar contexts in the future.

Your recommendations may address areas such as:

- *Strategy and programme design*
- *Partnership and governance*
- *Systems strengthening*
- *Community ownership and inclusion*
- *Donor engagement and funding approaches*

Frame your recommendations in ways that are relevant and useful for key audiences — including implementing organisations (NGOs/CSOs/CBOs), donors, and government actors.

(Tip: You may use subheadings to organise your recommendations by stakeholder group if helpful.)

[Maximum: 200 words]

Based on the Right2Grow experience, these forward-looking and actionable recommendations are framed for key stakeholders to strengthen future programming in locally led advocacy for nutrition and WASH:

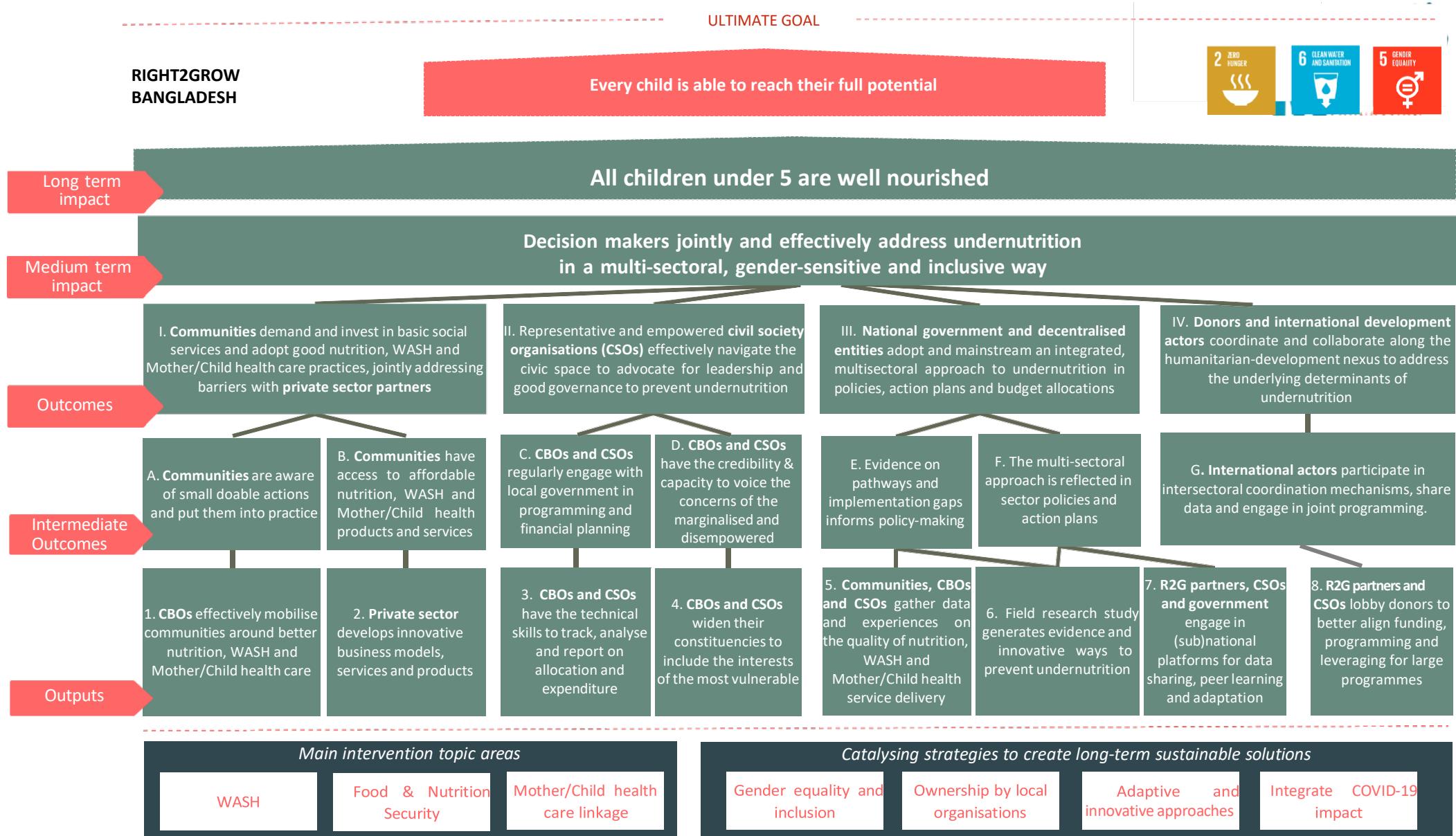
Stakeholder Audience	Recommendation	Rationale for Future Success
Donors & Strategy	Fund Longer-Term, Adaptive Grants: Support multi-year, flexible funding that includes budget contingency for climate shocks and policy shifts. This allows for sustained advocacy and true adaptive management.	Sustained advocacy requires time; flexibility is essential to mitigate recurrent climate and political disruptions. Implementing NGOs/CSOs Shift Power to Local Leaders: Position local CSOs/CBOs as lead implementers with INGOs primarily offering technical backstopping. This builds genuine local leadership and sustainability. Local ownership is the critical factor for sustaining advocacy platforms and institutionalizing gains beyond the project life.
Government Actors	Institutionalize Digital Tools (BMET): Formally adopt and embed budget monitoring tools like BMET within official Local Government Division systems. Provide sustained capacity building for officials on data use.	This institutionalization is essential to make gains in transparency and budget allocation (e.g., 23% increase) permanent and scalable.
All Stakeholders	Mandate Integrated Design & Inclusion: Programmes must integrate Nutrition, WASH, and Climate Resilience from the start. Prioritize the inclusive participation of women, youth, and PWDs in all formal decision-making bodies.	Integrated design addresses root causes; mandated inclusion ensures policy outcomes are equitable and address marginalized groups' specific needs.

Annexes

Annex 1: Country Theory of Change

Insert Country ToC visual

Bangladesh visual Theory of Change



Annex 2: Country Results Framework

Include the Country Results Framework table covering the results 2021-2025 directly here in the Word document. Do not embed an excel file.

Result level	Indicator	Target 2021-2025	Target 2025	Achievement 2024-2025	Result 2021-2025
R2G.OC.3.4	% of public budgets allocated and implemented for nutrition and WASH services (increased funding).	6%	2.5%	18%	23%
BD.OP.3.1	# of CBOs and CSOs trained on basic Public Health expenditure tracking	160	46	40	170
BD.OP.3.2	# of CBOs and CSOs with technical skills on the track, analyze and reporting public sector allocation expenditure	160	40	40	160
BD.IO.C.1	# of CBOs and CSOs which are consulted during (multi) annual programming and budgeting exercises	40	10	10	40
BD.IO.C.3	# of CSOs which have developed and rolled out integrated nutrition and WASH advocacy strategies	40	10	10	40

Annex 3: Contributions towards IGG indicators

The MFA/IGG/FNS indicators below reflect different types of reach of interventions, these may not be exactly the same at country level and countries/partners can use/include indicators that are aligned with the IGG indicators as per the definitions provided in the second column. These are optional but it will help in assessing our contributions towards the inclusive Green Growth (IGG) indicators.

IGG Indicators					
IGG Indicators	Country	Country Indicator	2025 Actual	Cumulative	Notes
Food and Nutrition Security (FNS)					
A.2.2: Number of people directly reached with activities aimed at temporary/partial improvement of nutritional situation	Bangladesh	# of people attending in the meeting/training and orientation. (Like - Ward Shava, Open Budget sessions, UDCC etc.)	640	3640	UP Chairmen, UP Administrative Officer, Assistant Accountant cum Computer Operator, UP Members (They attended the Orientations and training sessions of the BMET process/tools)
	Burkina Faso				
	Ethiopia				

	Mali				
	South Sudan				
	Uganda				
	Total				
A.2.3: Number of people indirectly reached	Bangladesh				
	Burkina Faso				
	Ethiopia				
	Mali				
	South Sudan				
	Uganda				
	Total				
Enablers for Food and Nutrition Security (FNS): Private sector development					
2.1 Number of companies engaged in inclusive agribusiness	Bangladesh	A.2.3: Number of people indirectly reached			
	Burkina Faso				
	Ethiopia				
	Mali				
	South Sudan				
	Uganda				
	Total				
Water, Sanitation and Hygiene (WASH)					
# of drinking water points constructed	Bangladesh				
	Burkina Faso				
	Ethiopia				
	Mali				
	South Sudan				
	Uganda				
	Total				
# of sanitary facilities constructed	Bangladesh				
	Burkina Faso				
	Ethiopia				
	Mali				

	South Sudan				
	Uganda				
	Total				
# of health centres with improved drinking water facilities	Bangladesh				
	Burkina Faso				
	Ethiopia				
	Mali				
	South Sudan				
	Uganda				
	Total				
# of health centres with improved drinking water facilities	Bangladesh				
	Burkina Faso				
	Ethiopia				
	Mali				
	South Sudan				
	Uganda				
	Total				

Annex 4: Harvested Outcomes

Include an overview of all outcomes harvested since the beginning and until the end of the programme (2021-2025), using the Outcome Harvesting Form

Include the table directly here in Word in the annex of the report. Do not embed an excel file. If this is not possible, share the file with us as a separate document.

Nr	Outcome title	Relevance of the outcome	R2Gs contribution to the outcome	Evidence for change and contribution	External validators	Gender															
1	In July 2025, Dumuria Upazila allocated BDT 2,50,09,673 for all 14 Union Parishads to address undernutrition among children U5, aiming to reduce stunting and wasting.	This initiative aligns with Right2Grow Project Outcome 2: "CBOs/CSOs regularly engage with local government in programming and financial planning."	The Right2Grow project facilitated Union Parishad functionaries to include dedicated budget allocations for nutrition, WASH, and health care targeting children under five. The project also organized training and orientation sessions to strengthen the capacity of CBOs/CSOs , enabling them to advocate effectively for essential budget allocations to combat stunting and wasting in their communities.	<p>Evidence for change:</p> <p>The use of the BMET tool has led to greater transparency and accountability in local financial management. By enabling real-time tracking of Nutrition and WASH budget expenditures, BMET has supported Union Parishads in more accurate planning, monitoring, and increased budget allocation for children under five. As a result, local governments are now making more data-driven decisions to effectively address undernutrition and WASH challenges. The budget allocation for Nutrition and WASH increased significantly—from 1.45% in 2021 to 23% in 2025—while expenditure utilization rose to 93%, demonstrating a substantial positive shift in local investment priorities and implementation efficiency.</p> <div style="background-color: black; color: white; padding: 10px; margin-top: 10px;"> <p>Nutrition and WASH budget allocation & expenditure increase trend from the inception of R2G program.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">2021-22</td> <td style="width: 15%;">1.45%</td> <td style="width: 15%;">79%</td> </tr> <tr> <td>2022-23</td> <td>2.62%</td> <td>72%</td> </tr> <tr> <td>2023-24</td> <td>4%</td> <td>89%</td> </tr> <tr> <td>2024-25</td> <td>18%</td> <td>93%</td> </tr> <tr> <td>2025-26</td> <td>23%</td> <td></td> </tr> </table> </div> <p>Evidence for contribution:</p> <ul style="list-style-type: none"> • Capacity building training reports for Union functionaries, CBOs/CSOs. • Media reports 	2021-22	1.45%	79%	2022-23	2.62%	72%	2023-24	4%	89%	2024-25	18%	93%	2025-26	23%		1. Utpal Bosak, Administrative Officer, Maguraghona Union Parishad, Dumuria, Khulna. Cell: 01923-404660; 2. Abu Tarikh Khan, Vice President, Upazila CSO Forum, Dumuria. Cell: 01995-641196;	
2021-22	1.45%	79%																			
2022-23	2.62%	72%																			
2023-24	4%	89%																			
2024-25	18%	93%																			
2025-26	23%																				

				<ul style="list-style-type: none"> • UDCC meeting minutes 		
2	In July 2023, Debhata Upazila allocated BDT 31,91,000 for all 5 Union Parishads to address undernutrition among children U5, aiming to reduce stunting and wasting .	This initiative aligns with Right2Grow Project Outcome 2: "CBOs/CSOs regularly engage with local government in programming and financial planning."	The Right2Grow project facilitated Union Parishad functionaries to include dedicated budget allocations for nutrition, WASH, and health care targeting children under five. The project also organized training and orientation sessions to strengthen the capacity of CBOs/CSOs , enabling them to advocate effectively for essential budget allocations to combat stunting and wasting in their communities.	<p>Evidence for change: The use of the BMET tool has led to greater transparency and accountability in local financial management. By enabling real-time tracking of Nutrition and WASH budget expenditures, BMET has supported Union Parishads in more accurate planning, monitoring, and increased budget allocation for children under five. As a result, local governments are now making more data-driven decisions to effectively address undernutrition and WASH challenges. The budget allocation for Nutrition and WASH increased significantly—from 1.45% in 2021 to 23% in 2025—while expenditure utilization rose to 93%, demonstrating a substantial positive shift in local investment priorities and implementation efficiency.</p> <p>Evidence for contribution:</p> <ul style="list-style-type: none"> • Capacity building training reports for Union functionaries, CBOs/CSOs. • Media reports. • UDCC meeting minutes. 	1. Robiol Hajari, Administrative Officer, Parulia Union Parishad, Debhata, Satkhira. Cell: 01970-211818. 2. Liton Ghosh, Secretary, Upazila CSO platform, Debhata. Cell: 01717-669962	

Annex 5: Impact Stories

Optional: Include new impact stories using the Impact Stories Form. We recommend a maximum of 4 stories in the annex, one for each outcome. In case there are more stories collected from the different partners at country level, the country team can select the most impactful one per outcome.

Contact details	
Story Title	BMET is a successful tool for Strengthening Local Accountability and Increasing Investment for Children's Well-being
Author	Jobaed Sagar
Your Organisation	HLP Foundation
Email address of author/contact person in your organisation for possible follow -up questions about this story	Md. Abdul Mannan Email: mannan6119@gmail.com
Checklist	
To which of the national advocacy asks does your story relate?	The story relates to national advocacy asks on strengthening local government accountability and transparency, enhancing CSO participation in local planning and budgeting, and increasing public investment in nutrition and child well-being.
Under which Theory of Change outcome does it fall? (1-4)	This story falls under Theory of Change Outcome 2: "CBOs/CSOs regularly engage with local government in programming and financial planning, monitoring, and accountability for nutrition and child well-being."
Do you have consent for the story and pictures taken? (without consent we cannot publish your story)	Yes. we collected picture with the consent of the story teller.
Stories from Communities	
<p>Testimonies from community members that explain HOW Right2Grow has affected their lives. Write your story here, and make sure you include:</p> <ul style="list-style-type: none"> • Name, age • Where they live • Situation and living conditions before Right2Grow • How they became involved with the programme • How this involvement has sparked change • How Right2Grow has contributed to that change [description of interventions/trainings/consultations they participated in] • The actual change achieved [health outcomes/improvements in service provision/policy change] + description of current situation <p>[WRITE YOUR STORY HERE, MAX 500 WORDS]</p>	
Stories about advocacy efforts from partners	

Testimonies from CSO/CBO partners about **HOW** they are shaping their advocacy efforts and collaborate with communities and governments to address undernutrition in children under 5. Write your story here, and make sure you include:

- **Name of involved organisation:** HLP Foundation partner of Right2Grow project consortium Bnagladesh.
- **Working area:** Debhata Upazila in Satkhira, Dumuria Upazila in Khulna, Patuakhali Sadar & Golachipa in Patuakhali, and Taltoli in Barguna of Bangladesh.
- **Situation and living conditions of communities living in project area before Right2Grow:** There was no specific nutrition budget was allocated to address stunting reduction; however, through the support of the Right2Grow project, the stunting rate has decreased significantly.
- **The change that the organisation/partner aims to achieve:** Each of the child will be able to reach their full potential.
- How they are advocating for change as part of Right2Grow - **the tools, interventions, advocacy efforts** they undertake + stakeholders they are trying to influence: **BMET Tool, Child profile and costing Model, Healthy Village.**
- If relevant, the challenges they face while advocating for change + solutions they provide

The **actual change achieved** [health outcomes/improvements in service provision/policy change] + description of current situation – **(Give some challenges: the challenges we are facing)**

Title of the story: BMET–Strengthening Local Accountability and Increasing Investment for Children’s Well-being

Before the introduction of the **Budget Monitoring and Expenditure Tracking (BMET)** tool, most Union Parishads struggled to track and manage allocations for Nutrition and WASH activities. Budget data were scattered across multiple registers, making it difficult for officials to monitor utilization or justify increased funding. As a result, essential services for children U5 remained underfunded and lacked proper follow-up.

To address these challenges, the **HLP Foundation**, under the **Right to Grow (R2G)** project, introduced BMET as a digital innovation to enhance transparency, accountability, and evidence-based planning within local government systems. The tool enables Union Parishads to record, monitor, and analyze annual budgets and expenditures—helping leaders make informed financial decisions and direct resources to priority areas such as Nutrition and WASH.

Through hands-on trainings and refresher sessions, Union Parishad officials and standing committee members were trained to use BMET effectively. They learned to input data, analyze expenditure trends, and generate visual reports. The system allows easy comparison between planned budgets and actual expenditures while identifying spending gaps. Community-based organizations (CBOs) and civil society representatives also participate in validating data, promoting collective ownership and transparency.

The results have been impressive. Since the introduction of BMET, Union Parishads across target upazilas have shown steady improvements in both the quantity and quality of their Nutrition and WASH allocations. Between **FY 2021 and FY 2025**, the average share of Nutrition and WASH budgets increased from **1.45% to 23%** of total Union Parishad budgets, while **expenditure levels rose to 93%** in 2025.

A compelling example of BMET’s impact comes from **Rudaghara Union Parishad in Dumuria Upazila**, where the **HLP Foundation** and **The Hunger Project** conducted a joint field visit on **22 September 2024**. During the visit, **Ms. Ruma Akhter**, Administrative Officer, shared insights on the Union’s budgeting progress. Rudaghara UP allocated **BDT 1,100,000** for the Nutrition and WASH sector in FY 2023–2024, but actual expenditure reached **BDT 1,582,600**—an outstanding **143.87%** expenditure rate. The spending was utilized to purchase and distribute micronutrient powders, zinc, and iron tablets to improve child nutrition, and to equip community clinics with weighing scales, MUAC tapes, and growth monitoring tools. Allowances were provided to pregnant and

lactating mothers and malnourished children, encouraging regular ANC and PNC visits. Awareness activities such as miking, community meeting to improve hygiene and nutrition practices. Under WASH, funds were used to install safe drinking water points, handwashing basins, and menstrual hygiene facilities in schools, and build hygienic toilets for poor families—ensuring improved health, nutrition and sanitation across the community.

Ms. Ruma Akhter explained that the additional funds came from multiple sources, including development projects, Upazila Parishad support, reallocation from other sectors, and increased prioritization of child nutrition. She noted that **BMET is easy to operate** and enables **real-time budget tracking** from anywhere, even via Android phones—making financial oversight more efficient and accessible.

The experience of Rudaghara UP illustrates how BMET has transformed local budgeting practices. By enabling data-driven decision-making and strengthening transparency, the tool has inspired Union Parishads to invest more in Nutrition and WASH. As a result, **hundreds of children U5** are now benefiting from improved sanitation, clean water, and better nutrition—proving that digital accountability can create lasting community impact.

Photographs



Figure 1: HLPF personnel were discussing with Ruma Akter, Administrative Officer, Rudaghara UP about the UP budget and expenditure.



Figure 2: After having an on-hand short training Ruma Akter, Administrative Officer, Rudaghara UP could easily operate the BMET application.