

# Right2Grow Bangladesh Annual Report 2023

## Summary



Reporting period: 1 Jan 2023 - 31 Dec 2023

Report submitted by: Max Foundation

## Programme Overview 2023

<b>Country name</b>	<b>Bangladesh</b>
<b>Programme number</b>	PoV activity number 4000004339 Impact number: 100001237
<b>Lead Partner</b>	Max Foundation
<b>Reporting period</b>	1 January 2023 to 31 December 2023
<b>Lead implementing partners</b>	Action Against Hunger, Save the Children, The Hunger Project, World Vision, CEGAA
<b>Contact person:</b>	Imam Mahmud Riad
<b>Lead funding office</b>	Max Foundation, Netherlands
<b>Contact person:</b>	Imam Mahmud Riad, Country Director, Max Foundation Bangladesh

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## 1. Programme context

### 1.1 Changes in the Country Context

In 2023, the run-up to the national elections (which took place in the beginning of January 2024) was tense and caused some disruptions in programme implementation. Partners revised their plans to mitigate the impact, demonstrating the consortium's resilience and adaptability. Furthermore, environmental challenges, particularly cyclones, impacted some of the programme areas – especially Taltali Upazila.

### 1.2 Implementation Challenges

The prevailing economic crisis and a high inflation rate has affected the livelihoods of the target population and thereby their ability to fulfil the nutritional demands of their children. Consequently, CSO leaders are advising community members to develop homestead gardens, raise poultry and cultivate fish. In addition, vulnerable households are linked to government safety-net schemes.

Additionally, we identified a challenge regarding coordination among relevant government service-providing agencies at the local level and effective collaboration with stakeholders (both public & private). To address this, initiatives were undertaken by consortium partners to mobilize and empower local CSOs to enhance accountability among government officials. Special attention was given to enhancing functional capabilities, fostering multi-sectoral coordination through effective Union Development Coordination Committee (UDCC) meetings, and engaging in collaborative actions to strengthen local system through increasing accountability among the stakeholders in meeting the community demands. Bangladesh continues to have a restricted civic space, creating a challenge in the level of motivation of CSOs to make the governmental system more accountable. To mitigate this, deliberate efforts were undertaken to sharpen the capabilities of CSO leaders on Budget Monitoring and Expenditure Tracking (BMET) and Lobby & Advocacy (L&A). Furthermore, CSO leaders were motivated and provided adequate support to engage in data-driven advocacy efforts, with a specific focus on non-confrontational strategies to advocate for increasing the Nutrition – WASH budget for children under 5.

The Mid-Term Review (MTR) was an important moment to check the programme Theory of Change and the progress made so far. It recommended to increase effort on private sector engagement. In response, 103 private sector actors have been trained in entrepreneurship development. Furthermore, MoUs have been signed between local entrepreneurs and five national-level private sector actors as to increase availability and accessibility of WASH – Nutrition product and services. Other recommendations of the MTR were also followed up, for example the consortium initiated the formation and operational enhancement of subdistrict-level CSO platforms, which have since improved their coordination with Union CSO Platforms. This was further solidified by the development of operational guidelines and bylaws, alongside training on BMET and L&A.

### 1.3 Cross cutting Issues

Cross-cutting themes of gender, disability, youth inclusion, and climate resilience were integral to the programme's strategy. Initiatives to empower women and youth in leadership roles, enhance community resilience against climate change, and ensure the participation of people living with a disability exemplified a holistic approach to addressing the complex challenges Bangladeshi communities face. By fostering an environment of inclusivity, sustainability, and resilience, the Right2Grow programme addressed immediate needs and also laid the groundwork for long-term community well-being and development.

## 2. Programme results

### 2.1 Demand and investment in basic social services for nutrition and WASH (Pathway 1)

Awareness raising on different WASH and nutrition issues continued throughout 2023. As a result, the practice of improved WASH and nutritional behaviours at the household level has increased to 68% against the target of 50%. The households practicing small doable actions has increased to 31% from 5.3% at baseline. At the same time, 51% of community members (approximate 429,000 persons) reported positive changes in WASH and nutrition practices. 20% of households have received WASH, nutrition, and adolescent/mother/child health services from the government or private service provider agencies. Communities are now investing to get quality products and services related to WASH and nutrition, and 103 private sector actors are working to increase affordable access to health and nutrition services.

**Table 2.1 Pathway 1 results**

Code	Indicator	Baseline value	Target (Y 3/ overall)	Year 3 achieved	Remarks
<b>Outcome 1. Communities demand and invest in basic social services and adopt good nutrition and WASH practices, jointly addressing barriers with private sector partners</b>					
R2G.OC.1 .1	# of actions in which communities formulate demands for improved (WASH and nutrition) services	0	18	33	Communities are becoming aware and raised demands through taken various initiatives
R2G.OC.1 .2	# of barriers to good nutrition and WASH services successfully addressed by joint community, government and/or private sector initiatives	0	18	22	
R2G.OC.1 .3	% of households practiced improved WASH and able to consume Nutritional facility.	47.4%	50%	68%	
<b>Intermediate outcome A: Communities are aware of small doable actions and put them into practice</b>					
BD.IO.A.1	% of households who practice small doable actions consistently and correctly	5.3%	6%	31%	
BD.IO.A.2	% of community that report positive WASH and nutrition practices changed	0	20%	51%	
<b>Intermediate outcome B: Communities have access to affordable nutrition and WASH products and services</b>					
BD.IO.B.1	% of community people received WASH and nutrition services from the government and/or private service provider agencies	12.3%	13%	20%	
BD.IO.B.2	% of total cost of services and products borne by communities and out-of-pocket payments	63.4%	69%	69%	Source: HEU, MoH&FW
<b>Output 1: CBOs effectively mobilise communities around better nutrition, WASH and Mother/Child health care</b>					
R2G.OP.1 .1	# of CSOs involved in Right2Grow	780	780	63771	Core CSOs Local CSOs Community CSOs
<b>Output 2: Private sector develops innovative business models, services and products</b>					
BD.OP.2.1	# Private sector actors working to increase affordable access to health and nutrition services	0	62	103	

## 2.2 Civil Society Empowerment (Pathway 2)

In the reporting period, CSOs succeeded 47 times in creating space for their demands and positions through setting agendas, influencing the debate and/or creating space to engage with stakeholders at the national level. In total, 95 advocacy initiatives were carried out by CSOs, for, by or with their membership. 5 Upazila-level CSO platforms were established and function well to maintain coordination, collaboration, sharing experience & evidence in support of the advocacy agenda.

**Table 2.2 Pathway 2 results**

Code	Indicator	Baseline value	Target (year 3 / overall)	Year 3 achievement	Remarks
<b>Outcome 2. Representative and empowered civil society organisations (CSOs) effectively navigate the civic space to advocate for leadership and good governance to prevent undernutrition</b>					
R2G.OC.2.1	# of times that CSOs succeed in creating space for CSO demands and positions through agenda setting,	0	41	47	These are at

	influencing the debate and/or creating space to engage national level				sub-national level
R2G.OC.2.2	# of advocacy initiatives carried out by CSOs, for, by or with their membership/ constituency	0	15	95	4 at national and 91 at sub-national
R2G.OC.2.3	Established of a common CSO platform regarding WASH and nutrition	0	4	5	
<b>Intermediate outcome C: CBOs and CSOs regularly engage with local government in programming and financial planning</b>					
BD.IO.C.1	# of CBOs and CSOs which are consulted during (multi) annual programming and budgeting exercises	0	614	589	
BD.IO.C.3	# of CSOs which have developed and rolled out integrated nutrition and WASH advocacy strategies	0	476	476	
BD.IO.C.4	# of Union Parishad practiced participatory planning and budgeting as per government circular	0	33	35	
<b>Intermediate outcome D: CBOs and CSOs have the legitimacy &amp; capacity to voice the concerns of the marginalized and disempowered</b>					
BD.IO.D.2	# of CSOs with increased lobbying and advocacy capacities	0	71	70	
<b>Output 3: CBOs and CSOs have the technical skills to track, analyse and report on allocation and expenditure</b>					
BD.OP. 3.1	# of CBOs and CSOs trained on basic Public Health expenditure tracking	0	745	736	
BD.OP. 3.2	# of CBOs and CSOs with technical skills on the track, analyse and reporting public sector allocation expenditure	0	745	642	
<b>Output 4: CBOs and CSOs widen their constituencies to include the interests of the most vulnerable group</b>					
BD.OP. 4.1	# of CBOs and CSOs targeting the issues related to the adolescent girls, women and MVG	0	230	628	
BD.OP. 4.2	# CBOs and CSOs who have conducted vulnerability mapping for marginalized groups, adolescent girls and women	0	214	569	

## 2.3 Adoption and mainstream of multi-sectoral approach to undernutrition (Pathway 3)

In the reporting period, the WASH and nutrition budget increased on average by 4.08% from the previous year in the 40 UPs in the programme. Four learning briefs were developed: one targeting women leadership and marginalized groups development issues, one related to BMET and L&A issues, one on private sector engagement and one on CSO leadership. 1 field research was conducted during the reporting period, but it is not finalised yet.

**Table 2.3 Pathway 3 results**

Code	Indicator	Baseline value	Target (year 3 / overall)	Year 3 achievement	Remarks
<b>Outcome 3. National government and decentralized entities adopt and mainstream an integrated, multispectral approach to undernutrition in policies, action plans and budget allocations</b>					
R2G.OC.3.2	# of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	0	1	0	R2G developed a policy brief based on reviewing national nutrition policy and national nutrition plan of action –2 with necessary recommendations. It was shared to the ministry (MoHFW) and they have started reviewing their policy and develop NPAN –3.

R2G.OC.3.3	% of public budgets allocated and implemented for nutrition and WASH services (increased funding).	1.45%	2%	4.08%	
<b>Intermediate outcome E: Evidence on pathways and implementation gaps informs policymaking</b>					
BD.IO.E.3	# local (UP) and national level monitoring cell established to increase accountability and evidence-based decision making	0	22	7	
<b>Intermediate outcome F: The multisectoral approach is reflected in sector policies and action plans</b>					
BD.IO.F.1	# of UP and sub-districts have multi-sectoral joint action plan to address child nutrition	0	27	37	
BD.IO.F.2	Multi-sectoral approach reflected in Bangladesh National Plan of Action for Nutrition (NPAN)	0	1	1	
<b>Output 5: Communities, CBOs and CSOs gather data and experiences on the quality of nutrition, WASH and Mother/Child health service delivery</b>					
BD.OP.5.1	# of targeted communities, CBOs, and CSOs with a system/mechanism to track the quality of nutrition and WASH services	0	473	598	
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 US, women, adolescent girls, and marginalized groups	0	453	578	
BD.OP.5.3	# of CBOs, CSOs trained in systems/tools on how to track the quality of nutrition and WASH services	0	473	598	
<b>Output 6: Field research study generates evidence and innovative ways to prevent undernutrition</b>					
BD.OP.6.1	# of Learning briefs created	0	10	4	Lack of inadequate information
BD.OP.6.2	# of learning briefs targeting gender issues and marginalized groups	0	5	1	
BD.OP.6.4	# of field research conducted	0	5	1	2 research projects are ongoing
<b>Output 7: Right2Grow partners, CSOs and government engage in (sub)national platforms for data sharing, peer learning and adaptation</b>					
BD.OP.7.1	Attendance rate of Right2Grow partners, CSOs and government in (sub)national platforms	0	80%	82%	

## 2.4 Donors and international development actor’s coordination to address the underlying determinants of undernutrition (Pathway 4)

In the reporting period, 4 meetings regarding multi-sectoral coordination between humanitarian and development actors and donors in WASH & nutrition were conducted. During these meetings, experiences were shared, and discussions were had on strengthening the evidence base and advocating for multi-sectoral funding in nutrition.

**Table 2.4 Pathway 4 results**

Code	Indicator	Baseline value	Target (year 3/overall)	Year 3 achievement	Remarks
<b>Intermediate outcome G: International actors participate in intersectoral coordination mechanisms, share data and engage in joint programming</b>					
BD.IO.G.1	# of meetings involving multi-sectoral coordination between humanitarian and development actors and donors on WASH & nutrition to share experiences and strengthen the evidence base	0	2	4	
<b>Output 8: Right2Grow partners and CSOs lobby donors to better align funding, programming and leveraging for large programmes</b>					
BD.OP.8.1	# of meetings held with donors to advocate for multi-sectoral funding in nutrition	0	5	2	

## 3. Advocacy Initiatives, impact stories and learning

The Right2Grow programme has undertaken numerous advocacy initiatives at both local and national level, aimed at championing budget allocations for WASH and nutrition for children under the age of 5 at local government level (Union Parishad), making nutrition and WASH products/services available and affordable for all through the private sector and ensuring the availability of child Growth Monitoring and Promotion (GMP) services. At the local level, CSOs have been pivotal in securing that all 40 Union Parishad Right2Grow works with have created such budget line and allocated budget to it. Across the 40 Union Parishads, the WASH and nutrition budget increased by 4.08% in 2023-2024 compared to 2022-2023.

This grassroots momentum is now propelling a national campaign to institutionalize such budget allocations countrywide. Highlighting the success of these efforts was the convening of a roundtable meeting that underscored the critical need for child-specific budget allocations within UPs. Additionally, the programme's collaborative efforts with the Bangladesh Child Rights Forum (BSAF) aimed to influence political parties to incorporate child nutrition issues into their election manifestos.

Through the implementation of the Bridge for Voices (B4V) approach, the Right2Grow programme is committed to amplifying community voices and influencing decision/policymakers to prioritize health and nutrition funding. This strategy has created robust partnerships with CSO leaders and local entrepreneur associations. B4V has energized CSOs to champion accountability and development, leading to various initiatives that have emphasized community needs and facilitated dialogues with UP standing committees and government entities.

### Other noteworthy achievements in 2023 include:

- 14 Union Parishads established "Ma o Shishu Corner" in their Union Parishad complex. Ma O Shishu Corners create a space for breastfeeding mothers to feed their children while receiving services at the Union Parishad office, reflecting the programme's influence on creating child-friendly infrastructure.
- To support Union Parishads in identifying those households that should be prioritised when spending the health budget, Right2Grow created and provided lists of hardcore poor households and malnourished children to Union Parishads. As a result, 44 deep tubewells and 615 sets of ring-slabs have been distributed by Union Parishads. Furthermore, 52 households received support for building handwashing facilities, 43 vulnerable beneficiaries enrolled in the Government Social Safety Net programme, and 654 mothers received Nutrition support pregnancy allowance from their UP.
- The Healthy Village Approach, redefined as Healthy Communities to fit the consortium's context led to successful development change. This initiative saw collaboration between CSOs, local entrepreneurs, and communities, ensuring health and nutrition service availability, leading to the declaration of 53 communities as healthy community in 2023.

### 3.1. Reflection on learnings and communication of results for scaling

In 2023, position papers were developed. Best practices were documented, and advocacy videos made to amplify the programme's successes at both national and global platforms. The programme initiated crucial research studies to craft advocacy tools, such as the "Estimates child profile and costing model development to Reduce Child Undernutrition in Selected Coastal Areas of Bangladesh," and explored the role of local entrepreneurs in improving nutrition status and WASH conditions.

One of the standout narratives from the programme involves a CSO leader named Sathi from Kalikapur Union, whose relentless efforts culminated in her community being recognized as a Healthy Village. Inspired by their triumph, neighbouring CSOs embarked on similar journeys, transforming their communities into healthy villages within six months, aided by the programme's technical assistance and training.

The Citizen Voice and Action (CVA) approach has also been a cornerstone of the programme, fostering community engagement with government stakeholders for improved health and WASH services. Through community scorecards, monitoring standards, and interface meetings, CSOs facilitated dialogue between communities and local authorities, which led to them allocating budget for essential services. This approach not only empowered communities but also streamlined the process of identifying and addressing their basic needs.

Amidst these successes, the programme faced challenges, particularly in engaging with duty bearers and private sector entities, highlighting the importance of capacity-building and creating conducive environments for collaboration.

Furthermore, the programme's engagement with the Bangladesh National Nutrition Council (BNNC) and concerted efforts with consortium partners have fortified partnerships across sectors, enhancing strategies to combat child malnutrition. The establishment of local entrepreneur associations and their collaboration with private companies showcases a significant step towards sustainable health and nutrition solutions.

In reflection, the programme has navigated through successes and challenges with a forward-looking approach, focusing on community leadership, stakeholder engagement, and adaptive strategies to foster impactful and lasting changes. Through collaborative efforts, capacity-building initiatives, and strategic advocacy, the Right2Grow programme has made significant strides in advocating for and implementing policies and practices that ensure the well-being of children and communities, paving the way for a healthier and more equitable future.

### 3.2. Change Story: Empowered CSO Members: Catalysts for Transforming WASH and Nutritional Behaviour in Communities

Ms. Sathi Begum, a homemaker from Purbo Ballabpur community in Kalikapur Union, Patuakhali Sadar Upazila, joined the newly formed civil society organisation (CSO) committee when the Right2Grow programme helped to establish it in 2022. Ms. Sathi joined hands with fellow community members to champion the cause of creating a Healthy Village.

Challenges to child health loomed large in her village, as there was limited access to essential WASH and nutrition products coupled with a lack of awareness. This left vulnerable households grappling with inadequate hygiene and health behaviour. Right2Grow collaborative approach, coupled with proactive engagement with local government and private sectors, catalyzed change within communities. Ms. Sathi Begum actively participated in project activities (such as training, counselling, demonstrations, and an exchange visit), giving her the skills and insights to play an active role in improving her community.

Ms. Begum led a comprehensive survey covering 90 households in Purbo Ballabpur CSO. The survey revealed pressing issues, like unhygienic latrines, the absence of menstrual hygiene management pits, the lack of Maxi basins for handwashing in many households, and suboptimal use of safe water for daily chores. Armed with these findings, Ms. Begum and her CSO Committee took proactive steps to address these challenges. They brought these concerns to the attention of Union Parishad Member Mr. Atiq Hasan Ripan, advocating for urgent action to improve hygiene conditions within the community. Responding promptly, Mr. Atiq Hasan Ripon issued directives to all households in the area, emphasizing the importance of maintaining hygienic latrines, adhering to hygiene standards, and installing Maxi basins for proper handwashing.

Ms. Begum also engaged with local entrepreneurs, which had already received training in business skills and had their links with private companies strengthened by Right2Grow. These collaborative efforts expanded the community's access to healthy products and services at affordable prices. And through further engagement with the Union Parishad, essential WASH infrastructure was procured and installed for vulnerable households in the community.

Inspired by their success, neighbouring CSOs followed suit, striving to replicate the achievements of Purbo Ballabpur. Through Ms. Begum's leadership and community engagement, several villages took active steps to replicate the success in Purbo Ballabpur, marking a testament to the transformative power of grassroots initiatives.

## 4. Partnership and collaboration reflections

The Right2Grow programme has formed a Country Steering Committee (CSC) chaired by Max Foundation as the lead organization in Bangladesh. The CSC has diverse representatives from civil society, academia, and government service agencies, with advisory insights from the Embassy of the Kingdom of the Netherlands, underscoring a robust partnership model. This collaborative structure, further supported by a Programme Management Unit (PMU) in Dhaka, ensures a seamless operational flow and effective programme implementation, reflecting a commitment to shared ownership.

The Right2Grow consortium has championed a consensus-based approach, involving all partners in strategic, technical, and operational decisions. The programme is evolving forward to **shifting power** to key advocacy actors like CSOs for decision making and influencing local government management by transforming them into a support mechanism with budget, programmatic and administrative arrangements for children under 5. The CVA groups have gradually shown their power by amplifying voices to influential community members.

**Adaptive management** has been a cornerstone of Right2Grow's operational philosophy, enabling the programme to navigate the complexities of Bangladesh's shifting political and socio-economic landscape. By re-evaluating and adjusting activities in response to external factors and MTR recommendations, the consortium has demonstrated flexibility and resilience. This adaptive strategy has facilitated the reprioritization of interventions and ensured the programme's alignment with evolving ground realities, thereby enhancing its impact and relevance.

The year 2023 witnessed Right2Grow expanding its collaborative network, establishing **strategic alliances** with key organizations like Civil Society Alliance for Scaling Up Nutrition, BNNC, and Community Clinic Health Support Trust (CCHST). These partnerships, marked by the signing of MoUs and collaborative research initiatives, signify a concerted effort towards addressing undernutrition through a multi-stakeholder approach. Furthermore, engagement with political entities to advocate for child-specific budget allocations underscores Right2Grow's commitment to systemic change. The programme's extensive networking and advocacy efforts at various administrative levels have been instrumental in amplifying the voices of the most vulnerable, demonstrating the power of collaborative action in driving policy and practice change.

The **Dutch Embassy's** has provided pivotal support and enhanced the visibility of the Right2Grow programme, facilitating key advocacy and learning-sharing events. Regular updates and exchanges with the embassy have ensured sustained engagement and alignment with their expectations. Furthermore, the programme's integration into the broader 'Power of Voice' initiative highlights a successful model of international collaboration, fostering cross-border learning and support. This engagement not only enhances the programme's reach and impact but also exemplifies the potential of strategic partnerships in amplifying programme outcomes.

In summary, Right2Grow's partnerships and collaborations have been dynamic, adaptive, and inclusive. Through strategic alliances, equitable decision-making practices, and robust management structures, the programme has cultivated fertile ground for sustainable change. The ongoing collaboration with the Dutch Embassy and other strategic partners amplify this impact – as there is a collective commitment to combat undernutrition and enhance WASH practices in Bangladesh.

## 5. Programme reflections

*As stated in the MTR: Given the political, social, and economic landscape of Bangladesh, the Theory of Change (ToC) of the Right2Grow Programme is a noteworthy and ambitious endeavour. <...> Positive policy outcomes will take time to emerge. Nonetheless, there have been some positive results at both the local and national levels. Through signing MoU with CSA-SUN and CCHST, these organizations have begun crafting action plans and policy roadmaps to enhance their joint collaboration and advocate for policy change. At the local level, collaboration and partnerships have facilitated the development of knowledge, awareness, and coordinated action plans to tackle malnutrition.*

The challenge of integrating a cross-sectoral approach within government policies and budget allocations led the MTR consultants to suggest a lowering of expectations. The MTR advised focusing on evidence generation, awareness raising, and addressing implementation gaps to foster a conducive environment for policy reforms. Recommendations pivot towards practical initiatives, including kitchen gardening awareness sessions, operational research for evidence generation, and refining strategies for private sector engagement. Strengthening CSOs through adherence to guidelines, capacity building in governance, and advocacy, alongside promoting a federal structure for CSO platforms, emerged as crucial. No changes were made to the Theory of Change based on the MTR.

The programme's success narrative is woven through various achievements: effective use of budget allocations by Union Parishads for health and nutrition and the evolution of CSOs into vigilant watchdogs. Engagement with government entities has secured support for developmental initiatives, while collaboration with the private sector enhances accessibility to nutrition and WASH products. Notably, the implementation of the Citizen Voice and Action (CVA) approach has markedly improved service quality in Community Clinics.

The alignment of fund utilization with planned activities underscores efficient resource management. Despite facing additional challenges due to the COVID pandemic and upcoming national elections, the programme's execution, particularly in community-based activities and government stakeholder mobilization, has been commendable. However, outcome 4's performance fell short of expectations, highlighting areas for future concentration as well as the need to lower expectations.

Good practices include the effective operation of UDCC, District Nutrition Coordination Committee (DNCC), and Upazila Nutrition Coordination Committee (UNCC), and enhanced accessibility of services to vulnerable households. Lessons learnt emphasize the transformative impact of convincing local government representatives, the effectiveness of the GMP awareness campaign, and the strategic use of Budget Monitoring and Expenditure Tracking (BMET) training and digital tools for budget tracking.

Efforts towards sustainability have seen the development of union and upazila-level CSO platforms and partnerships with the private sector for enterprise development. Despite these strides, gaps remain, such as engagement with government administrations and the full functionality of CVAs for resource mobilization. Addressing these gaps is essential for strengthening sustainable approaches and ensuring local ownership.

## 6. Conclusion and way forward

Through its comprehensive advocacy initiatives, the Right2Grow programme has effectively amplified community voices, influenced policy decisions, and forged strategic partnerships to address the pressing issues of undernutrition and inadequate WASH services among children under five in Bangladesh.

Looking ahead to 2024-2025, the programme aims to leverage the advocacy for child nutrition and WASH services by CSOs further, by supporting CSOs and local governments to work together effectively. Furthermore, to ensure the sustainability of the CSOs, more attention will be given to the CSOs associations, and giving them the tools to train and coach their CSOs effectively. This entails investments in organizational development, leadership training, and sustainable practices, fostering the growth and resilience of these local CSOs, ultimately empowering them to operate as independent and effective institutions.

Also, our work with the private sector will receive more focus to ensure the needs of communities can be met effectively by entrepreneurs in an affordable manner. Organizing these entrepreneurs, to enable them to collaborate with larger corporates and sustain their skills after 2025 will be of paramount importance. Emphasis will be placed on sustainability, local ownership, and adaptive programming to ensure lasting impacts on community health and well-being.

This will all be supported by evidence generation, dissemination and use, by the programme and its stakeholders. Learning from what works and what doesn't is critical for ensuring the sustainability of the programme and to motivate all partners to keep building towards a healthier future for children.