

# Turning lessons into legacy

Strategies for capturing and sharing programme insights

*Please include your name and organization in your Zoom username*



**Samen  
Werkt.**



# Setting the scene

- Partos SP Lab: learning between Strategic Partnerships
- Series of 3 sessions on **learning**:
  - In programmes (today)
  - In organizations
  - In partnerships

# Objectives of today

Share experiences and discuss challenges with regards to

- The process of capturing learnings from programmes
- Using lessons learned to:
  - Improve practices of current & future programmes
  - Communicate impact to external audiences

# Programme

- Welcome
- Presentation: Learning trajectory Right2Grow
- Presentation: Learning briefs Fair for ALL
- Q&A
- Break out groups
- Plenary feedback & Closing

# Linking and Learning Trajectory Right2Grow

- **Stephanie Stern** - Senior learning advisor at Action Against Hunger and Linking and Learning Global lead for the Right2Grow Programme, based in France





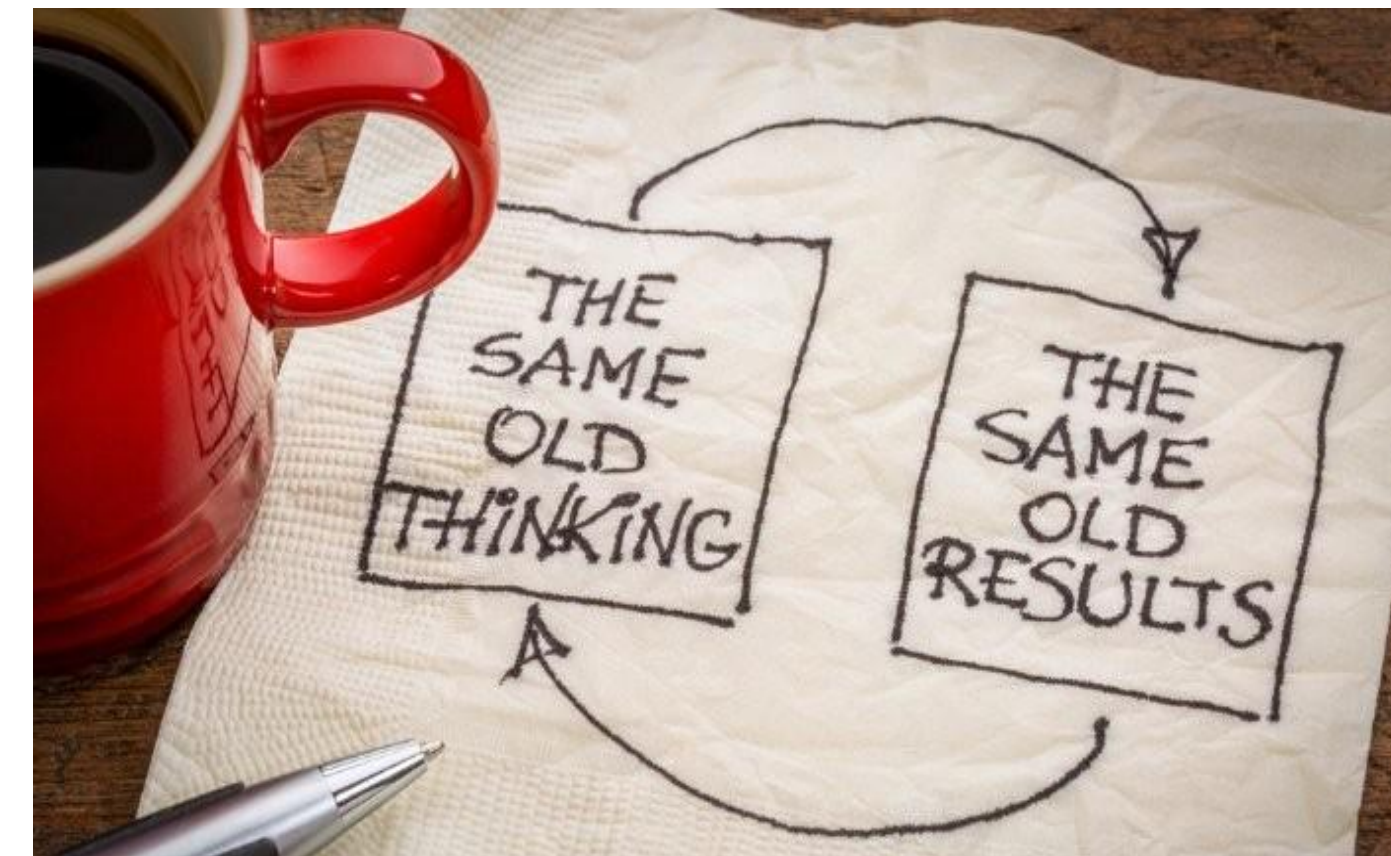
# LINKING AND LEARNING TRAJECTORY IN RIGHT 2 GROW



*« We often believe we can't afford the time it takes to learn, but the opposite is true: None of us can afford not to learn. Learning is no longer a luxury; it's a necessity ».*

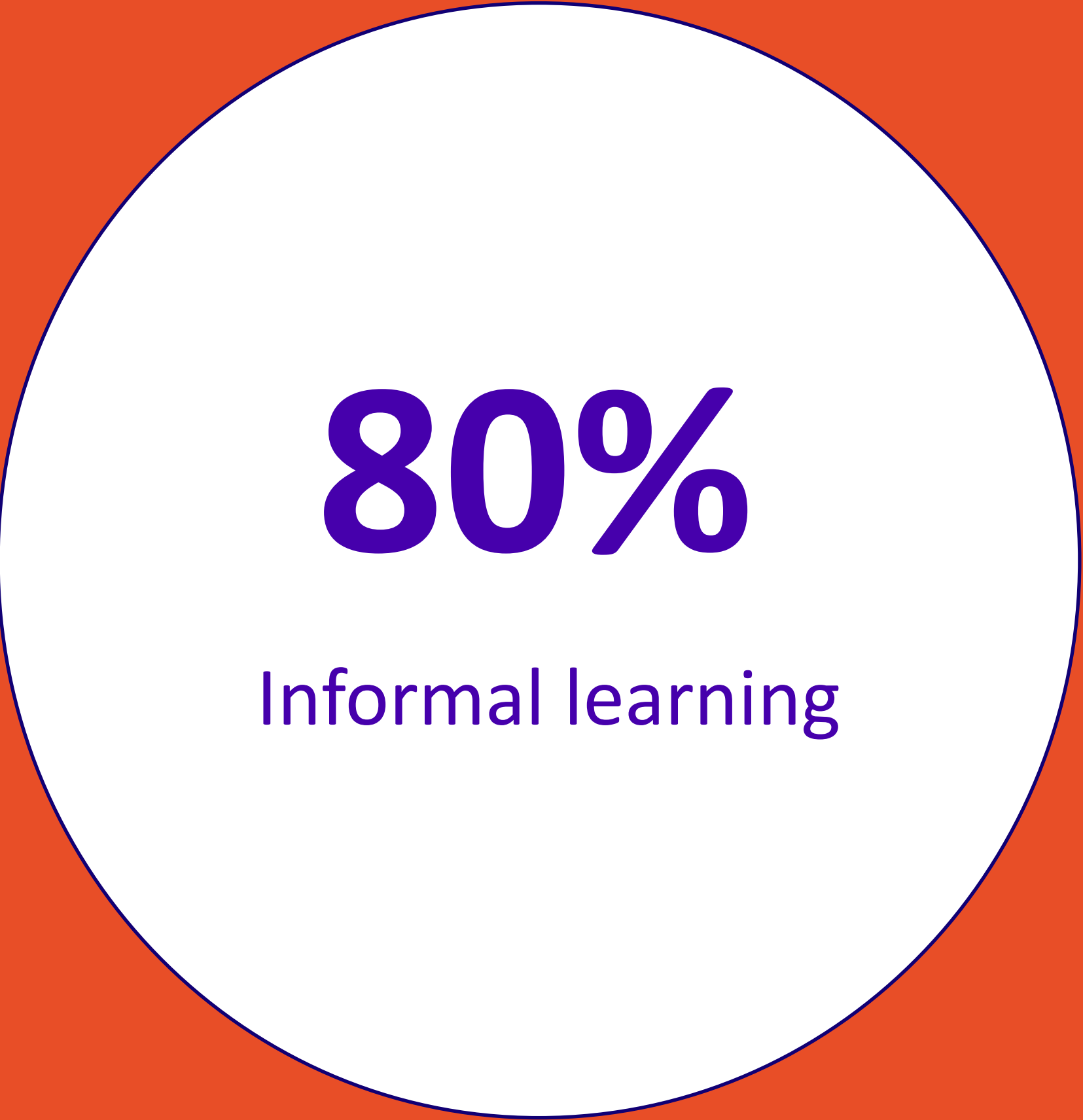
# CORE PRINCIPLES

- ✓ Learning is a **CONTINUOUS PROCESS** which is the **RESPONSABILITY OF ALL.**
- ✓ Learning is **NOT** AN END OF PROJECT REPORTING ACTIVITY
- ✓ Every individual has **VALUABLE LEARNINGS** to share from his/her daily work experience
- ✓ LEARNING is closely linked TO **IMPACT**

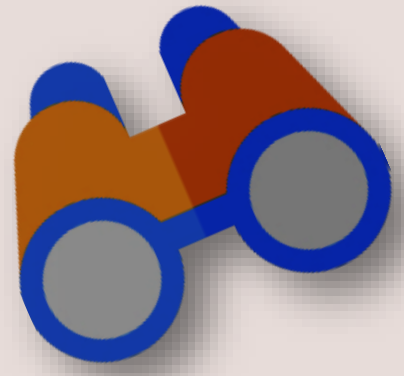


- ✓ In Right2Grow we focused on **INFORMAL/EXPERIENTIAL LEARNING**

# HOW DO ADULTS LEARN ?







# VISION

Within the next 5 years **capturing and sharing knowledge** from communities and Right2Grow partners will take place in a **fluid, systematic and sustainable** way.

Learnings will be easily accessible and the **continuous integration of learning** in programs and policies to improve impact will be part of the **ways of working** of all Right2Grow partners, with 3 outcomes:

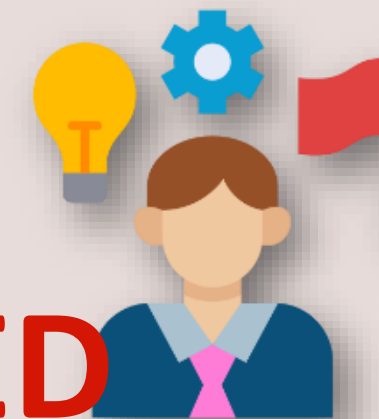
Learning is



**CAPTURED**



**SHARED**

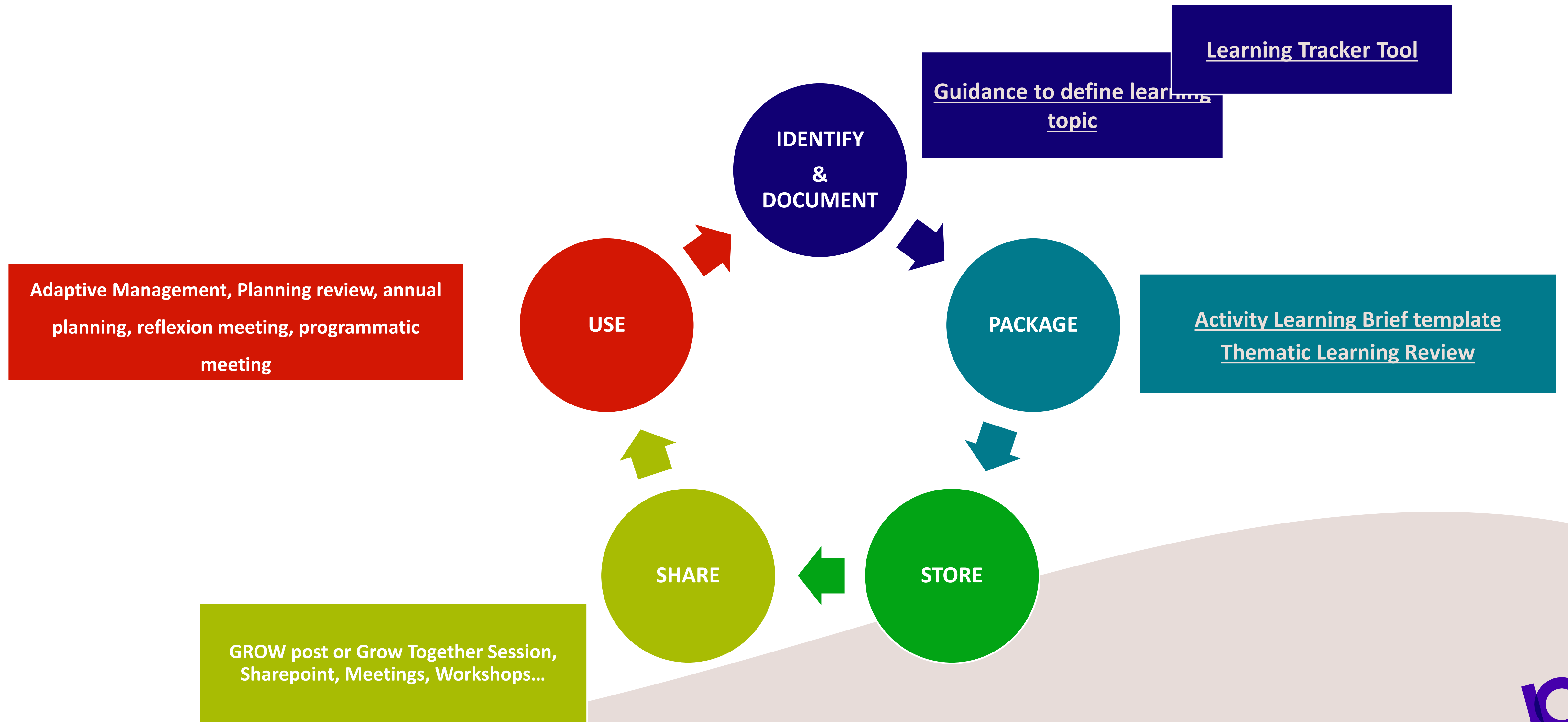


**USED**

# A STEP BY STEP APPROACH



# RIGHT2GROW LEARNING CYCLE





# ....WITH LEARNING MILESTONES



ONE2ONE SUPPORT  
WITH L&L FOCAL  
POINTS

ANNUAL REFLECTION  
MEETING/ADAPTIVE  
MANAGEMENT

LEARNING WEEK

IN PERSON TRAININGS

GROW TOGETHER  
SESSIONS

GROW PLATFORM

LEARNING  
CATALOGUE

CROSS COUNTRY  
EXCHANGES/VISITS





# LEARNING CATALOGUE



- **30 learning briefs**
- **5 chapters**
- **300 pages** of documented programmatic learning and experiences in French&English
- **Over 200 resources** collected and attached to the catalogue
- Result of collaborative work and contributions by **over 40 Right2Grow programme staff** in countries and globally
- **20 months** of work

<https://www.actioncontrelafaim.org/en/right2grow-learning-catalogue-insights-from-a-five-year-civil-society-empowerment-program/>





# LEARNING BRIEF STRUCTURE



Local evidence

Locally-led Advocacy

## LEARNING BRIEF

# Bridge4Voices advocacy approach



## Context and rationale

Bridge4Voices has emerged as a co-created and co-owned lobby and advocacy approach within the Right2Grow Consortium. It was developed to provide Consortium partners with a common language and framework to guide their advocacy efforts and ensure the implementation of initiatives in an integrated manner.

The Bridge4Voices approach acknowledges and builds on the diverse methodologies and tools for advocacy already employed by Consortium partners. However, it emphasizes the need to integrate lobbying, advocacy, and budget

advocacy using Budget Monitoring and Expenditure Tracking (BMET) to prevent silos and promote cohesive action for greater advocacy impact. In addition to merging lobbying, advocacy, and BMET, Bridge4Voices offers a language and structure that unifies the Consortium's efforts across countries and levels (from local to global), fostering synergies and strengthening Right2Grow's work and messaging.

The approach is metaphorically represented as a "bridge" connecting communities to decision-makers, policymakers, and duty-bearers (such as government

officials and technocrats). It emphasizes the importance of conveying communities' voices—along with their experiences, concerns, needs, and ideas—over this "bridge" to government officials and decision-makers.

Ultimately, the Bridge4Voices approach ensures that communities are and remain to be at the centre of all Right2Grow advocacy efforts. The approach amplifies community voices and employs the most effective advocacy strategies and tools to drive meaningful policy change in the areas of nutrition and WASH.



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



All four pathways of Right2Grow Theory of Change



Live co-creation of approach = 1 week  
Dissemination and uptake = 1 year  
Implementation of approach = ongoing



N/A



Nhlanhla Ndlovu, BMET Global lead, [nhlanhla@cegaa.org](mailto:nhlanhla@cegaa.org)  
Theodoros Girma, Lobby and Advocacy Regional Lead, [Theodoros@right2grow.org](mailto:Theodoros@right2grow.org)

## Principles and non-steps

### The Bridge4Voices approach:

- 1 Facilitates a shift from service delivery to advocacy: In the past, Right2Grow consortium partners were primarily focused on providing humanitarian services, but now there is a need to lead and implement advocacy efforts.
- 2 Promotes a shift from speaking for communities to empowering them: The approach supports communities in expressing their needs, challenges, priorities, and solutions rather than having others speak on their behalf.
- 3 Encourages storytelling to illustrate effective advocacy and to demonstrate the "DOs" and "DON'Ts" of successful advocacy practices.
- 4 Provides 7 key guiding and child-centered principles and 6 "non-steps" of conducting advocacy within Right2Grow.

### The seven (7) key principles of the Bridge4Voices approach:

- **COMMUNITY DRIVERS:** We put local communities, the grassroots users of services, in the driver's seat: their identified needs should lead Right2Grow's advocacy work.
- **POLICY CHANGE:** We advocate for policy change, including for the budgetary space to carry it out.
- **PARTNERSHIP:** We bring stakeholders together to work in partnership (duty-bearers, ministries, private sector, communities, CSOs, etc.).

→ **LEARNING:** We learn from what we and others do as well as from the impact we have, in order to continuously adjust and improve.

→ **POLICY IDEAS:** We aim to make a direct policy impact by bringing tangible and innovative ideas to policy makers.

→ **NON-LINEARITY:** We will carry out advocacy activities in a non-linear way that responds to the changing environment, emerging opportunities, and other unknowns and uncertainties.

→ **PRINCIPLES AS GUIDANCE:** We are guided by these principles as we prepare a strategy using this Bridge4Voices approach.

### The Bridge4Voices has six non-steps for advocacy, as follows:

- 1 Identifying the general advocacy issue/area and the need (avoiding a top-down approach which could be donor-driven).
- 2 Understanding the context and defining scope: In what parameters are we operating? What is realistic?
- 3 Define an advocacy strategy to address the issue and its root causes, and prepare the pathway.
- 4 Get your Advocacy Toolbox ready: What do we need to successfully implement this strategy?
- 5 Implement the strategy = Advocacy Action.
- 6 Monitor & Evaluate progress.



## Objectives

### For the approach development:

- 1 To develop an outline of Right2Grow approach to advocacy based on existing methodologies and tools, already used by the consortium partners. This outline informed the programme for a co-creation workshop aimed at expanding, refining, and validating the approach.
- 2 To organize a face-to-face co-creation workshop with global and country teams, including partners from local civil society organizations and a learning consultant (external support), to co-create a common Right2Grow approach to advocacy that builds on participants' experiences and methodologies.

### For the Bridge4Voices Implementation:

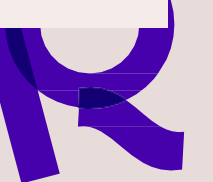
- 1 To align country-specific advocacy strategies and establish a common advocacy approach within Right2Grow.
- 2 To amplify local voices to influence high-level policy decisions both locally and internationally.
- 3 To promote a shift from service delivery towards effective, locally led and community driven advocacy.



## Results

- 1 Achieved consensus during the co-creation workshop. Right2Grow partners from different organizations and countries agreed on a common advocacy language and identified key pillars of the common advocacy approach.
- 2 Building on the outcomes of the co-creation workshop and with technical guidance from the learning consultant, the team created an online "Bridge4Voices" capacity strengthening course in both English and French. This course was integrated into the Right2Grow learning platform - GROW (refer to a separate learning brief on the GROW platform) and made available to all Right2Grow programme staff. For certain consortium-wide events, such as the Global Learning Week, completing the course was made mandatory for all participants, promoting its further uptake and ensuring a common understanding across the programme team members, including new staff.

- 3 Existing lobby, advocacy, and BMET strategies were reformulated, clarified, and strengthened at both country and global levels to enhance effective messaging across various stakeholders, while at the same time placing communities at the center of advocacy action.
- 4 The annual reports indicated that country advocacy efforts were consistent with the Bridge4Voices approach, reflecting its uptake by Right2Grow partners in programme countries.
- 5 Several stories of amplified local voices have emerged at both local and national levels. Opportunities for local partner participation in global events have provided a platform for these voices to be heard on the global stage, although the full impact of this engagement is yet to be realized.





# LEARNING BRIEF STRUCTURE

## Monitoring

A tool has been developed to measure the uptake of the Bridge4Voices e-learning course and the application of its approach in advocacy efforts. One of the key indicators for tracking progress were the annual reports from each programme country.

## Good practices

- Strong collaboration and guidance** from the learning consultant ensured the successful development and roll out of Bridge4Voices approach and e-learning course.
- Positive working relationships** among team members in charge of developing the Bridge4Voices approach fostered a cohesive and productive environment.
- A clear understanding of tasks and responsibilities**, coupled with the necessary technical skills (hiring a learning consultant), facilitated the efficient development and piloting of the approach.
- Ownership of Bridge4Voices approach by all countries and different teams at all levels.** Ownership was built and ensured through active involvement of all programme countries and multiple partners, including local CSOs, in the co-creation of the approach.
- Clear roles and responsibilities among** local and global team members during the implementation phase of Bridge4Voices enabled effective advocacy and driving positive changes by streamlining evidence generation, message development, dissemination, and follow-up actions.
- Emphasizing learning** from both individual experiences and consortium-wide practices, linking and knowledge sharing across countries and advocacy levels (local, national, regional, global).
- Though Bridge4Voices is a new approach, it builds on the established practices and experiences of the consortium partners.** This strong foundation facilitated its adoption and refinement of advocacy strategies in the programme countries.



## Challenges

- Finalizing the Bridge4Voices approach and e-learning course proved challenging after the co-creation workshop, as securing dedicated time and attention from team members became increasingly difficult.
- There was confusion regarding whether Bridge4Voices is an approach for formulating an advocacy strategy or if it is considered an advocacy strategy itself. This confusion could be resolved by providing clear examples of how the Bridge4Voices approach had been successfully used to develop advocacy strategies.

A key issue was the **lack of clear ownership and accountability for the course finalization process.** This ambiguity created challenges in ensuring that responsibilities were met, complicating efforts to complete tasks. Addressing this issue was particularly difficult, as it touches upon the foundational structure of the consortium (the way Right2Grow was built). Learning & Learning (L&L) and Mutual Capacity Development (MCD) teams provided valuable support to alleviate pressure on thematic lobby & advocacy and BMET teams and helped finalize the course.

- A lack of specific skills and background knowledge, particularly in creating online learning courses,** delayed the completion of certain tasks. This gap necessitated additional meetings to clarify responsibilities and collaborate as a team. The complementary skills brought by team members, along with support from the learning consultant, were instrumental in overcoming these challenges.

- During the rollout of the Bridge4Voices approach, **some colleagues struggled to understand and integrate it into their work.** It was crucial to explain the importance of Bridge4Voices, emphasizing its added value and clarifying that while a co-owned Right2Grow approach might not perfectly capture on-the-ground realities, it should be seen as a flexible framework for collaboration.

While we aimed to foster a sense of shared ownership through co-creation, it was essential for Right2Grow staff to recognize the value of the approach and see it as a beneficial tool for their lobby and advocacy efforts. Finding a balance between allowing this understanding to develop organically and actively promoting Bridge4Voices as the preferred approach across all thematic areas was crucial. Fortunately, most colleagues found the approach relevant to their local context and realities, which facilitated the adoption of its principles and non-linear steps.



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## Recommendations

- Co-creation and developing a sense of shared ownership** are crucial for ensuring acceptance and commitment to any new approach, including the Bridge4Voices approach. Programme countries should nominate representatives to participate in the co-creation workshop on their behalf. These individuals should possess expertise in lobby, advocacy, and BMET. It is recommended to include representatives from local civil society organizations, not just from international NGOs (INGOs). Additionally, involving representatives from community-based organizations would enhance the diversity of perspectives and add value to the co-creation process. Given the sensitivity of the nomination process, which could create tensions over who is selected, it is important to establish clear criteria to guide nominations at the country level. It is also crucial to clearly define the role of the selected representatives and their responsibilities in the post-event phase, particularly regarding the dissemination and uptake of the approach in their respective countries and among their consortium partners.
- Incorporate visuals, plays, and metaphors** to make the approach more engaging and easier to understand, enhancing overall comprehension. In Right2Grow, an animation of Bridge4Voices approach was developed to support this aim. See Resources for more information.
- Facilitate collaboration across thematic areas** (lobby & advocacy, BMET, communication) to encourage a more integrated approach to advocacy.
- Develop detailed timelines** that outline key tasks and responsibilities, ensuring that all partners involved in the development, dissemination, and implementation of the approach are in agreement and feel comfortable with their responsibilities.
- Clarify that the Bridge4Voices approach builds on existing best practices** and tried-and-tested methodologies, presenting a new opportunity for integrating thematic areas, forming multidisciplinary teams, engaging communities and putting them in the center of advocacy efforts, and addressing potential gaps in advocacy strategy development and implementation.
- Appoint a dedicated "project lead" to visit all programme countries after the co-creation workshop** to share insights about the Bridge4Voices approach and demonstrate its practical application. This visit should ideally occur within the first six months following the workshop to align with the core principles of the programme's Theory of Change, particularly focusing on community- and locally-led advocacy. While the initial plan was for participants of the co-creation workshop to disseminate and cascade the approach to other partners in their countries, their role upon returning was limited due to other commitments.
- Ensure that there is an adequate budget to support the dedicated "project lead"** in providing technical assistance, onsite support, training, mentoring, and peer review for country teams.

## Resources

Download or print the resources  
before printing the document!

- Online course on Bridge4Voices on GROW:  
[In English](#)  
[In French](#)
- [ANIMATION Bridge4Voices approach.mp4](#)





# HOW ARE LEARNING BRIEFS USED ?

- › Cross country **fertilization**
- › Activity **Adaptation**
- › Activity **replication**
- › **Inspire** countries
- › **GO TO document** for future programming



# We wish you an inspiring learning journey!

For more information : Stephanie stern [stephanie@right2grow.org](mailto:stephanie@right2grow.org)

# Learning briefs Fair for ALL, Oxfam Novib

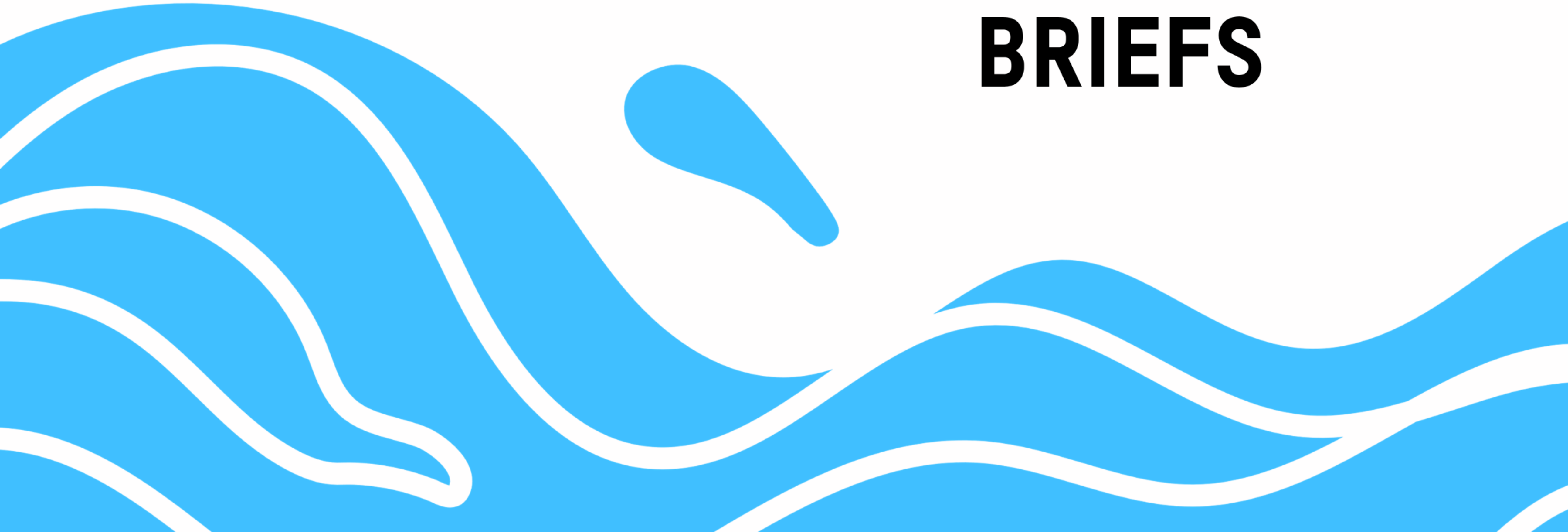
- **Sucharita Iyer**, Learning Coordinator for FAIR for ALL, based in The Netherlands, originally from India
- **Maxime Boumans**, Knowledge Specialist for FAIR for ALL, based in The Netherlands, originally from The Netherlands
- **Nayya Salsabiyla**, Knowledge and Learning Intern at Oxfam Novib, based in The Netherlands, originally from Indonesia

POWER OF VOICES PARTNERSHIP

FAIR FOR ALL

**LEARNING**

**BRIEFS**



# CONTEXT

FAIR for ALL is a complex program that focuses on creating spaces for and mobilizing people to demand more inclusive and sustainable trade and value chains, that respect human rights, protect the environment and promote women's economic empowerment.

It is consortium-led by four partners: Huairou Commission, Third World Network (TWN)-Africa, SOMO and Oxfam Novib, across 17 countries and regions.



**HUAIROU COMMISSION**  
*Women, Homes & Community*



**OXFAM** Novib



# LEARNING BRIEFS



FAIR for ALL has evolved significantly since its inception in 2021. From COVID to conflict, the program has changed to respond to innumerable changes in context.



The learning briefs serve as a track record of lessons learned over the past four implementation years. They were initiated in collaboration with new fundraising efforts, but have since become a good example of developing track records for both fundraising and adaptive programme design.

This is not an intensive research process; but rather more focused on documenting what's happening and on gathering information that's in very different places to plan for what's ahead.



This process started in August 2024, and is still ongoing.



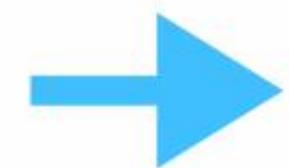
# LEARNING BRIEFS

## ELEMENTS OF A LEARNING BRIEF

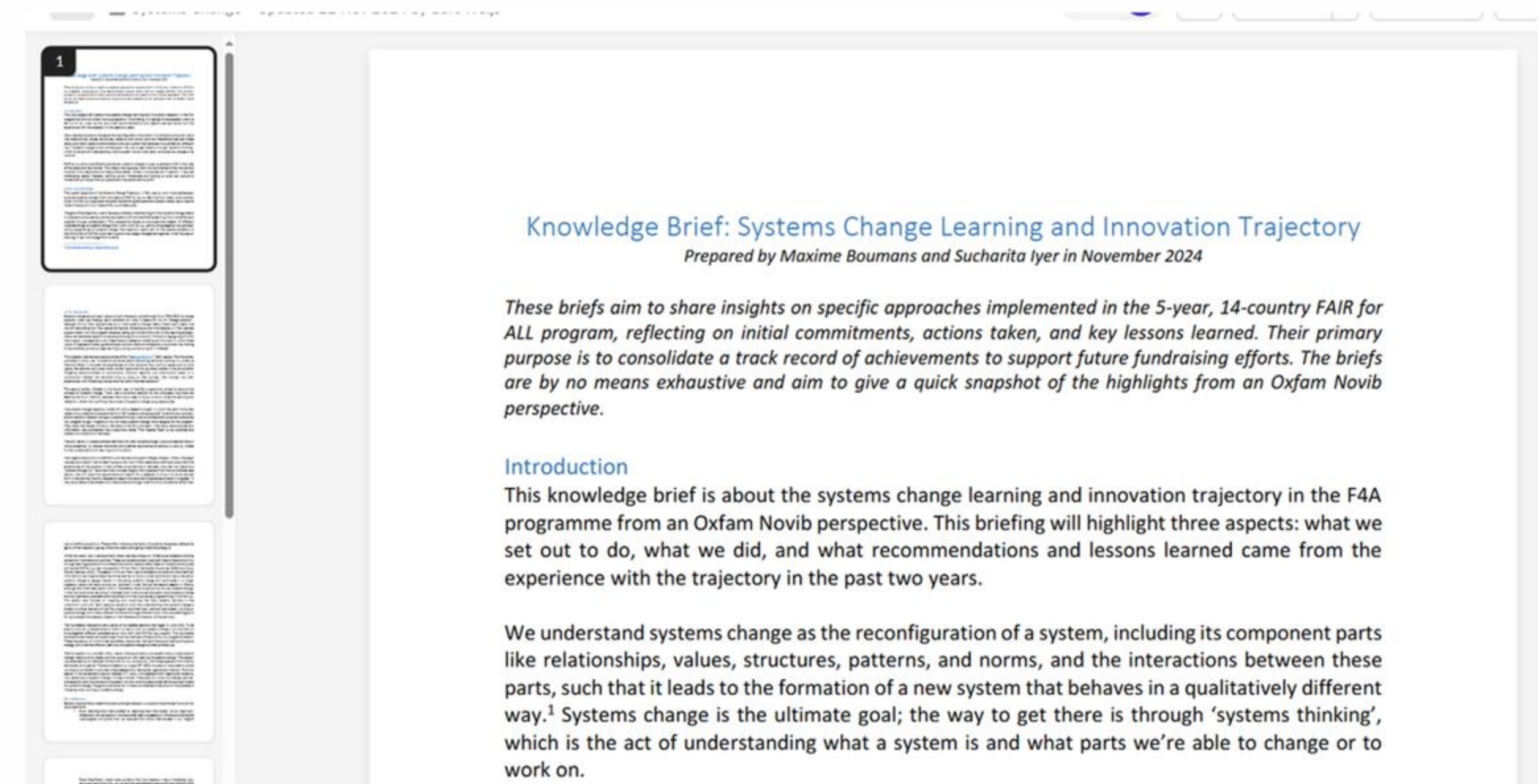
1. What was supposed to happen?
2. What actually happened?
3. What can still be addressed or what can we do differently next time?

Ways of "data collection" 2-fold:

- Sift through available documentation
- Interview key informants/specialists



Triangulate information and summarize into learning briefing





# LEARNING BRIEFS

## WHAT TOPICS TO ADDRESS AND WHO DO YOU TALK TO?

Topics to be addressed can either be..

Key themes in the programme (*e.g. Just Energy Transition, Just Agricultural Transition, Systems Change, Human/New Economy*)

Important topics for future fundraising (*e.g. Subgranting, Supporting Movements, Gender and Women's Economic Empowerment, Authentic Partnerships*)

Technical expertise areas (*e.g. Tax Justice, Responsible Business Models, Feminist MEAL*)

# LEARNING BRIEFS

## HOW CAN THEY BE USED

### 1: INTERNALLY

- Funding appeals
- Protecting institutional memory
- Decision-making and proposal development for new projects
- Finding overlapping themes and lessons across projects and programs

### 2: EXTERNALLY

- Track record for donor reporting
- Facilitating sharing across the program network and across organisations within the sector (and beyond)



**THANK YOU!**



# Q&A

- Share your questions in the chat our raise your hand

# Breakout - Round 1 – 15 min

1. In Google Docs, find the slide with the same number as your group.
2. Introduce yourself in the chat by writing down your name and organisation
3. Ask one person to **take notes** on the Google Slide of your group
4. Take turns to discuss the question:
  1. *What are you doing to capture and share learning in your programme/work?*
5. Note down similarities and differences, focusing on: **successful approaches & challenges**

*After round 1, we will merge the groups!*

# Breakout - Round 2 – 15 min

- Find the google slide for your group (f.e. MERGED group 1-2)
- In your experience, what is needed to ensure learning is used for:
  - Improving (current & future) programmes
  - Communicating impact to external audiences
- In the last five minutes, move to formulating recommendations, identifying:
  - 1 thing to start doing
  - 1 thing to continue doing
  - 1 thing to stop doing



# Thank you for joining!

- Next session: learning in organizations.
  - Tentative date: 15<sup>th</sup> of May
- Please scan the QR-Code and fill out the evaluation form
- Your feedback is much appreciated!

