

Framework Programme

Final Report¹

Via e-mail to zivilgesellschaft-international@ada.gv.at

The originals of supporting documentation can be sent to the Civil Society International (ZGI) unit.

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Programme N° 1980-01/2019

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Programme title: *Promoting sustainable livelihoods and human rights – HORIZONT3000 Framework Programme in support of the Agenda 2030*

Country/countries: East Africa (Uganda, Kenya, Tanzania, Ethiopia, South Sudan), Central America (El Salvador, Guatemala, Nicaragua), Senegal, Mozambique	Region/locality:
Duration from: 01.01.2019	to: 31.12.2022
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Financial statement per 30.09.2023 – in EUR

Total costs	Cleared items	Submitted for examination	Open items
17.055.645,00	11.756.440,40	5.140.317,00	158.887,60
OEZA-ADA:			
10.260.000,00	7.023.580,78	3.134.610,20	101.809,01

¹ Delete inapplicable items

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Brief description of programme progress

Das übergeordnete Ziel dieses Programms besteht darin, einen Beitrag zur Agenda 2030 zu leisten und die Lebensgrundlage für benachteiligte Gruppen in Zentralamerika, Ostafrika, Senegal und Mosambik zu verbessern. Das Programmziel ist dabei, 3 Millionen Menschen in 10 Ländern durch Verbesserungen in den Bereichen ländliche Entwicklung, Menschenrechte, Klimaschutz, Gender und Wissensmanagement zu unterstützen.

Bis Ende 2022 wurden **in 10 Ländern 559.882 direkte (davon 300.925 Frauen was ca. 54% entspricht) und 2.116.760 indirekte Begünstigte (davon 1.181.762 Frauen, was 56% entspricht)** erreicht, um die Entwicklung des ländlichen Raums, Menschenrechte, Klimaschutz, Gender und Wissensmanagement zu verbessern.

Die erreichten Ergebnisse und ihre jeweilige Zuordnung zu SDGs sind:

1. Nachhaltiges Management natürlicher Ressourcen, landwirtschaftliche Produktion und Widerstandsfähigkeit gegen die Auswirkungen des Klimawandels wurden bis Ende 2022 für insgesamt 123.360 Personen in 10 Ländern (69.591 davon Frauen) verbessert, was zu den SDGs 1, 2, 6 und 13 beiträgt.
2. Die Rechtsstaatlichkeit und die Ausübung der Menschenrechte und Bürgerrechte, insbesondere benachteiligter Gruppen, wurden in 7 Ländern in Ostafrika und Zentralamerika gestärkt, was zu den SDGs 5, 10 und 16 beiträgt. Insgesamt sind dabei im Jahr 2021 direkt 102.000 Personen (54.000 davon Frauen) erreicht worden.
3. Frauen und Männer wurden sensibilisiert und befähigt, die Gleichstellung der Geschlechter zu verbessern, und tragen so zum SDG 5 bei. Genderanalysen wurden im östlichen Afrika, Zentralamerika und im Senegal durchgeführt, Ergebnisse diskutiert, Management Responses und Aktionspläne erarbeitet und in einigen Organisationen wurden Gender Focal Points bestellt. Trotz COVID-19 konnten in allen Regionen einige sehr wichtige Aktivitäten zu Gender (virtuelle Austausch-Treffen, Trainings, Coaching zur Erarbeitung von Gender-Policies) umgesetzt werden. HORIZONT3000 erarbeitete seine erste Gender Policy.
4. Die organisatorische Leistungsfähigkeit von Partnerorganisationen von HORIZONT3000 und ihren Mitgliedorganisationen wurde durch systematischen Kapazitätsaufbau und Wissensmanagement gestärkt und trägt so zum SDG 17 bei. Bis Ende 2022 wurden dadurch 130 Organisationen in 9 Ländern direkt in Aktivitäten erreicht, die systematische und zielgerichtete Lern- und Austauschprozesse fördern und auf diese

Weise zur Stärkung ihrer Kapazitäten und Methoden und somit zur Qualität ihrer Arbeit beitragen.

- Change processes effected

Das Programm und seine 5 Programminterventionen umfassen Maßnahmen zur Verbesserung der Lebensbedingungen der Begünstigten. In den vier Umsetzungsjahren wurden entsprechende Veränderungsprozesse auf individueller, organisatorischer und gesellschaftlicher Ebene weitergeführt.

Auf **individueller Ebene** wurden die Verhaltensänderungen durch Lernprozesse ausgelöst, beispielsweise durch Schulungen zu innovativen / lokal angepassten landwirtschaftlichen Techniken, was zu höheren Erträgen führt, die zur Ernährungssicherheit und sogar zu einem gewissen Überschuss für den Verkauf führen.

Auf **organisatorischer Ebene** wurden unsere Partnerorganisationen in ihren Kapazitäten gestärkt. Sie verbessern ihre eigenen Organisationsstrukturen, indem sie Strategien für Themen wie den politischen Dialog. Dies ermöglicht unseren lokalen Partnern, mit Behörden und anderen Interessengruppen in eine Verhandlung zu treten, um gemeinsam an Veränderungsprozessen zu arbeiten. Auch kollektive Vermarktungsstrategien in Kooperativen wurden unterstützt, z.B. mit dem ERI-Ansatz in Ostafrika.

Auf der **Ebene der Gesellschaft** streben wir eine Gleichstellung der Geschlechter und gerechte Gesellschaften an. Durch unsere Interventionen tragen wir zur Stärkung der Organisationen der Zivilgesellschaft als zivile Akteure auf gesellschaftlicher Ebene bei. Dies geschieht durch die Unterstützung nationaler Dachorganisationen, z. B. im Bereich der Agrarökologie, der Menschenrechte oder der Frauenrechte und durch die Stärkung des politischen Dialogs. Über Austausch- und Lern-Formate wie z.B. dem ERI-Symposium oder der Agrarökologie-Konferenz in Dakar sowie zahlreichen Austausch-Reisen und gemeinsamen Trainings werden die Erfahrungen und das Wissen aus diesem Programm der breiteren fachlichen und zivilgesellschaftlichen Öffentlichkeit in den Partnerländern zur Verfügung gestellt und damit in die Gesellschaft hinein gewirkt.

Synergien werden durch die Aktivitäten der Programmintervention KNOW-HOW3000 genutzt und gefördert.

- Overview of activities carried out

Um die oben genannten Ergebnisse zu erzielen, hat HORIZONT3000 zusammen mit 42 (14 ZAM, 1 MOZ, 9 SEN, 18 OA) lokalen Partnerorganisationen die folgenden 5 Programminterventionen durchgeführt:

P-19-300	Regional Programme East Africa / Regionalprogramm Östliches Afrika
G-19-800	Regional Programme Centroeamerica / Regionalprogramm Zentralamerika

P-19-900	Rural Development Senegal / Ländliche Entwicklung Senegal
P-19-201	KNOW-HOW3000 Knowledge Management / Wissensmanagement
P-19-202	Rural Development Mozambique / Ländliche Entwicklung Mosambik

Aktivitäten, die auf der Ebene der Partnerorganisationen durchgeführt werden, werden im Folgenden als „Maßnahmen“ bzw. im Englischen „initiatives“ bezeichnet. Jede regionale Programmintervention beinhaltet mehrere Maßnahmen, Details dafür sind in den Fortschrittsberichten der einzelnen Programminterventionen zu finden.

- Steering measures identified

Die unter Punkt „6. Risks and Mitigation Measures“ gelisteten Herausforderungen machten einen flexiblen Zugang bei der Umsetzung der unterschiedlichen Programminterventionen und deren Projekte notwendig. Die meisten Probleme konnten regional / vor Ort gelöst werden. Durch die globale COVID-19 Pandemie waren überproportional viele Anpassungen, Neuplanungen und Neubudgetierung innerhalb der Interventionen und Maßnahmen bei lokalen Projektpartnern notwendig, sodass HORIZONT3000 im April 2020 ein Ansuchen an die ADA vorgelegt hat, welches ein schnelles und unkompliziertes Agieren für die lokalen Partnerorganisationen ermöglichte. Die ADA genehmigte dieses Vorgehen.

Aufgrund von 3 abgebrochenen Projekten innerhalb der Programmintervention in Ostafrika kam es zu **Neu-Planungen und Umwidmungen**, welche im Juni und November 2019 sowie November 2020 der ADA präsentiert und genehmigt wurden. 2 neue Projekte sowie die Aktualisierung von Baseline-Daten wurden in Ostafrika geplant. Das Budget der Programmintervention KNOW-HOW3000 wurde aufgestockt, um die Erarbeitung der Policies, die im Zuge der Strategischen Prüfung notwendig sind, voranzutreiben. Darüber hinaus konnte dadurch auch die technische Umsetzung für die interne Projektpartnerdatenbank und das Berichtswesen, sowie ein Kurs zur Systemisierungsmethode in Zentralamerika verwirklicht werden. Diese Maßnahmen wurden im Rahmen der Evaluation der vorangegangenen Phase des Rahmenprogramms (bzw. der KNOW-HOW3000 Intervention) als Empfehlungen formuliert und von HORIZONT3000, wie in der entsprechenden Management-Response ausgeführt, für die Umsetzung eingeplant.

Das größte Risiko stellte die **COVID19 Pandemie** und die damit verbundenen Unsicherheiten dar, welche die Programm-Umsetzung maßgeblich beeinflusste. Darüber hinaus stellte die **politische Situation in Zentralamerika** ein weiteres sehr hohes Risiko für die Programm-Umsetzung dar. 2022 wurden zwei Partnerorganisationen des vorliegenden Programms von den staatlichen Behörden in Nicaragua, im Zuge ihrer „Ausmusterungs-Kampagne“ geschlossen. Im März 2022 wurde FADCANIC die Rechtspersönlichkeit entzogen und Ende Mai 2022 folgte Nora Astorga. Die Projektkomponenten von FADCANIC wurden per August 2023 von der BICU University übernommen, die das Projekt mit einem Teil des ursprünglichen Projektpersonals gut zu Ende geführt hat. Die Projektkomponente von Nora Astorga wurde per Ende Juni 2022 vorzeitig beendet. Die durch letzteres

Ereignis freiwerdenden finanziellen Mittel wurden teilweise auf die Projektkomponente der Partnerorganisation FEM in Nicaragua umgewidmet.

Abbreviations

ANCAR	Agence Nationale de Conseil Agricole et Rural
Bata	Borrow-a-TA
CA	Central America
CADL	Centres d'Appui au Développement Local
CoP	Community of Practice
CSO	Civil Society Organisation
EA	East Africa
ERI	Enabling Rural Innovation
FP	Framework Programme
GBV	Gender Based Violence
GFP	Gender Focal Point
HR-CS	Human Rights – Civil Society (Sector)
HQ	Headquarters
ISRA	l'Institut Sénégalais de Recherche Agricole
K4D	Knowledge for Development
KH3k	KNOW-HOW3000
KM	Knowledge Management
KM4Dev (CoP)	Knowledge Management 4 Development (CoP)
MO	Member Organisation
NGO	Non-Governmental Organisation
PNG	Papua-New Guinea
PSE	Plan Senegal Emergent
PWD	People with disabilities
RD-NRM	Rural Development – Natural Resource Management (Sector)
PO	Partner Organisation
SDG	Sustainable Development Goals
TA	Technical Advisor
WASH	Water, Sanitation and Hygiene
WIDE	(“Women in Development”) Entwicklungspolitisches Netzwerk für Frauenrechte und feministische Perspektiven
ZAR	zones d'agriculture resiliente

Programme progress (for the entire duration in the case of the Final Report)

This is the overall summary of the framework programme. Please refer to the progress reports of the programme interventions for more detailed information.

The Objective of the present Framework Programme is to benefit 3.1 million people in 10 countries with contributions to the SDGs through improvements in rural development, human rights, climate action, gender and knowledge management.

Until the year 2022, a total number of **559.882** people (300.925 women) have **directly** and **2.116.760 (1.181.762 women)** have **indirectly benefitted** from this programme in 10 countries.

The following Results² have been achieved so far:

R1: Sustainable natural resource management, agricultural production, and resilience against the effects of climate change has been improved for rural populations in 10 countries, thus contributing to SDGs 1, 2, 6, 7 and 13.

Between 2019 and 2022, **123.360 persons in 10 countries** (out of which 69.591 were women) have directly benefitted from interventions of this programme developing individual, organisational and/ or structural capacities in the field of:

Natural resource management

Sustainable management of water resources has been improved in East Africa, Central America and Senegal by protecting and reforesting water sources (East Africa, Nicaragua), assuring access to water in East Africa as well as generally improving the availability of clean drinking water in arid and semi-arid regions. However, also water conservation and rain water harvesting for agriculture remains priority in all regions, closely related to education on water, hygiene and sanitation.

In East Africa 27.465 women and 26.698 men have gained access to safe and affordable drinking and 4.363 women and 1.307 men (mainly school students) apply improved sanitation and hygiene practices water since 2019. In Tanzania for example, 275 households have been trained on proper hygiene and sanitation since 2019, and 205 toilet slabs constructed and distributed to the households. In schools, environmental education was conducted. In Kenya, community members from the target areas and pupils from primary schools were trained on hygiene and sanitation behaviour change practices, still however to a lesser extent than planned (Diocese of Lodwar).

In Central America a total of 894 ecologically sound rain water harvesting and storage as well as distribution systems such as household filter and reservoirs, infiltration trenches and mini-irrigation systems, drip irrigation systems and reforestation of water sources benefit 4.845 (2.481f/2.374m) people.

Further, the use of energy saving stoves has been successfully adopted by at least 3978 (2020: 2281) households in Ethiopia, Senegal as well as Tanzania and Uganda. Additionally, solar lights and pumps are being rehabilitated in schools in East Africa and PV systems installed, whereas 10 more (2020: 4) biogas systems have been installed in Ethiopia.

In Senegal 1832 people benefit from solar pumps and irrigation systems. 20ha vegetable gardens of women groups are being irrigated using 13 solar pumps. Also, 12 conventions for Natural Resource Management including practices for reforestation and protection of coastal regions continued to be developed by community committees and were approved by local authorities. One of the first ones

2 numbers for achieved results are accumulated for the years 2019 until 2022.

(approved 2018) is now managed according to its 6-year Management plan that includes the defined use of firewood by local women. Further, the method assisted natural regeneration of forests has successfully been expanded in Senegal. In total more than 665ha of forests are sustainably protected this way.

Sustainable agricultural production for increased food sovereignty

Families, smallholder farmers and farmer groups in East Africa, Senegal and Central America could on the one hand increase the variety and quantity of food production and on the other hand the quality of their products by applying more sustainable and climate-resilient agricultural practices, for example using autochthonous and more resistant seeds but also improved food storage, value addition to products. Kitchen gardens in all regions have been important in supplementing the household's nutrition, especially during the COVID19 pandemic and related restrictions on mobility.

An increase of production could be achieved in some initiatives through technical support and the fostering of agroforestry systems, drip water irrigation of vegetables, the use of greenhouses as well as introduction or strengthening of chicken rearing.

Through farmer field schools, improved agricultural practices, provision of improved or varied seeds / cuttings, the diversification of crops the agricultural production of 4 967 women and 4 066 men increased by at least 10% in East Africa for example. Furthermore, the strengthening of sustainable energy and water supply, for example through the rehabilitation, continued maintenance and repair of water points (East Africa) reduces the distance to fetch water significantly for 53.130 people (26.895 women, 26.235 men) in 2021. Livestock is an important part of agricultural livelihoods in all regions, especially in Ethiopia due to the semi-nomadic lifestyle of the beneficiaries.

With the different productions implemented in Senegal, beneficiaries are able to meet their food needs for an average of 9 months in 2022 - compared to only 7 months in 2019. 65% of the attended households (10.085 households, 41.147f/39.533m) were able to cover their nutritional/dietary needs even year-round, although there are large differences in the production of the target groups in the different regions due to increased variability of rainfall. Mal nutrition could be reduced by 62% in the attended villages. 82 mechanisms to improve food security were implemented (food storages, Grenier de l'enfant, Warrantage Systems, etc.). In general, it can be said that the production of all crops - with the exception of rice seed, declining since 2019 because of bad weather conditions and resulting quantity and quality issues - increased between 2019 and 2022 even though after an increase during 2020 and 2021 in almost all agricultural production, the year 2022 was somewhat less successful. Overall, Millet recorded the highest increase from 16 T in the first year of the project to about 650 T in the fourth year. Sorghum, groundnuts and rice also recorded increases of 637%, 281% and 579% respectively. Bananas recorded a slight increase of 21%. Honey production increased from 105 kg to 384 kg. Large increases can be seen in vegetable production, from about 300 T in 2019 to about 870 T in 2022, an increase of almost 200% in the last four years. Vegetable production plays an important role in diversifying household diets. Production increased in all affected areas. In the intervention area 2.819 ha (Baseline 2019: 1,169 ha) of agricultural land is currently used applying agroecological practices. Further, community food storages allowing for community meals dedicated to children's nutrition have further been expanded in Senegal leading to 68 functional granaries reaching a total of 6.655 children and 5619 pregnant women/mothers. Also, radio shows and trainings about a health, diet, traditional cooking demonstrations and related guiding documents provided useful information for families, reaching also 434 men.

In Central America 2.368 families (13.328 persons, 6.797f/6.531m) diversified their food production by integrating at least 3 new autochthonous varieties and exchanging seeds (basic cereals, fruit trees and vegetables) through local seed banks. 2.189 families (12.438 persons, 6.343f/6.095m) increased their agricultural production by improving their family gardens and animal husbandry, developing family agroforestry systems, installing collective greenhouses with drip irrigation systems for vegetables, and piloting small poultry farms. 1380 families (7.682 persons, 3.918f/3.764m) reduced the use of synthetic

fertilizers and pesticides applying organic fertilizers and integrated pest control. The individual as well as communal production of organic solid and liquid fertilizers, (vermi-)compost, fungicides, insecticides and organic repellents for integrated pest management provided the beneficiary groups in Central America with inputs and basic material for their farms and kitchen gardens.

In Mozambique farmer associations could expand their production area up to 6ha associations could provide their own seeds. 7 associations had almost no production of cereals because of the impacts of Storm Chalane and Cyclone Eloise in their area. The production of alternative crops like pineapple, manioc, some vegetables and fruits could substitute the loss of cereal production. The soil laboratory built in Estaquinha agricultural school to provide soil analysis for academic and research uses as well as for local farmers started to offer physical soil analysis. The linkages between agricultural vocational schools have been further strengthened (practical training of students), local extension services and farmers. The already established services were able to continue providing technical assistance to individual farmers or small groups of farmers, at least 2 students are working with each association.

Capacity development methods:

Our partners implement hands-on practical trainings through peer learning in farmer field schools and demonstration plots & gardens, promoting improved organic and climate-informed agricultural practices using agroecological principles including:

- Resource and in particular soil & water conservation and regeneration, water, sanitation and hygiene (more important in the COVID context), provision or reproduction of improved or varied seeds/cuttings, autochthonous adapted seeds, seed banks and exchange, production of organic manure/compost, integrated organic pest control, diversification of crops (including medicinal herbs), and improved livestock production like chicken rearing, family/kitchen gardens to supplement the household nutrition, agroforestry systems, community-based vegetable production
- Agricultural entrepreneurship, Marketing and sales, market studies, elaboration of business plans, post harvesting techniques and value adding (hygiene, storage, maintenance of equipment and other investments etc.), nutrition and cooking, family planning.
- Trainings on marketing of agricultural products have been organized by the HORIZONT3000 Team Senegal.

In 2021 many of the planned capacity building measures benefitted from the learning around the adaptation to online formats and smaller groups in out-door settings started to use during the onset of the Corona pandemic 2020.

Income generation through agriculture

Farmer groups have been further trained in market research, marketing skills in East Africa. Groups formed marketing committees or small enterprises and selected crops for production and collective marketing to earn better prices. This also includes processing for marketing (honey, rosella). Others supported their farmers in improved honey production and the organisation itself serves as marketing hub. Therefore, Household income of 3.304 women and 1.971 men increased.

Circumstances in Mozambique have not been favourable since 7 associations had almost no production of cereals because of the impacts of Storm Chalane and Cyclone Eloise in their area. Still, the beneficiaries of 8 associations increased their incomes by 12% overall and engaged in other sectors such as savings and fishing.

In Senegal the income of farmer households did increase, 5161 households reported an increase of income of at least 10%. Revenue from vegetable cultivation has increased more than three times between 2019 and 2022. 5713 households and especially women (12.063) started income-generating activities since 2019. 2116 women got access to microloans since 2019. The promotion of saving schemes, the support of the value adding units and agricultural entrepreneurship continued, e.g., small businesses such as the banana & processing plants, packaging plants, compost production plants

(producing 121 tonnes of compost since 2019, 1t compost sells for 120 EUR to banana farmers), the vegetative reproduction of banana plants, new vegetable market gardens and honey production. Improved market access could further be achieved through better market research and identification of marketable products (ERI approach), as well training to manage small enterprises for processing agricultural products and soap making. Furthermore, 358 households (79 of them women-headed) profited from the system of “Warrantage”, communal warehouses for the storage of cereals and vegetables, where producers store their harvest receiving the current price for it, and buy back their harvest for the same price (plus small storage fees) later to sell it at higher prices.

Resilience against effects of climate change

Due to the changing or degraded environment and the impacts of climate change almost all interventions in rural development have a component of sensitisation and promoting climate change resilient practices and concepts like agroecology. This contains sensitization (including Radio Programmes) and trainings (including in schools) on environmental and resource conservation, the protection of biodiversity and techniques to foster natural regeneration of ecosystems, the impacts of climate change, climate change adaptation, food security and climate resilient practices like intercropping, crop rotation, planting and multiplication of drought resistant crops, the establishment and management of tree nurseries as well as planting of trees, the construction of energy efficient stoves and rain water harvesting infrastructure.

In East Africa Farmers (5.512 women and 5.287 men) apply climate change resilient agricultural practices (soil and water conservation, intercropping drought resistant crops, tree planting, agroforestry). 8.339 community members in Ethiopia got trained in these practices since 2019. In the ERI initiative, 166,943 trees (26.3 per farmer) have been planted since 2019. In 2021, 291 more tree nurseries were established. In 2021 a total of 1.000.000 seedlings were planted on 237 hectares on communal land, at schools and on private plots in Ethiopia.

In Senegal 44 local adaptation plans (37 plans in 2019) are being implemented fostering community resilience. An additional risk preparedness plan and a plan to respond to climate hazards such as floods, drought, storms, etc. have been developed as a result of a workshop on the development of climate change adaptation plans with 33 members of the village natural resource management committees. The continuation of integrated coastal management measures resulted in the reforestation of 85 ha, including 51ha of mangroves. In addition, soil could be recovered and erosion be reduced on 648 ha (387 ha in 2019) through assisted natural regeneration, dams and stone-gabions. To protect banana plantations in Senegal from increasing wind and storm exposure 6 new tree nurseries (in addition to the 3 nurseries built in 2019) have been built in 2020 and 2021 to plant wind barriers around the crops. The innovative system to recollect and disseminate climate information to help farmers adapting their agricultural activities in collaboration with ANACIM3 was extended to 6 new villages. A local climate change alliance helps partner organizations to exchange knowledge and experiences and discuss different options for adaptation. Measuring levels on the Gambia River have been installed to measure the river's level fluctuations and produces information leaflets for the population regarding the weather and climate information. Additionally, a large regional conference in Dakar on the topic of agroecology as a response to the impacts of climate change, preceded by an assessment of all partner organisations of HORIZONT3000 on the topic of agroecology in order to compile the different positions, practices and experiences of the partners. Participants from civil society organisations (ENDA Pronat, RIKOLTO, ECLOSIO, AREJ, RAFIA, SOLIDAR Suisse Burkina Faso, etc.), umbrella organisations (DyTAES, FENAB), scientific institutes (ISRA, IPAR), and representatives from the Ministries of Agriculture, Rural Equipment and Food Sovereignty as well as Environment and Sustainable Development and Ecological Transition, together with HORIZONT3000 partner organisations, discussed good practices and challenges, producing a declaration for national authorities.

3 National Agency of civil aviation and meteorology

In Central America, 3.176 persons (1.914f/1.262m, promoters, producers, local leaders and community multipliers) participated in regional or local climate protection activities by the end of 2022 (Trainings, workshops, information campaigns, radio programs, local forums, etc.).

R2: Civil society, rule of law, and exertion of human and civil rights, especially of disadvantaged groups, have been strengthened in 10 countries, thus contributing to SDGs 5, 10 and 16

By the end of 2022, about 102.000 persons in 7 countries in East Africa and Central America (out of which approx. 54.000 were women) have directly benefitted from interventions of this programme, developing individual, organisational and/ or structural capacities in several fields:

Through awareness raising and sensitisation meetings, training of peer educators and paralegals and the provision of legal services, the technical and organisational capacities of the target groups were strengthened to claim their rights, especially human rights and land rights, and promote peaceful coexistence and self-determination. With a focus on women and marginalised groups like ethnic minorities and vulnerable children and youth, the results helped to empower them against social and economic marginalisation and protect them against violence, especially GBV. The awareness raising and better knowledge on rights and legal mechanisms was empowering, and the support helped marginalised groups to participate in economic life. Building capacities for policy dialogue shows results in partner's activities in East Africa. Also in East Africa, the initiative on transparency was carried out in the years 2020-2022.

- Cases of violence against vulnerable groups (gender based violence GBV, land rights issues and community conflicts) addressed and if necessary referred to relevant authorities (SDG target 5.2 and 16.3)

Training of paralegals, sensitisation on human rights violations and gender-based violence as well as providing legal services were activities contributing to the achievement of this result. The baselines had revealed that awareness on human rights and gender-based violence was low. Over the years, increased awareness on GBV led to a rise in number of reported incidences. In total, 10.373 cases of human rights incidences were received, most of them on GBV. Many cases could be solved on community level with the help of paralegals, others were referred to police, sub-county children office or law courts. Due to the COVID19 pandemic, during 2021 and 2021 many partner organisations reported about a worsening of the situation of women and deterioration of women's rights, like a general increase of domestic and sexual violence as well as teenage pregnancies and school drop-out. Women carry the bigger burden of housework and are more responsible for care work.

- Increasing number of women at different levels of decision making in political, economic, and public life (SDG target 5.5)

Women's participation is limited especially for those who try to come forward to contest for leadership positions. Until the end of the last year of the programme it was possible to promote the participation of 6.028 women at different levels of decision making in political, economic and public life (community representation, parish, networks, sub counties and district). Some partner organisations promoted and encouraged women to compete in upcoming elections, some women were elected or appointed in different positions in different Committees and other decision making spaces.

- Women, youths, orphans and vulnerable children, people with disabilities and other vulnerable groups are empowered and socially or economically included (SDG target 10.2)

16.109 marginalised women and 4.823 marginalised men were socially or economically included. They were either economically empowered through income generating activities or youths engaging in profitable enterprises. Empowerment has also been achieved through increased knowledge on gender

issues specifically on family conflict resolution techniques, training for communities to promote, protect and demand for their rights by reporting human rights violation cases to relevant authorities or forming of child rights clubs. Also, training of women resulted in the establishment of discussion groups to learn about land rights issues among other relevant issues for women (East Africa). Also in East Africa, there was a strong focus on orphans, vulnerable children and children/persons with disabilities.

- Local partner organisations have capacities and engage in policy dialogue with authorities in at least 20 instances (SDG target 16.7)

Only carried out in East Africa, all in all 13 partners were targeted, 5 of them as part of the ADA framework programme, 8 as partners from member organizations. Training activities included in-house trainings for individual partners as well as joint trainings on country level. The 6 framework partners had earmarked a certain amount of their budget for policy dialogue. The 8 non-framework partners could apply for small action funds (ca. 5000 EUR). This tool proved to be very effective to apply what partners had learned in policy dialogue and strengthen their own capacities. The organisations worked on community engagement initiatives in view of proposed laws, in order to advocate for specific legal regulations, land governance structures etc. All in all, 64 engagements of policy dialogue took place on ward, district and national level. These included roundtables with community members; dialogue sessions with Government and Ministry Officials on land dispute settlement mechanism reforms and sustainable land use, and sensitisation meetings in schools on early pregnancies as well as with people with disabilities (PWDs) and families of affected persons on issues of their concern. Some of the results were: In Tanzania HakiArdhi engaged CSOs and national parliament to allocate more resources towards land ministry, and MIICO mobilized women smallholder farmers to engage resulting in Mbozi district council committing to allocate more budget towards agricultural extension services for crops that are predominantly cultivated by women, and an increased budget allocation to PWD welfare in Biharamulu (HLDD).

R3: Women and men have been sensitized and empowered to increase gender equality, thus contributing to SDG 5

To ensure gender mainstreaming in the implementation of the programme, a gender analysis for each partner and initiative was conducted as planned in the first year of the implementation of the Framework Programme (2019). The only exception was Mozambique, where the gender analysis could not be conducted in the years 2019 until 2021 because of the various cyclones and the COVID19 pandemic.

For the gender analysis in 9 countries, almost all the partners were visited by consultants, and all initiatives as well as the gender competencies of the HORIZONT3000 Regional Offices were analysed. The consultants did interviews with partner organisation staff and with some beneficiaries. In several countries, final workshops were held with the partner organisations. Each organisation was assessed and received recommendations to which they responded. Many partners reported that the gender analysis helped them to understand underlying mechanisms with regards to gender inequalities on level of initiatives and within their organisations. On the other hand, many shortcomings were revealed that HORIZONT3000 needs to address.

Apart from recommendations on each organisation and activities level, the gender analysis also included recommendations for the overall Programme Intervention and the KNOWHOW3000 component, as well as for the Regional Offices and HORIZONT3000 in general. A summary of these recommendations was reported in the previous progress report.

In 2020, HORIZONT3000 engaged in dialogue with each partner to follow up the recommendations outlined in the gender analysis. Partners were requested to submit a management response including action plans based on the recommendations of the gender analysis. Many partners started to

implement specific activities recommended by their gender analysis, others made plans to do so in 2021. In Central America, partners were supported to implement activities by the KNOW-HOW30000 programme, as well as by “traditional” TAs and South-South TAs. In Senegal, a Gender Focal Point (GFP) was appointed in the HORIZONT3000 country office (the (M&E consultant).

To meet the addressed knowledge gaps, partners were encouraged to enrol in external trainings like the UN Women Training Centre in East Africa. Besides, trainings were held by HORIZONT3000 in most regions. The regional offices in East Africa as well as in Central America organised (within the KNOW-HOW30000 activities) an online training for the partner organisations as well as for the staff of the regional office. This enabled to reach 35 participants out of 14 POs in East Africa, and 94 participants (58 female, 36 male) from 17 POs in Central America. In Ethiopia, due to COVID19, a partner workshop on Gender Action Plans was postponed to 2021, and the coaching and follow-up services were limited to whatsapp and zoom conferences during 2020. In Senegal, a 3-day workshop for the partner organisations was held at the end of the year on gender concepts, methods, tools, development of a gender strategy and of a gender mainstreaming action plan.

In 2021, HORIZONT3000 continued in East Africa the dialogue with each partner to follow up the recommendations outlined in the gender analysis. Most partner reports already improved by providing gender-disaggregated data. In 2021 the dialogue, including trainings, has intensified to prepare the partners for their project application for the next ADA Framework Programme 2023- 2026 where Gender Marker 2 has to be met.

In Mozambique, gender equality in connection with the participation and equal opportunities of women was addressed in the training courses and is included as a cross-cutting issue in the agricultural extension services offered by the agricultural schools.

Also in Senegal the partner organizations are continuously strengthening the integration of gender mainstreaming in their activities - some have nominated gender focal points in their organizations, such as OFAD and APROVAG. The partner organizations are supported by the HORIZONT3000 office in Senegal and by ALPHADEV - on the one hand through the “cercles” / literacy classes, which also offer room for women for personal development, as well as through the monitoring of the gender action plans of the partner projects. During the last year, actions have been undertaken to provide women and young people with access to production inputs such as seeds, water and land, and also provided them with technical support. Furthermore, discussion groups on the topics of women's participation, women's rights, the electoral process, roles and responsibilities of young people for local development, early marriages etc. were conducted. In 2021, the partner organizations and ALPHADEV accompanied 26 cercles with 1,028 learners (994 women and 34 men) in all intervention regions.

Despite the COVID-19 pandemic, the POs in Central America managed to carry out various activities in 2021 to implement the recommendations of the gender analysis. In 2021, organizations are already more aware of the need to take action to transform society based on gender equality. Efforts to strengthen the gender approach in projects will continue in 2022. Activities to strengthen the individual and collective capacities regarding a gender-responsive approach in projects increased. Several organizations initiated processes to update and/or develop institutional gender equality strategies. Based on the recommendations of the gender analysis and partly with the support of a Technical Advisor (f), 6 POs have developed or updated an institutional gender policy by the end of 2021.

In the framework of the strategic evaluation of HORIZONT3000, a gender policy has been developed covering HORIZONT3000 institutionally as well as programmatic work. Details on policy development processes can be found in the final report of programme intervention P-19-201 KNOWHOW3000.

R4: The organisational performance of partners and members of HORIZONT3000 has been strengthened by systematic capacity building and knowledge management, thus contributing to SDG 17

By the end of 2022, 130 partner organizations across 9 countries benefited from activities promoting learning and exchange, enhancing their capacities and methods, ultimately improving their work quality. Additionally, larger events like conferences and workshops reached various organizations, including government bodies and media outlets. Over 1000 individuals from partner countries accessed valuable experiences and knowledge through the KNOW-HOW3000 online platform. Moreover, over 90% of professionals accessed work-related information via the platform. The organizations' performance was strengthened in the following fields and by the following means:

- **Promotion of experience capitalisation methods** to support and enable partner organisations to identify, document, share, and above all, learn from their positive and negative experiences in their initiative and organizational work: Until end of 2022, **52 experiences were capitalised (identified, documented and shared) by 27 partner organisations in 7 countries**. Workshops and training on the **systematisation method** were organised for partner organisations in Senegal and Central America. In East Africa, the systematisation method was internally evaluated and once more piloted within the regional office and with one systematisation of the ERI-programme. The global CoP on the systematisation method led to an organisation-wide understanding of use, impact and limits of the method and to the development of a short, [animated video](#) on the method. The Spanish manual on the method has further been updated. **Storytelling** as a format to communicate the impact of learning from experiences and knowledge sharing on the work of our partner organisations was developed in 2021 and the [Stream of Knowledge](#) was developed as an interactive KNOWHOW3000 site. So far, 6 impact stories have been developed and shared on this site and the storytelling concept is continuously further adapted. Questionnaires for Experience Capitalization have been reflected and adapted using the systematisation method. **KNOWLYMPICS** has established itself as a structured opportunity to gather experiences. The focus on strategically relevant topics (2021 on CSOs & Policy Dialogue, 2022 on Agroecology) at the KNOWLYMPICS has proven successful and will be maintained. The role of TAs at the KNOWLYMPICS ranges from identifying relevant experiences to supporting the preparation of the experiences into the familiar one-pager and in-details descriptions.
- **Building and strengthening continuation of Communities of Practice (CoP)** to create spaces for continued knowledge exchange on relevant fields of action, valuing the existing knowledge at partners and facilitating its promotion and impact among the partner community: In the realm of communities of practice and sharing events, CoPs initially established in Central America and Senegal continued their activities. Despite a pause in Senegal's national-level climate change CoP due to COVID-19 restrictions, smaller local CoPs remained active for rural development and natural resource sharing. Additionally, CoPs between HORIZONT3000 staff and TAs formed in East Africa, utilizing virtual meetings and digital platforms for document exchange. The established trust among CoP participants enabled the Central American and global CoPs to function virtually in 2020 and 2021. In 2022, a critical analysis began to tailor CoP functions, requirements, roles, and skills to East Africa and other partner organization needs and interests
- In total, 70 partner organisations received new insights through **exchange visits, sharing events and communities of practice** by the end of 2022. Due to the COVID-pandemic, sharing events and exchange visits were less used during 2020-21. While in Central America, CoP continued to be the main sharing format for partners, in other countries like Mozambique, Senegal and Uganda, dedicated sharing events on strategic relevant topics (agroecology, ERI, etc.) were organised and external organisations were reached by this. In total, 22 learning visits were organised to give partner organisations the possibility to learn on the ground from others.
- **Organising specific trainings** to strengthen capacities of staff of POs, who increase effectiveness and impact of their organisation's work by applying new or deepened knowledge in

their daily practices. In total, 101 partner organisations of 9 countries were reached with trainings and tailor-made coaching and got insights for their work on the following topics:

- institutional knowledge management and experience capitalisation (physical in Central America and Mozambique, virtual in East Africa)
- Systematisation method (Senegal, Central America)
- prevention of violence among youth in El Salvador,
- institutional sustainability in Guatemala
- Baseline studies in Nicaragua
- Gender Mainstreaming (Ethiopia, East Africa, Central America)
- Project Cycle Management (East Africa), Monitoring & Evaluation
- Resource mobilisation/fundraising
- Risk Management
- Social enterprise development/ social entrepreneurship
- Agroecology and sustainable agriculture
- Prevention of Gender Based Violence (GBV) and use of "Do Not Harm" approaches (Ethiopia, Mozambique)

Criteria for prioritization on topics for trainings derived from the needs assessments undertaken in all regions. While there were delays in implementing trainings in Senegal, Mozambique and Ethiopia due to COVID-19, in Central America and East Africa, much could be achieved through virtual training despite their limitations. Even if virtual trainings cannot match the quality of face-to-face settings, a lot of inspiration and some insights on selected topics could be conveyed virtually.

- **Using the expertise and experience of our TAs systematically:** Borrow-a-TA continues to be a successful and proven concept for making the best possible use of the knowledge and experience of our TAs. Due to COVID, only very few Borrow-a-TA missions could be implemented in 2020-21; in some cases, this concept was also used virtually. Further, in total 20 organisations have benefitted from BaTA missions concerning a variety of topics BaTA missions can be funded in the scope of the TA programme and KNOWHOW3000, allowing our regional offices a flexibility to meet the needs for this kind of short-term consultancies. (for further details refer to the annual report 2022 of the technical advisor programme).
- Additionally, the KNOW-HOW3000 Internet platform fulfilled its objective of making accessible the available and produced knowledge to all members of the HORIZONT3000 knowledge network and bridging physical distances by bringing its members around the globe together. Until the end of 2022, a total of 7.865 persons from Austria and our partner countries have accessed and used this platform. Some parts of the platform were made more appealing, informative and easier to use. Furthermore, a new section has been drawn up together with a small group of highly engaged TAs in order to further promote their participation in the content creation. The KNOW-HOW3000 News feature news entries and pictures from HORIZONT3000 staff and TAs about their work, projects and partners as well as reports from certain events of special interest for the community. In 2020 and 2021, the "multi-site installation" enabled access to several user-relevant features via the platform, including the new HORIZONT3000-internal project partner database, where all relevant data and implicit knowledge per partner organisation is systematically collected. Strategically relevant documents and knowledges, such as on Resource Mobilisation for Partner Organisations or resources on policy dialogue, were prominently featured via sub-pages on the internet platform, making the existing documents and knowledge elements more accessible. In total, 90 good practices and learning from failure experiences are available on the internet platform in form of one-pagers and additional knowledge products and were downloaded 2.164 times. Additionally, 6 "Stream of Knowledge" Experience-Stories were made and have been downloaded 318 times.
- In 2022, due to our platform manager's serious illness, progress in user participation and service expansion on the KNOW-HOW3000 platform declined. The latter half of the year was dedicated to designing and implementing a new platform. Nevertheless, TAs and partner organizations

contributed by sharing documents and writing articles. Out of the 15 articles published in 2022, seven came from TAs, and seven from colleagues in partner organizations, actively boosting content production and platform use.

- **Learning for Gender equality and mainstreaming** has been integrated into KNOWHOW3000 in some countries. The gender analyses were planned and implemented in the programme regions in coordination with KNOW-HOW3000. They stimulate discussion, exchange and impetus for learning processes on gender mainstreaming. For example, in Ethiopia through a partner meeting co-financed by KNOWHOW3000 or a training on “do-no-harm”, or in Central America through the "Gender Mainstreaming School", which was run by the strategic partner organization ORMUSA in El Salvador as part of a PEZA triangular project and with financial support from the KH3000 program. Also in East Africa, three trainings were organised for partner organisations and one for the regional office team. In Central America, a partner organisation was also accompanied by a TA to develop a gender policy. In Mozambique, 1 Sharing Event about gender-based violence was implemented (2022). 33 institutions from different sectors (NGOs, Mozambican government, media, etc.) shared their experiences within that topic. By the end of 2022, **21 activities specifically targeted gender mainstreaming in 8 countries**, that led to a greater awareness in partner organisations:

Detailed description of programme progress

1. Results achieved with regard to alignment with government and sector policies of the partner countries and to ADC programmatic requirements.

a) Poverty reduction

This programme has contribute in all intervention countries to SDG 1 no poverty, specifically to the respective target “ By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.” The following examples give an insight on how this has been achieved. Details can be found in each programme intervention.

In Eastern Africa, smallholder farmers enhanced both their production and product quality through project interventions that strengthened their technical and organizational capacities. These improvements encompassed better farming practices, high-quality seeds, enhanced storage and processing techniques. Market access was also broadened via improved market research, identification of marketable products, cooperative marketing, and support for market entry. Furthermore, additional cooperatives were established. In various projects, such as the ERI program, ADP Mbozi, and CHEMA in Tanzania, positive outcomes included increased food production, income diversification, higher earnings, and reduced food shortages. However, in some regions, income growth remained challenging due to erratic rainfall patterns. Overall, 11,147 smallholders (6,427 women and 4,720 men) increased their production, while 7,516 smallholders (4,336 women and 3,180 men) boosted their household income by at least 10%.

In Central America, resilience has been promoted through establishing agroecological model farms, promote diversity through seed banks, implement eco-friendly water systems, and conduct climate change education via workshops, forums, campaigns, radio, and more.

The Senegal programme intervention actively supported the implementation of Senegal's national sustainable development plan, known as Plan Sénégal Emergent (PSE), including its component PRACAS (Programme d'Accélération de la Cadence de l'Agriculture au Sénégal). PRACAS focuses on ensuring short-term food and nutrition security while promoting a competitive, diversified, and sustainable agricultural sector. One key objective of PRACAS is to attain self-sufficiency in cereals, particularly rice, which is a staple food for most Senegalese. Through various project activities and outcomes, the Senegal program made significant contributions to the realization of PSE by producing the following:

Bananas (T)	Rice (T)	Millet (T)	Sorgho (T)	Mais (T)	Seeds rice (T)	peanut (T)	vegetables (T)	honey (kg)
11.145	466	1.623	988	792	460	57	2.602	969

Table X: Total agricultural production 2019-22 of all projects in Senegal programme intervention

Senegal has a national nutrition strategy called PNDN (Politique Nationale de Développement de la Nutrition) to improve the nutritional status of its citizens. The government encourages both public and private sector involvement in implementing this policy. To achieve the strategy's fourth goal, "Households have adopted better nutritional and eating habits," partner organizations within the Senegal programme intervention collaborated with health posts to identify areas with high malnutrition rates. They conducted screenings and educational activities in these areas, resulting in the establishment and supervision of 71 child nutrition centers (68 of which are operational), leading to a 67% reduction in malnutrition in targeted villages.

b) Promotion of democracy and human rights

In East Africa, partner organizations faced significant challenges in human rights work. Following the presidential election in Uganda in January 2021, the situation improved, but civil society's ability to engage in lobbying and advocacy remained limited. In 2022, the passage of the Anti-Homosexuality Act legislation added further constraints, as it was challenging to understand and implement. Nevertheless, through sensitization, awareness-raising, paralegal training, legal counseling, and capacity-building initiatives, local communities were empowered to assert their rights, particularly in human and land rights. These efforts also promoted peaceful coexistence and self-determination. Women and girls received capacity-building training, enhancing their ability to navigate land conflicts and inheritance while asserting their land rights at the family and village levels. As a result, 85% of women in the HakiArdhi organization's project in Tanzania gained access, usage, and rights to land, a critical resource for food production and community development.

From 2019 to 2022, the Policy Dialogue Project strengthened 13 partner organizations. This involved joint training, Small Actions Funds, mutual visits, individual coaching, mentoring, and network meetings. These efforts equipped partners with the skills to identify networks, stakeholders, and relevant policy issues. They engaged in policy dialogue at various levels, collaborating with stakeholders in different ways. Examples of their work include CEEC's budget analysis for a Kiambu County rehabilitation center, HakiArdhi's resource advocacy with CSOs and parliament for the Ministry of Lands, JHC's lobbying for a Kajiado County land registrar, MIICO's mobilization of smallholder farmers for increased agricultural extension services budget, and HLDD Rulenge's successful advocacy for higher disability services budget in Biha-ramulu.

In Central America, human rights were promoted via social and political empowerment, support victims of violence, and engage decision-makers. Focus on women's rights awareness, protecting human rights defenders, enhancing women's network structures, and bolstering youth networks for rights promotion.

c) Consideration of gender, environment and social standards

Gender

The Programme Intervention in Central America is in line with the Gender Implementation Plan for Nicaragua (CLIP) and aims to improve gender equality. It specifically focuses on empowering women to develop the skills and knowledge necessary for the green economy. The intervention also addresses other gender equality objectives, such as mitigating the impact of climate change on women's lives and increasing resilience to climate change, particularly among rural women. Furthermore, it aligns with the National Plan to Combat Poverty by promoting women's participation and autonomy through education, training, and practices that enhance their abilities in fighting poverty. The intervention also supports gender practices in the workplace, family, and community, contributing to gender equity. Additionally, it is consistent with government policies that prioritize economic development and poverty reduction, with a particular emphasis on food security and gender equality in rural areas.

Senegal developed the SNEEG 2016-2026 strategy for gender equity and equality, aiming for full participation and equal access to resources for both women and men. The Senegal Programme intervention assisted partners in creating gender-focused documents and conducted gender equity awareness activities, reaching 12,645 people in the area. Partners also advocated for improved access to resources for women and youth. For instance, in the Caritas Kaolack area, 41 out of 43 vegetable gardens are owned by women (with permits), and one is owned by a young man. Local organizations supported by partners have 57% female representation in their decision-making bodies.

During the gender analysis implementation, partners in East African countries gained insights into the root causes of gender inequality and identified areas requiring improvement. In 2020, they responded to analysis recommendations with management actions and developed action plans. Partners were urged to register with the UN Women Training Centre and complete certified basic courses on gender mainstreaming and project work. In 2022, gender training took place to enhance project partners' capacity in gender-sensitive programming and proposal preparation. Partners also took personal steps to strengthen their capacities and those of their project participants.

In Ethiopia, each partner organization has appointed a gender focal point and provides regular reports on their gender-related activities. In November 2022, during the "HORIZONT3000/ DKA Partner Meeting" in Soddo, another consolidation workshop took place. During this meeting, organizations reflected on their progress from being "gender unaware or neutral" to "gender positive or responsive." The workshop had the presence of the ADA office head in Addis Ababa and the sector expert.

Environment/ Climate

Promoting climate-adapted agriculture and protecting natural resources have been an essential part of this programme. COVID-19 restrictions forced remote support for smallholder farmers through phone and social media. Thankfully, in 2022, planned activities like field visits and training resumed as scheduled.

Agro-ecology is promoted, particularly in the ERI program in East Africa, as a means of climate change-adapted agriculture. This includes building capacities for sustainable natural resource use through practices like water and soil conservation agriculture, composting, and reforestation. Adaptation to changing weather conditions is encouraged through strategies like crop diversification, rotation, and using locally adapted seeds. Priorities also include improving access to water, reducing the time needed to fetch water, ensuring safe drinking water in arid pastoralist communities, and facilitating water collection for agriculture, all of which are closely connected to WASH education. In Senegal, a first assessment on agroecology practices of partner organisations as well as a system's analysis of main constraints and stakeholders for agroecology has been undertaken. A big conference on Agroecology was organised to present and discuss results. Discussions of good practices and challenges led to clear formulations of needs in direction of civil society and ministries.

In Ethiopia, the successful tree planting efforts for natural resource protection continued to expand in 2022, with 1,025,000 seedlings planted across 231 hectares. Due to ongoing high interest from the population, this initiative will be continued in the new ADA Framework Programme 2023-2026. Over the entire four-year period, a total of 2,675,021 seedlings were planted, covering 606 hectares.

In Central America, the following activities promoted sustainable, climate adapted agriculture and natural resource management:

- Establish and equip family and community units for organic fertilizer production, including solid and liquid fertilizers, biofertilizers, compost, fungicides, insecticides, and organic pest repellents.
- Create model farms for agroecological farming, fostering production diversity and seed exchange via seed banks for basic cereals, fruit trees, and vegetables.
- Deploy eco-friendly water collection and distribution systems, encompassing household filters, reservoirs, infiltration trenches, mini-irrigation, drip irrigation, and water source reforestation.
- Conduct climate change education and awareness initiatives, including workshops, community forums, campaigns, international theme days, radio programs, and more.

d) Inclusion of disadvantaged groups (e.g. children, elderly people, people with disabilities etc.)

In Central America, partner organizations promoted social and political inclusion. While not specified in this report, certain POs explicitly reached and included members of the LGBTIQ+ group.

In Eastern Africa, Caritas Mytiana's initiative e.g. prioritizes inclusivity by reaching 453 vulnerable individuals in 2022, including children with disabilities. Caritas MADDO ensured diversity by recruiting people regardless of their background, operating in various group types. They also provided support to those with HIV/AIDS, offering training in nutrition and healthcare. In Tanzania, HLDD Rulenge registered 24 groups of people with disabilities who accessed government funds. Additionally, 23 public institutions were renovated, benefiting approximately 7,112 paraplegic individuals and improving school enrolment for special needs children. In Ethiopia, three initiatives work with marginalized groups, including children, people with disabilities, single mothers, and ethnic minorities like the Hamar and the Gafat.

2. Results achieved/visible impact on

a) Capacity Development

This programme is focussing on Capacity Development at its core on the following levels:

On **individual level** the behavioural change processes are triggered by learning processes of individuals, for example by trainings on innovative / locally adapted agricultural techniques, resulting in higher yields leading to food security and even some surplus for selling.

On **organisational level** our partner organisations are equipped with stronger capacities to serve their constituencies. They will strengthen their own organisational structures by developing strategies for upcoming topics like policy dialogue. This will enable our local partners to enter into dialogue with local authorities and other stakeholders to jointly work on change processes.

On the **societal level** we are striving towards gender equality and just societies. Through our interventions we contribute to strengthening of civil society organisations as civil actors on society level. This is done through support of national umbrella organisations, e.g., in the area of agroecology, human rights, or womens' rights and through the strengthening of policy dialogue.

b) Advocacy and policy dialogue

In Senegal, the Programme Intervention and KNOW-HOW3000 are contributing to the global objective of the national policy plan, PSE (Plan Senegal Emergent), as agro-ecology is part in the new policy of Senegal for the next 5 coming years. Also, the training on how to conduct advocacy on the use of traditional seeds has strengthened the partner organisations to carry out campaign and advocacy work on this topic and develop agro-ecology practices in cooperation with national services and NGOs. This contributes to a greater awareness of farmers on negative impacts of conventional seeds and the importance of using traditional seeds in order to enrich the soil and boost yields.

In PNG, the sharing event of the CoP on school management was conducted in the country's capital city, which provided a great opportunity to invite resource persons from the National Department of Education. The sharing event was used by the partner organisations to lobby for their cause with these high-level representatives, building good relations and establishing a direct contact for information sharing and involvement at policy level.

Via the KNOWLYMPICS 2020/21, experiences on CSOs and policy dialogue were collected and shared via our internet platform. It is planned to install a separate sub-page on the platform to make access to information and knowledges on policy dialogue easier for our users.

In East Africa, a specific initiative on CSOs engagement in policy dialogue is implemented with 5 partners of this framework programme and 7 further partner organizations benefitting from guidance and capacity development on improved engagement and dialogue with political representatives.

c) Co-operation with local partners (strengths/weaknesses)

HORIZONT3000 implements all interventions through **local partner organisations**. The partner organisations can be grouped into Community Based Organisations (grassroots organisations, mostly working on a local level), national NGOs (many of which are active in the whole country), and, in some cases in East Africa, Catholic Dioceses and their development offices. When talking about HORIZONT3000 programmes and projects, we always refer to the **support of initiatives by local partner organisations**, who come up with the initial idea for an

initiative, are in charge of implementation, and have a very strong role in planning, monitoring and evaluation.

HORIZONT3000 has country and/ or regional offices in all partner countries of this programme which allows a close cooperation with local partner organisations. For HORIZONT3000, the relationship to its local partner organisations is a key success factor and HORIZONT3000 has analysed and identified action points during our first organisational knowledge audit (“Wissensbilanz”) in 2018 to systematically manage information and knowledge on our local partner organisations. An internal, online-based database called Project Partner Files has been developed and programmed within KNOWHOW3000 which offers a structure for basic information on partners, capacity analysis, cooperation history and TA placement assessment.

As for the programme intervention KNOW-HOW3000, which is directly managed and implemented by HORIZONT3000, partner organizations are involved in the planning and implementation of the KNOW-HOW3000 activities in a participatory way. Needs assessments have been undertaken in year 1 of this programme to understand partner organisations’ need for knowledge management and organisational development. In some CoP, partner organisations in Central America already coordinate and organise (virtual) exchange meetings themselves without interventions from HORIZONT3000 regional offices.

HORIZONT3000 tries to foster organisational learning instead of individual learning. However, this still remains a challenge in most regions due to high staff turnover and little systematic knowledge transfer / -storage found at partner organisations. Therefore, HORIZONT3000 has focused within KNOWHOW3000 on structured follow-ups via action plans for learnings and offered trainings and consultancy on general organisational knowledge management in Central America and East Africa. In East Africa, HORIZONT3000 has further tested a KM self-assessment tool with 2 local partners, one being a partner organisation in this programme, one outside.

d) Networking and co-operation with relevant stakeholders

All interventions are implemented in cooperation or at least coordination with local authorities. We also network with universities, national networks and international development NGOs. The level of networking and coordination activities varies between the different programme interventions.

As an example, we can mention that the coordination team in Senegal is working closely with other actors to reach the objectives of the programme intervention; among them national services and institutions: CADL (Centres d'Appui au Développement Local), Service des Eaux et Forêts, ANCAR (Agence Nationale de Conseil Agricole et Rural), ISRA (l'Institut Sénégalais de Recherche Agricole) AfricaRice; national and local authorities: conseils municipaux, préfets, sous-préfets; and other NGOs active in our intervention region: Broederlijk Delen, Rikolto, ActionAid.

In the field of Knowledge Management, synergies and potentials for cooperation and knowledge sharing are used via sharing events, symposiums and conferences.

Additionally, HORIZONT3000 cooperates closely with its Member Organizations in order to include their partner organizations in KNOW-HOW3000 activities, as well as to find and use synergies of capacity development activities implemented by them.

e) Systematic knowledge management

Since 2009, HORIZONT3000 is continuously reflecting and adapting its processes to offer more efficient Knowledge Management Services to its partner organizations.

Knowledge Management, as it is understood and promoted by HORIZONT3000, is not Information Management, which focuses on a collection and distribution of data. For KNOW-HOW3000, knowledge refers to experience, know-how, capacity or skills.

The programme intervention “KNOW-HOW3000” supports the achievements of results and objectives of this programme by strengthening the capacities and improving the performance of involved partner organizations. Its specific objective is *to enhance learning and sharing processes within and among partner organizations of HORIZONT3000 and its Member Organizations in order to support their work and its impact*. The progress of the KNOW-HOW3000 programme intervention 2019-2022 is described in detail in the respective report.

f) Added value of programme approach

HORIZONT3000’s framework programme has a particularly high potential for synergies and complementary side-effects between the different programme interventions, since they are all additionally connected via the knowledge management component. Thus, each local partner organisation benefits not only from the direct support received within the respective regional programme intervention – each organisation has additional benefit from exchange visits, specific physical or virtual trainings, CoPs, BaTa-Missions and/ or access to a multitude of relevant methods and instruments, good practices or learning from failure experiences by other partner organisations (within this Framework Programme, TA-Programme or other HORIZONT3000 co-financing projects and programmes) within the same region or sector.

For details on numbers of capitalized experiences and insights for partner organisations refer to progress report of Programme Intervention KNOW-HOW3000 (P-19-201).

As a particular added value, HORIZONT3000 experienced the flexibility of the programme approach, which allowed for upscaling, fine-tuning and, in the form of pilot phases, testing of methods and innovations. Thus, several very successful components have been developed within or integrated into the framework programme of HORIZONT3000:

- The policy dialogue experience, which was first launched as a consortium project outside this framework programme, but, meanwhile, was taken over by several partner organisations within this framework programme of HORIZONT3000
- Systematic integration of agroecology in Rural Development interventions started as a pilot in Central America in 2018 and is now also integrated into the Senegal Programme Intervention as a pilot initiative. Ambitions are there to further upscale this also in Eastern Africa.
- Storytelling for higher visibility of achieved impact.
- Self-assessment tools for KM, Gender and Climate Change
- Whatsapp trainings

3. Target groups reached

Number of direct and indirect beneficiaries reached (gender disaggregated data)

Number of **direct beneficiaries reached**

Number of **estimated indirect beneficiaries**

Direct Beneficiaries reached 2019 - 2022

Direct Beneficiaries (projected to 4 years)	Total	Women	Men
Regional Programme East Africa ⁴	435808	223243	212565
Regional Programme Central America	31391	20994	10397
Rural Development Senegal	72716	45375	27341
Rural Development Mozambique	697	328	369
KNOW-HOW3000 ⁵	-	-	-
Total	559.882	300.925	258.957

Estimated Indirect beneficiaries reached 2019 - 2022

Indirect Beneficiaries (projected to 4 years)	Total	Women	Men
Regional Programme East Africa*	815714	411296	404418
Regional Programme Central America	479860	331460	148400
Rural Development Senegal	784986	417287	367699
Rural Development Mozambique	36200	21720	14480
KNOW-HOW3000	-	-	-
Total	2.116.760	1.181.763	934.997

4. Lessons learned / outlook

- a) Experience from implementation of programme

Sector RD-NRM

1. Natural Resource Management and Climate Change / Environment Protection

Findings	Conclusion/Consequence
Before the planning of water capture and storage infrastructure local precipitation data needs to be available to ensure these systems actually work.	In some regions it is necessary to implement more complex water systems (gravity or/and pressurized) for greenhouse production, due to water scarcity (dry corridor).

2. Agricultural production and livestock breeding / Food Security

Findings	Conclusion/Consequence
In order to promote organic agriculture for food security, family-based capacity development called “agricultura familiar campesina” is the most effective method in Central America	Continue expanding this focus/ method for organic agriculture promotion.
For a successful organic production in Central America, it is essential to consider the triangle Soil - Water – Seed	Continue to promote medium-term processes of soil recovery, improvement of access to water and availability of native seeds.
In Senegal the consideration of the nutritional aspect must go beyond the framework of the Grenier de l'enfant. The projects focus mainly on these Greniers, the cooking demonstrations and the awareness-raising during these events,	The Greniers de l'enfant are one approach to getting communities to learn and adopt good nutrition practices. However, focusing only on the Greniers and the recovery of malnourished children does not work as it should to achieve the

⁴ The high number of direct beneficiaries is because of big number of beneficiaries in the initiative in Lodwar where water access is provided. This initiative accounts for 50% of beneficiaries in Eastern Africa.

⁵ To avoid double counting, numbers of direct beneficiaries of KNOWHOW3000 activities are not included here, as they are mainly the same beneficiaries as those of the regional/ country programme interventions.

although this aspect also aims to change behavior at community level, more specifically in the households.	necessary behavioural changes at the household level. The result is many greniers, many women and children reached, but few men engaged, and most importantly, a relatively low level of adoption of good nutrition practices in households.
Low adoption rate of labour-intensive agricultural technologies in East Africa due to presence of many elderly people in some farmer groups. More youths and men should be recruited in groups to speed up implementation. Youth involvement in agriculture is hampered by their limited ownership, access to or control of resources. Organisations need to find a way of supporting them to adopt profitable enterprises that can earn a higher income. This reduces chances of giving up and enables them earn money that could be used to purchase or hire land for expanding their investment. Focus on enterprises that require less or no land are more successful since the youth have limited access to such resources.	Put more emphasis on youth and find appropriate ways to properly mobilise and train them with relevant entrepreneurial skills so that they contribute towards reduction of poverty among the community by initiating small scale enterprises for self-employment.
Farmers are proud and willing to share the knowledge they have, especially in areas where they have excelled. It is also clear that farmers learn best from fellow farmers and practical training is a requirement.	Exchange learning visits among fellow farmers needs to be continuously encouraged and arranged.

3. Entrepreneurship / Income generation

Findings	Conclusion/Consequence
The marketing of the products resulting from the monitoring of the various projects remains a weak point in the program and affects many partners. The most affected are the processed vegetables, fruit and cereals. Here, access to large buyers is lacking, as most of the products (fruit syrup, jam, etc.) are bought and consumed in the city rather than in the villages. But there is also no market for organically produced vegetables, which are usually sold at the same markets and at the same price as conventionally produced vegetables.	The program and the partner organisations should focus on strategic, technical and financial support for the target groups to enable the beneficiaries to sell both the raw agricultural products and the processed products at the best possible price. In the next phase of the program, it would be good to invest more in marketing support and to include one or more indicators on marketing in the log frame.

4. Resilience against effects of climate change and other crisis

Findings	Conclusion/Consequence
It is key to strengthen knowledge about climate change of farmers and its effects on local production in order for them to be able to cope with it.	It is important to facilitate the introduction of new techniques and technologies and their appropriation by the target groups. The project teams responsible for implementing the actions are required to master these techniques and technologies to ensure knowledge transfer and capacity building.

<p>The impacts of climate change are widely visible in the agricultural production in the target region, causing harvest losses mostly of cereals, strongly affecting food security and income. Farming activities can be very well planned, but depend a lot on the climate, especially rain (drought or flooding). Farmers in associations supported by the project seem to cope better with climate impacts than others.</p>	<p>Specific measures to hold back more rain water or to plant drought resistant plants have to be considered. Alternative crops like pineapple, manioc and some vegetables seem to be more resilient. Resilient cash crops like cashew can be introduced. Keep supporting agricultural assistance for associations.</p>
<p>The level of people's resilience to a crisis such as a health emergency or natural disaster is strengthened when income-generating resources/livelihoods are available. In addition, establishing one's own gardens and farms helps to improve food security and emotional health in these types of emergencies.</p>	<p>The knowledge and experience gained through project support increases the resilience of producers. We will continue to strengthen the adoption of productive techniques and promote the importance of producing one's own food as a tool for resilience.</p>

Sector HR-CS

Findings, Lessons Learned	Conclusions/ Consequences
<p>The methodology of active and playful learning is a good way to work with young people on Human rights, it is effective, helps in the learning and fosters participation.</p>	<p>Continue to work with the methodology of playful learning for Human rights and a Culture of peace, especially with young people.</p>
<p>The empowerment of women in political, social, economic, family and cultural aspects is higher when it is the result of the work and lobbying of women's organisations (and not mixed organisations).</p>	<p>Support women's organisations (feminist organisations) striving for gender equality in spaces and activities traditionally reserved for men.</p>
<p>The support of men in supporting women who suffer violence was more positive than hoped for, and there is a big interest among men and young people to discuss masculinities.</p>	<p>Invite more men to start their own initiatives and continue with workshops and exchanges on responsible masculinity, among beneficiaries but also within the project teams</p>
<p>There are many different and new forms of aggression against human rights defenders, who need to be protected in an integral way, considering that many of them already live in poverty.</p>	<p>Apart from the usual follow up of cases and psychosocial support, human rights defenders and their families often need emergency support because of their economic situation which got worse in the situation of the pandemic and economic crisis.</p>
<p>Due to the social dynamics, discriminatory traditional and customary practices, successful implementation of initiatives needs cooperation with influential people in the community, involvement of government, politicians and local leaders. However, the situation of every community needs to be critically analysed since there is no single standard approach across communities.</p>	<p>Continuous analysis, follow up and the involvement of influential leaders and village government is crucial for bringing positive change.</p>

GENDER

Findings, Lessons Learned	Conclusions/Consequences
<p>SEN: Insufficient institutional sponsorship in the organisations for certain issues such as gender and nutrition.</p>	<p>Both gender and nutrition need to be strategic orientations of organisations if they are to be adequately addressed in interventions.</p>

<p>EA: Due to the social dynamics, discriminatory traditional and customary practices, successful implementation of the initiative needs cooperation with influential people in the community, involvement of government, politicians and local leaders. However, the situation of every community needs to be critically analysed since there is no single standard approach across communities</p>	<p>Continuous follow up and use of influential leaders and village government for bringing positive change is crucial.</p>
<p>ZAM: Exchanges between boys and men on the topic of masculinities contribute to strengthening the knowledge they have acquired. It motivates them to continue the processes of change.</p>	<p>Continue and encourage these processes with both technical teams and target groups.</p>

KNOWHOW3000

Findings, Lessons Learned	Conclusions/Consequences
<p>CA: POs show strong interest and willingness to exchange experiences and learn from each other, demonstrating both their readiness to share and their eagerness to learn from fellow expert OSs.</p>	<p>Both the CoPs and the triangulation or exchange trip formats allow for an ownership of mutual development that continues to be supported.</p>
<p>CA: The use of virtual platforms has opened up new opportunities to innovate and create other types of communication and operability, substituting processes that do not necessarily have to be face-to-face and saving time and costs. Virtuality has become an essential part of institutional work without denying the value of face-to-face meetings. Specific capacity development on virtual tools has been provided to partner organisations.</p>	<p>Continue a targeted capacity development approach to foster virtual communication tools and digitalization.</p>
<p>CA: Virtual communication technologies have given impetus to Communities of Practice as a modality of inter-learning. The exchange of experiences and the organisation of virtual trainings/courses worked well in the CoPs in the context of COVID, as the organisations knew each other well and there was a good basis.</p>	<p>Keep supporting CoPs as a long-term key instrument to ensure a structured exchange, physically and virtually. Promote a minimum standard of CoPs in all regions and facilitate exchange on the instrument CoP.</p>
<p>CA: The constant communication and involvement of the POs in the activities to be developed is fundamental, giving them a leading role so that they can take ownership of the learning process and generate exchanges of knowledge that respond to their needs.</p>	<p>Promote and communicate ownership of POs for learning and sharing as core value of the KNOWHOW3000 vision 2030.</p>
<p>EA: When partners induce the learning process, ownership of the learning is increased through increased participation</p>	<p>Make the learning partner led; implying that partners should induce the learning.</p>

<p>EA: When the participants of activities and learning processes have powers to make decisions within the organization, it is easier to implement what has been learned.</p>	<p>Encourage senior management staff to be part of the learning and sharing in order to increase commitment of partners.</p>
<p>EA: The experience capitalization tools and questionnaires were applauded by partners however the 3 POS that used it in 2022 felt that the tool was long.</p>	<p>Make experience capitalization tools and questionnaires short and precise. To better showcase the results, mix the questionnaires and one-pager with other formats like video production or written or photo stories.</p>
<p>EA: The virtual training proved to be a challenge in 2020 however by 2022, partners were comfortable learning online, yet they prefer the in person (physical engagement).</p>	<p>Organise learning in person where possible but continue to develop capacity development and learning concept that integrates online and offline formats and learning spaces reflecting the experiences of the last 3 years.</p>
<p>EA: All KH3000 forum should be avenue to sensitize and advocate for empowerment of women and gender equality</p>	
<p>EA: Although experience capitalization was perceived as very rewarding by partner organizations, triggering interest in advancing their knowledge management, it became clear that partner organizations need to be properly introduced to related methods and templates and assisted when using them for the first time.</p>	<p>Such assistance must be planned for and can be included in related flying TA and/or BaTA missions. Several online sessions were organised starting in 2020 and carried on in 2021 and 2022. Once introduced to the methods, partner can apply them autonomously.</p>
<p>EA: The instruments BaTA and Flying TAs for KM and other topics are very appealing to partners as they offer a punctual but tailor-made support in a certain area/ with a certain task.</p>	<p>These instruments will be promoted further. By combining the various instruments HORIZONT3000 offers in the capacity development field, partners in finance and technical cooperation, but also partners of its member organizations benefit effectively.</p>
<p>EA: It has proven successful to include knowledge management components into proposals and budgets as this allows organisations to dedicate resources to knowledge management activities such as learning visits or sharing events. KNOW-HOW3000 can guide processes and provide assistance but it is most effective when organisations have additional funds to make full use of the tools KNOW-HOW3000 has to offer.</p>	<p>While in 2019 this potential was explored and tested with another ADA funded project in Uganda (mainly through experience capitalization and a sharing event), in 2020 such a synergy was established within an EU funded project in Kenya (mainly through knowledge assessment and experience capitalization).</p>
<p>EA: It has become clear that internet disruptions and instabilities are a major challenge for online trainings although it was working better than expected. Additionally, it was noticed that participants are at times distracted by other work or activities during the training.</p>	<p>Methodology and length of sessions has to be adjusted to fit the online setting. The quality of online sessions greatly depends on how experienced or well versed the facilitator is with digital options and how well s/he can guide participants who are not as conversant in these technologies. Continue developing online workshop facilitation skills in the ROEA.</p>
<p>EA: Online trainings are convenient for both HORIZONT3000 and the partner organisations</p>	<p>Altogether, if possible, a real workshop setting is preferable as it offers more chances for formal</p>

<p>and they are substantially cheaper than offline trainings. However, it appears the online setting does not offer as much the room to stay focused as a real workshop setting does.</p>	<p>and informal exchange among participants which is highly relevant for learning success.</p>
<p>SEN: It is difficult to keep the KNOW-HOW3000 activity schedule because of the pace of project implementation.</p>	<p>Plan the number of activities realistically and in consultation (whenever possible) with partners.</p>
<p>SEN: Low valorisation of trainings and exchange visits. The programme organises many trainings and exchange visits on specific topics to enable partners to improve project implementation and enhance their skills</p>	<p>Upon return from training or exchange visits, there is minimal knowledge transfer at the project team and organizational levels. Furthermore, some partners struggle to apply or integrate the acquired knowledge effectively, leading to persistent issues. Moving forward, there is a need for more rigorous selection criteria for workshop participants and exchange visit target groups, as highlighted in the evaluation and to be closely monitored in the new program.</p>
<p>MOZ: The deployment of a Knowledge Management TA in the regional office to support various partner organisations was delayed, but as soon as this TA started to work in beginning of 2021, the KNOW-HOW3000 program in Mozambique started to gain momentum: The program and its methods were actively promoted within partner workshops and various activities were planned to overcome knowledge gaps within local partner organizations.</p>	<p>Deploy specific Knowledge Management TAs to support partner organisations in taking up and benefitting from regional KNOW-HOW3000 tools and activities.</p>
<p>MOZ: The TA for Knowledge Management introduced the learning action plan at beginning of 2022 to the partners and as it was not obligatory for them to fill it out, only few partners did so. However, informal follow-ups happened between the Knowledge Management TA and the partners and other TAs via telephone calls, meetings, etc.</p>	<p>Promote and implement learning action plans and follow-up surveys in a more efficient way throughout the local partner + TA network of HORIZONT3000.</p>
<p>MOZ: In Mozambique, various TAs commented that they wish to have more HORIZONT3000 internal meetings in presence to strengthen knowledge exchange between colleges.</p>	<p>There have been established more regular jour-fixes for HORIZONT3000 staff in Mozambique.</p>
<p>IT: Keeping in touch with the target groups does have a positive effect in terms of their engagement with the platform. The more we communicate with them, the more they collaborate and share via the platform. The greatest effect is achieved by personal, direct communication via meetings, MS Teams calls or emails. Also keeping in touch with TAs, following up on events or projects they participate in and collaborating wherever it makes sense has led to more active participation from their side – including efforts to involve Partner Organisations in content production.</p>	<p>Continue to increase engagement among other HORIZONT3000 employees, TAs, and Member Organisations. In order to have more people sharing the content they create for their projects, we are going to claim submissions (e.g. most relevant document created so far, personal assignment report, behind the scenes post etc.) on a regular basis—not only from TAs, but also from Sector Coordinators.</p> <p>Further, we will continue with our regular KM TA-Get-Togethers on KNOWHOW3000 and internet platform to remind TAs on potential and usage.</p>

<p>IT: Newsletters are still quite successful and drive traffic to the different areas of our platform. Most of the time the newsletter is what first comes into mind when members of the target group are asked about KNOW-HOW3000 and its digital channels.</p>	<p>Continue the promotion of newsletters and continue the participatory content creation for newsletters.</p>
<p>IT: We still have to establish processes that make the platform's use an integral part of the daily routine of our target groups.</p> <p>For example, our new tool for file management on the platform was launched in order to offer a more user-friendly interface. However, one major problem is that the search results are not sortable. Besides, upload dates are not correctly captured, file names are too long, there are too many overlapping tags, and the overall design is confusing for first user.</p>	<p>Tackle these archive-related and other problems in the course of our relocation to SharePoint as a new platform.</p>
<p>IT: The roll-out of our "Project Partner Files" has been slower than expected. The involvement of many different actors has contributed to an uneven participation in the filling out of forms, resulting in partial information.</p>	<p>We will continue to use this site in future to foster monitoring and capturing of knowledge on partner organisations and their capacity development. A relocation of the project partner files might be considered in case a more comprehensive project management software will be introduced at HORIZONT3000.</p>
<p>IT: Storytelling has proven to be of high interest and a very attractive method for staff, POs and external stakeholders.</p>	<p>The stream of knowledge and storytelling in general should be further developed and disseminated. Storytelling should become one new KNOWHOW3000 method/ activity to be promoted and systematically integrated.</p>
<p>IT: The promotion of strategic relevant topics and related knowledge products (manuals, tools, etc.) such as "Ressource Mobilization" seems the right way to assure that people find and access existing documents and resources.</p>	<p>Continue to structure our internet platform with a focus on easy accessibility in order to feature strategically relevant topics such as Gender, Policy Dialogue and KNOWHOW3000 methods such as Systematization, CoP, etc.</p>

a) Outlook regarding medium- and long-term sustainability of the programme

KNOWHOW3000:

- Integrate definitions and process descriptions on main KNOWHOW3000 activities (Learning and Sharing Guide) within the new online platforms to assure high quality procedures.
- Develop and roll-out organisational self-assessment tools (gender equality as well as climate change & environment) to have baseline data available and ensure an even stronger needs-based approach to KH3000 planning.
- Further develop data collection for monitoring purposes as well as follow up of KH3000 activities.
- Continue to launch and communicate impact stories of KNOWHOW3000 via our new "stream of knowledge" page on the new HORIZONT3000 website.
- Collect and produce experience documents via [Knowlympics](#) on Gender Equality and related topics.
- Migrate the KNOW-HOW3000 platform to a new KNOW-HOW3000 SharePoint-Hub (collaboration) as well as a KNOW-HOW3000 site within the new HORIZONT3000 website

(information and visibility), easing the access for our target groups and boost engagement, creating stronger relationships within our network.

- Working together with our communications department on a unified and streamlined online presence, improving the visibility of KNOW-HOW3000 and highlighting the impact of our knowledge management programme throughout our projects.

Apart from the focus of the upcoming KH3000 programme phase 2023-2026 with its focus on learning & sharing for gender equality the countries will follow up on the following topics, integrating a gender perspective:

Eastern Africa:

In 2021, the project "Prevent corruption and improve governance within HORIZONT3000 and its partners in Uganda, Tanzania, and Kenya" began with a focus on HORIZONT3000's internal analysis and learning. In 2022, financial monitoring checklists were updated, and an internal traffic light system was developed to rank partners based on their financial processes and control mechanisms for preventing corruption and fraud. The project will continue in the new ADA Framework, focusing on promoting the topic among partners and implementing new tools within partner organizations.

The initiative with AFIRD, "Promoting sustainable agriculture for improved livelihoods among school communities," started in December 2021 and significantly contributes to the program's objective of "Natural Resource Management and Rural Development." In 2022, final budget reallocations were made for partners, and an evaluation was planned. Partners were instructed to use their designated budget for gender activities, leading to several training sessions to support partners in gender-sensitive programming and proposal writing.

Ethiopia will follow up on the gender mentoring process.

The next framework 2023-2026 will be launched, the focus will be on strengthening gender equality and the intersection of gender and environment and climate change. Partner led COPs will be the focus as well as organising relevant Ba-TA missions to utilize in-house expertise, additionally involvement of gender light house organisations, learning will be through hybrid methods.

Central America:

In 2023, HORIZONT3000 launched the ADA Framework Programme 2023-2026, titled "Gender Equality for Sustainable Development in Central America." This program aims to strengthen gender equality within HORIZONT3000's key sectors, including DR-MRN and SC-DH. Besides the gender focus, the program will address environmental and climate change issues. KNOW-HOW3000 tools will be used to assess and monitor these thematic areas and support their development.

Out of the 14 projects from the Framework Programme 2019-2022, 9 will continue in this new phase. HORIZONT3000 aims to enhance learning and exchange processes, fostering more systematic organizational learning. The remaining 5 integrated SOs have been actively involved in projects, activities, and Communities of Practice.

Next year, the four-year programme of KNOW-HOW3000 activities will be planned together with the POs in a joint launch event. The two Communities of Practice will be continued. At the request of the POs, work will also be done on systematisation. A KNOW-HOW3000 strategy team has been set up to better plan and implement activities in the three countries. In the coming year the team also intends to focus on a better use of the KNOW-HOW3000 platform. Further triangulations with the lighthouse organisations will be explored.

Senegal:

The program's sustainability is linked to the new 2023-2026 phase. Initiatives promoting agroecology and grassroots marketing, conducted by organizations like cooperatives, need to continue. Strengthening these actors' organizations is essential for improved access to production resources, including state financing, banks, and microfinance institutions.

A stronger focus on agroecology will enable family farms to operate sustainably and reduce costs associated with chemical fertilizers and pesticides. Women's use of organic fertilizers and on-site production of compost and pesticides minimizes expenses. Promoting agro-ecological practices and

natural resource management also contributes to better environmental protection and ecosystem restoration.

Mozambique:

Sharing Events will continue to foster the knowledge exchange between various stakeholders and institutions, with gender and climate change as main topics. A CoP about “Agroforestry Systems” will be launched.

- b) Outlook for target groups/beneficiaries after the end of the programme/intervention

This is addressed in chapter 7 sustainability.

5. Challenges encountered and modifications

a) Challenges in implementing the programme and impact on Framework Programme as a whole

Three initially planned initiatives that were part of the Programme Intervention East Africa did not start as planned. Internal re-planning and budget reallocation was presented in June and November 2019 as well as in November 2020 to ADA and accepted. Funds have been reallocated to initiatives in East Africa, updating baseline data in East Africa as well as for policy development.

Baseline information that was available at partner organisations was not reflecting in all countries all indicators that were initially planned to track on programme interventions’ level. Therefore, a few indicators needed to be adapted to monitor progress according to the information available. For changes, please refer to progress reports of the respective programme interventions.

In 2020 and 2021, the global COVID-19 pandemic hit HORIZONT3000 as all other organisations and companies. A lot of planned activities within this programme and its 5 interventions had to be cancelled, postponed or completely re-planned. High flexibility combined with regular communication and re-planning of activities led to an increased amount of staff resources for programme management. A budget reallocation of KNOWHOW3000 programme intervention was presented in April 2020 to ADA and accepted allowing for a use of some unused funds from KNOWHOW3000 to cover additional costs.

b) Change in external circumstances/conditions

The greatest external condition influencing and hindering components of this FP in these three years of programme implementation were tropical storms and cyclones in Mozambique and Central America and the global COVID-19 pandemic.

Some activities needed to be carried out virtually, requiring flexibility, patience, perseverance and creativity from our partner organisations. A lot of activities were postponed as virtual solutions did not prove to be an accurate option for partner organisations.

The three Central American countries Guatemala, El Salvador and Nicaragua, are going through worrying developments: There are serious democratic regressions, systematic human rights violations and violent state repression. Public institutions are weak and corrupt. There is a lack of political accountability mechanisms and transparency. Legal security is non-existent as judges and prosecutors are controlled by governments. Freedom of expression is suspended. There are attacks on the independent press and arrests to silence public opinion. Organised civil society is increasingly subject to threats and violence; human rights defenders are at great risk of persecution, imprisonment or death. The population is losing confidence in democratic institutions and suffering the consequences of the socio-economic and political crisis. In addition, the pandemic caused considerable psychological stress as well as economic hardship, which continues to have an impact. Thousands of people see the only way out as leaving their country and joining the migration movements in the region.

In Tanzania, since 2015 democratic space has been shrinking by application of the newly enacted and amended number of legislations largely at the expense of human rights activists by presence of established strict rules and orders for the working conditions of the CSOs in Tanzania. The spirit of the newly 6th government of Tanzania demonstrates hope of change into positivity and after the appointment of Samia Suluhu Hassan some restrictions on media and civil society seem to have eased.

Uganda: The elections that were finally held in January 2021. The pressure on the civil society increased during the election period and remains high. The intensive surveillance of foreigners and INGOs stays on.
Ethiopia: The internal displacement of people, the locust infestation and in particular the armed conflict in Tigray has severely worsened the situation in Ethiopia in 2020 and 2021. Even though elections were held in 2021 and the war has calmed down the overall situation remains fragile.
Moreover, the economy is severely affected, the inflation in 2021 was around 35%.

We expect that the situation in Ethiopia will stay volatile, thanks to the strong institutional status of our partners we are positive that the initiative can be implemented as foreseen.

South Sudan: The overall situation in 2021 was similar to 2019 and 2020. The main challenge is related to insecurity – either caused by the ongoing conflict between government and opposition or by internal clashes or mere crime. Constant and repeated violence and inter-clan clashes in the intervention region remained the biggest challenge in implementation. Several counties are facing waves of violence, rampant targeted killings and looting on the roads. The worst is when the cattle camp youth have shifted their targets to the educated youth, they believed that by killing an educated and influential member of opposite clan will inflict pain and misery in that community, this scenario is threatening majority of the educated youth to travel to other locations thus impeding implementation of some urgent interventions.

c) Required changes for programme planning

Rural Development – Natural Resource Management

Challenges	Required changes
Less yields/agricultural production due to raised climate variability (erratic rain patterns, high temperatures, longer more intense dry spells, extreme weather events, etc.). Water supply also suffers in many regions due to overuse and longer/more intense dry spells.	Continued Promotion of climate informed and agro-ecological practices such as soil rehabilitation, erosion control, water management, continued focus on reforestation/regeneration of forests, increased compost production crop diversification and also plant short seasoned autochthonous or non-invasive climate homologue crops, irrigation, trenches, planting on contours, cover-cropping, agroforestry, and reduced tillage among others practice. Promotion of diversification of sources of income, entrepreneurship in other fields.
Bad management of micro-entreprises (e.g., APROVAG)	Develop business plans, train management teams and develop and apply monitoring tools
Locust invasion (Kenya) impacted negatively on the productivity.	Monitoring of locust swarms, diversifying source of income of rural farmer families
Several partners and their beneficiaries struggled with multiple crises (raised climate variability affecting agricultural production, locust infestation, hurricanes, etc. and COVID 19.)	Nexus approach of Humanitarian Aid and Development work needs to be strengthened. Flexibility in funding to be able to react to a change in priorities.
In June 2020, tropical storms Amanda and Cristobal resulted in the loss of fruit, vegetable and staple food crops in El Salvador. In November	In response to the urgent needs of families in two municipalities of Nicaragua, seeds and inputs were delivered in 2020/2021 to ensure the

<p>2020 the hurricanes ETA and IOTA (and to a lesser extend hurricane Julia in October 2022) caused loss of lives and massive damage in infrastructure, agricultural production including seeds for the following season, and important ecosystems that are the base of the livelihood of the population on the Caribbean Coast of Nicaragua as well as parts of Honduras and Guatemala (Landslides, flooding). The effects of the storms and hurricanes continued to have a strong influence on the projects, especially the project on the Caribbean coast of Nicaragua, because of the enormous impact on the population, requiring reconstruction efforts.</p>	<p>planting of basic grains in order to reduce the risk of food insecurity due to crop losses. Long term: reforestation, management of fisheries in rivers, lagoons and the ocean to allow for natural regeneration of stocks, etc.</p>
<p>Pandemic long-term impacts, such as the economic crisis, which has increased the proportion of the population living in absolute poverty, the alarming rise in domestic violence and the increasing number of attacks against human rights defenders in conditions of impunity by the state. The living conditions of the population are threatened by rising unemployment, declining economic activity and rising inflation, resulting in the emigration of human capital. Another aggravating factor is the high inflation, rise in prices for food, agricultural inputs, transportation.</p>	<p>Due to the pandemic, there was a continued need to adapt the methodology of several activities from 2020 onwards, the POs readapted training processes to the new realities, requirements and restrictions imposed; provided phone service recharges to participants in rural areas to enable their participation; reduced the number of people in face-to-face activities and increased the number of sessions; adapted large events and campaign activities to virtuality; developed and published audio-visual materials to complete their trainings; adapted their methodologies and monitoring tools, taking advantage of multipliers and new technologies; developed and published audiovisual materials to complement their trainings; adapted their monitoring methodologies and tools, taking advantage of multipliers and new technologies. Thanks to the lifting of many restrictions and the adaptations described above, the POs were able to carry out many of the activities that had to be postponed. Some activities remained suspended 2020-2021, such as, for example, mass commemorative events and participation in demonstrations.</p>
<p>After years of problems on an organizational level at INTERPENC (Senegal) and based on the recommendations of an evaluation of the project RIP III and the Organisation we decided to stop out partnership with INTERPENC in March 2021.</p>	<p>However, due to the termination of the project with INTERPENC, activities could not be continued. it is planned that SYMBIOSE will continue to supervise specific activities and also cover the costs in its budget.</p>
<p>A prolonged illness of our KNOW-HOW3000 platform manager in the first half of 2022 and her subsequent educational leave slowed down further improvement of the platform.</p>	<p>Our new platform manager started in the second half of 2022 and had to familiarize himself quickly, while simultaneously preparing the transition to SharePoint and new HORIZONT3000 website.</p>

Civil Society – Human Rights

Challenges	Required changes
The adoption of Policy Dialogue within an organisation was at a slow pace because staff who	This could partly be handled by an in-house training for some of the board members and

<p>attend trainings do not have much stake in influencing organisational shift to buy-in the institutionalization of Policy Dialogue. During trainings, participating staff make commitments for post-training implementation. Afterwards, however, it becomes a challenge to get support from the management.</p>	<p>meetings with the respective management and board members of these organisations, to get key commitments for implementation, as a follow up by the HORIZONT team.</p>
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KNOW-HOW3000

Challenges	Required changes
<p><i>The main challenge during this reporting period was the continuing COVID-19 pandemic which has made physical trainings and meetings difficult and complicated interactions with partner organisations and member organisations as face-to-face meetings had to be limited.</i></p> <p>With many COVID-19 restrictions lifted, 2022 saw an overload of previously postponed events and activities, which posed a difficult organisational challenge. A large number of those events and activities had to be organized in within a short period of time.</p>	<p>In reaction to this, a lot of trainings and exchange visits have been postponed. In Central America, online trainings and sharing sessions were continued and successfully implemented.</p> <p>In East Africa, virtual exchange and trainings did not take off and only those trainings and coaching that could be implemented physically, took place. all others were postponed to 2022.</p> <p>With an overload of activities in 2022, scheduling, budgeting, and implementing them had to be done very thoroughly according to priorities.</p> <p>To cope with this task, a KNOW-HOW3000 operational team was formed in Central America that jointly monitored and managed the activities. Communication took place via Whatsapp, ZOOM and Teams groups, a common Google Drive storage was created for monitoring.</p>
<p>The internet connection in some of our partner regions is still impeding a nurturing working environment for online meetings and on the platform for the users residing there.</p>	<p>We continue to inform on download options, and stay in touch with users and TAs and keep them in the loop of news and features on the platform, but the challenge remains for some regions. We are restructuring our new KNOW-HOW3000 platforms specifically with a intent to reduce its size and load time.</p> <p>To cope with fluctuating internet connection during online meetings, some regions have tried to “decentralise” them: five or more people are involved in the preparations and act as co-hosts. In this way, there is always someone who can more or less seamlessly continue if a host disconnects.</p> <p>More partners have to be made familiar with these and other “workarounds” so that the downsides of online interactions are reduced.</p>
<p>Living costs are steadily increasing <i>in Mozambique</i> and the exchange/inflation rate is changing regularly. Especially the Sharing</p>	<p>Greater fluctuations in inflation and exchange rates must be considered when designing the project budget for each upcoming year.</p>

Events, which normally last a few days with a high number of participants, are quite costly.	
Since some of the KNOW-HOW3000 platform's collaboration and data storage functionalities have de facto already been replaced by SharePoint/Teams – especially with the COVID-19 pandemic – the platform can feel outdated and heavy-handed. Some of resources/time, which would have been used to improve these aspects of the platform, instead were used for the development of a concept for a KNOW-HOW 3000 SharePoint-Hub as well as a KNOW-HOW3000 site within the new HORIZONT3000 website.	Plan an ordered transition from the old to the new platforms in 2023.

6. Risks and mitigation measures

Risk description sector HR-CS	Countries/ Region	mitigation measures (if applicable)
Political instability and violence disrupting projects (e.g. in East Africa during elections; in Nicaragua as consequence of current political situation)		Partnerships with keys stakeholders (Governments, Ministries, Agencies and Departments). Access to information, advocacy through coalitions
Legislations against civil society organizations (“shrinking space”)		Continue to advocate and lobby for the repeal of unfavourable laws and policies In-depth human rights and gender audit of laws and policies for reform

Risk description RD-NRM	Countries/ Region	mitigation measures (if applicable)
Land conflicts might distort project interventions especially in the agricultural context.		Support households likely to be vulnerable to land conflicts / land tenure issues to formalise land use or ownership or both, awareness raising on land rights
Increased climate variability and natural disasters (especially hurricanes, floods, heavy rainfalls and prolonged droughts)	Central America, East Africa, Mozambique	Measures for risk management to be considered already in the planning phase of interventions Updated local security protocols for each office and intervention, Local personnel and TAs trained in safety measures to cope with extreme weather events, Focusing on climate informed agriculture and infrastructure; Integral approaches to strengthen community resilience and ecosystem resilience. Training of technical staff in security issues and security protocols. Flexibility with regard to projects in the event of emergencies.

FRAMEWORK PROGRAMME – PROGRESS REPORT

		Strengthen the resilience of the population to natural disasters as a priority in high-risk regions.
<p>Accentuation of political polarization and autocratic tendencies in some regions and legislations against civil society organizations (“shrinking space”), criminalizing activists and NGOs that receive foreign money, closing local as well as international NGOs (mostly in Nicaragua), intensive surveillance of foreigners, limiting and attacking the free press, militarizing public areas. Several counties are facing waves of violence, rampant targeted killings and looting on the roads. The armed conflict in Tigray has severely worsened the situation in Ethiopia in 2020 and 2021.</p> <p>At Least the spirit of the new government of Tanzania demonstrates hope of change into positivity and after the appointment of Samia Suluhu Hassan some restrictions on media and civil society seem to have eased.</p>	Tanzania, Uganda, Ethiopia, Guatemala, El Salvador, Nicaragua	<p>Continue to advocate and lobby for the repeal of unfavourable laws and policies; In-depth human rights and gender audit of laws and policies for reform</p> <p>Advocate for the repeal of stringent laws against the operation of CSOs.</p> <p>Networking and exchange about the situation with like-minded organisations and coalitions. Coordinate collaboration with local authorities and experts to maintain respect for the defence of human rights and democratisation. In Nicaragua: Focus the work on climate change and environmental issues, poverty reduction and increasing food security, so as not to risk jeopardizing the scope for action of the Pos and/or H3000.</p>
<p>CIVID 19 as a health risk to project teams and beneficiaries.</p> <p>Delay of implementation due to COVID19 restrictions on movements or gatherings.</p>	All countries	<p>Hygiene measures.</p> <p>Adaptation of methodologies and formats of activities.</p> <p>Flexibility in approaches, re-planning, mentoring and coaching of target groups by phone and social media channels.</p>
Economic crisis, rising food, transport prices, largely due to the global economic crisis, Russia's war against Ukraine, also implementation costs.		Pursue efforts for food sovereignty, especially for vulnerable population, through independent family product gardens. Reduce transport and travel costs. Use alternative methods for meetings, training and exchanges.

Risk description KM-OD	Countries/ Region	mitigation measures (if applicable)
Lack of women involved in KNOW-HOW3000 activities The workshops in Senegal target senior and project management staff of partner organisations and those are mostly men.	in Senegal, Ethiopia and PNG	The new programme intervention KNOWHOW3000 2023-26 will have a specific focus on Gender (equality and mainstreaming).
Not enough priority is given to “tangible” follow-up measures like action plans.	All countries	Monitoring of the impact of KNOWHOW3000 activities has been integrated in the MEAL policy that is being rolled-out at the moment. A discussion and analysis of relevance of

<p>Considering the various activities partners implement, additional online follow-up questionnaires and action plans for learning may not be the right measure in all contexts.</p>		<p>action plans for learning will be integrated into the evaluation carried out in 2022.</p>
<p>Physical meetings are not always possible Due to COVID-19 restrictions, physical meetings/ workshop could not take place. HORIZONT3000 and its partner organisations had to re-plan and re-structure sharing and capacity development measures to new contexts.</p>	<p>All countries</p>	<p>KNOWHOW3000 flying TAs in Central America and East Africa were coordinating, initiating and facilitating virtual trainings and exchange sessions.</p> <p>CoP (existing and newly established ones) partly switched to virtual formats for continuous exchange.</p> <p>Trainings on virtual workshop facilitation and tools in Central America were organized to support the virtual exchange.</p>

7. Sustainability / capacity development

a) What has been done to develop local capacities?

Please refer to other chapters, especially description of programme progress, on details to local capacity development.

b) What sustainable impact has there been on the local environment?

Promoting organizational learning leads to sustainable benefits for organizations and their beneficiaries. Strengthening local networks enhances coordination among organizations. Encouraging partners to learn from experiences and share lessons has become ingrained in the HORIZONT3000 partner community. Learning and sharing are integrated into program and project planning, including budgeting for capacity development and participation in activities. Communities of Practice further facilitate learning and sharing, empowering partner organizations to take ownership of these processes, strengthen networks, and reference self-created knowledge-sharing spaces.

EASTERN AFRICA:

In Turkana, Kenya, community training and committee formation initiate sustainability. Members learn fundraising, registration, and banking for contributions and fundraising proceeds. They repair water points and cover usage charges. Livelihood activities improve diets and generate income. In Tanzania, ADP Mbozi, MHOLA, and OWSL empower community workers and introduce VICOBA, offering financial services, training, and more. CHEMA employs group-based project activities with strong leadership. HakiArdhi and HLDD Rulenge ensure sustainability through land rights monitors and paralegals. In Uganda, Caritas MADDO, YARD, and Caritas Tororo empower farmer facilitators, promote democratic leadership, and strengthen farmer associations. They are transitioning groups to local authorities. YARD ensures training for farmer leaders. AFIRD promotes local resource use, ecological agriculture, and entrepreneurship, reducing poverty. Tree nurseries aid environmental conservation. Government involvement at various levels ensures sustainability. UWONET establishes women market vendor leadership structures and saving groups. Linkages with financial institutions benefit women. Caritas Mityana trains teacher counsellors and supervisors for continued support. Ethiopia's HEfDA employs GPS for plantation sites, linking seedling planters to income programs. Community-level nurseries generate income and remain accessible. Hosanna engages stakeholders from project design, ensuring participation. SCORE builds capacity for beneficiaries, local governments, and kebele leadership. In South Sudan, the Diocese of Rumbek's education project increases graduates and empowers teachers and girls. Female teachers act as role models and trainers. Psychosocial training improves teaching methods and counseling services. Strong educational institutions are essential for sustainable

improvements. The Diocese of Rumbek collaborates with state actors, strengthens educational structures, and enhances data management for long-term quality improvement beyond the project period.

CENTRAL AMERICA

A sustainable change at the level of the POs cooperation system in Central America is the institutionalisation of the Communities of Practice and the creation of a group identity among them. Producers explicitly stated that they would continue working after the end of the project, as meeting and sharing knowledge together allowed them to practice solidarity, act freely and exchange knowledge and skills. HORIZONT3000 has trained PO staff in Central America as facilitators of the systematisation exercises through the so-called "School of Systematisation", to keep this capacity alive in the region.

Capacity building transforms project beneficiaries from passive recipients into active contributors through international cooperation. Many beneficiaries will continue applying agro-ecological knowledge and practices learned, including community seed banks, water management, crop diversification, and organic fertilizers, often venturing into product marketing. Capacity building includes mobile farmer schools, agricultural training, and farmer-to-farmer methods, complemented by infrastructure like greenhouses and irrigation systems, requiring maintenance over two to three years. Promoters gain construction skills. Participants embrace dynamic digital training and participatory methods, while gender trainers facilitate community promoter training. Sustainable changes include boosted self-esteem, empowerment of rural women, and entrepreneurial skills development. Support from CS/DHROs empowers human rights defenders to continue their work and enhance risk analysis and self-protection capacities, forming protection networks. Empowered leadership focuses on community and municipal participation, advocacy actions, and decision-making influence at the national level. Developed management skills enable successful proposal management, motivating community and municipal efforts. Youth engage in community and municipal structures, artistic groups, and leadership roles, with strengthened awareness of human rights, gender inequalities, and cultural identity.

SENEGAL

The Senegal Programme Intervention prioritizes collaboration among stakeholders for local development. Partner organizations work closely with communities, administrative bodies, and decentralized state structures. They also coordinate with other projects and organizations in the intervention zone, minimizing duplication and engaging communities in project planning. Partners collaborate with relevant authorities and participate in networks such as DyTAES and FENAB to promote sustainable practices. Another crucial strategy focuses on community education, health post partnerships, and establishing the Grenier de l'enfant to address malnutrition and promote healthy nutrition. Structures like Keppars, Pencs, and CACs are integrated, enhancing activities and increasing ownership. Collaboration with local politicians is crucial for project integration. Beneficiary engagement is fundamental for sustainability. CARITAS, for instance, has beneficiaries contributing funds or labor and providing accommodations. Strengthened CACs undertake independent socio-economic activities. Environmental sustainability is a core program focus. Partners promote sustainable agriculture, with most producers adopting agro-ecological methods, fostering ecological stability and responsible resource management. The Senegal program bolsters the capacities of target groups, communities, and local politicians. This clarifies roles, strengthens village organizations, and empowers producers through education and training, establishing and reinforcing micro-enterprises that generate independent profits.

MOZAMBIQUE

Soil analysis is now possible in the project region, aiding crop planning decisions, which can continue with support for the school. Schools are better equipped with books. Trained students, teachers, and association members will apply their knowledge beyond the project. Many farmers and students continue their activities and services beyond 2022. Eight associations are now stronger and better prepared for their challenges.

c) Which possible "exit strategies" are considered?

HORIZONT3000's newly elaborated MEAL policy integrates a chapter on partnerships cycles which summarizes criteria and management of partnerships as well as standards for ending a partnerships for both sides, HORIZONT3000 and the partner organisation. HORIZONT3000 in general fosters long term partnerships with clear guidelines on how to avoid dependence of local partner organisations from

HORIZONT3000. A clear focus on building organisational capacities to receive funding from diverse sources e.g. pays into this aspect.

In preparation for the next framework programme e.g., it was decided that based on the gender partner assessment, some partner organisations will not be part of the next programme. Due to HORIZONT3000 diverse programmes and funding sources, it is decided together with the partner organisation, which funding option can be used to support given interventions.

8. Monitoring/evaluation

How and by whom monitoring and evaluation (if applicable) have been carried out?

- ➔ Indicate division of labour on this matter, external evaluation (consultancy), self-evaluations, and external audits.
- ➔ Indicate if you have carried out field monitoring visits and what learning directly resulted from said visits.

Monitoring:

Implementation and on-the-ground-monitoring of interventions are mostly in hand of partner organisations (with thematic and methodological coaching by HORIZONT3000). However, general Monitoring & Evaluation of the FP and its 5 programme interventions is located at and steered by HORIZONT3000 (country- and regional offices and Vienna). This includes monitoring visits as well as coaching partner organisations regarding project cycle management.

For this programme, HORIZONT3000 has adapted the narrative reporting template at local partner organisations' level in order to make it easier for them to provide relevant information.

Programme Coordinators in HORIZONT3000 office Vienna are responsible for the respective results to aggregate data out of yearly reports from the partner organisations' local interventions and monitor programme interventions' progress. Monitoring of programme progress and compilation of this programme progress report is done by Team Coordinator KM and Sector Coordinators. For details on monitoring please see progress reports for each of the five programme interventions.

HORIZONT3000 is currently in the process of rolling out its newly established MEAL Policy which has been shared with ADA for feedback already. One of the objectives of this police is to ensure coherent standards and procedures for monitoring, evaluation, accountability and learning throughout all programmes and projects.

According to the ADC evaluation policy (2019) and the ADA guidelines for programme and project evaluations (2020), HORIZONT3000 had to reschedule timelines and relocate budgets for evaluations, since this programme had been planned and budgeted before these new norms were put in place. The obligation to adjust the initially foreseen evaluation scheme of this programme to the new standards caused considerable stress to the programme management, especially due to the fact that the year 2022, when the evaluations took place, was also the year HORIZONT3000 was planning the follow-up phase 2023-2026 with a new programme architecture based on Gender Marker 2, a process which already tied up resources and energy of the entire programme unit to a large degree. Since the more ambitious evaluations prescribed by the abovementioned new norms needed by far more time than the small-scale evaluations foreseen by the initial evaluation scheme of the programme, the duration of the programme had to be extended until 30.09.2023.

By the time of elaboration of this report (early October 2023), the final evaluation reports are available. The following table contains some key information on the end-term evaluations carried out:

Programme Intervention	Duration of Evaluation Contract	Evaluation Team	Evaluation Budget
P-19-900 Rural Development Senegal	8.6.2022 -	FRAO	64.863,73

P-19-300 Africa	Regional Programme East	25.1.2023 - 31.10.2023	Includovate	79.793,82
G-19-800 Centroamerica	Regional Programme	2.3.2023 – 31.10.2023	Alteri	87.409,07
P-19-201 Knowledge Management	KNOW-HOW3000	11.04.2023 – 31.10.2023	Main Level	29.393,00
P-19-202_Rural Development	Mozambique	No external evaluation realized due to programme intervention budget far below evaluation threshold		

For all evaluations carried out, HORIZONT3000 will elaborate a management response, detailing the reaction to the insights and recommendations and the indicative plan for implementation of the recommendations. These management responses will be shared with ADA together with the first intermediate report of the next funding phase of this framework programme (2023-2026). The implementation of the recommendations will be monitored and reported annually, together with the reports on this programme.

For specific regional activities in monitoring and evaluation, see also the final reports of the different programme interventions.

9. Visibility and public awareness raising

All partners follow the ADA visibility guidelines and make sure that the logo is displayed on all publications, IEC materials (Billboards, T-Shirts, posters, brochures, etc.) and on items procured for their initiatives (e.g., cars, motorbikes, laptops, etc.).

HORIZONT3000 main visibility tools include newsletters, impact stories, explanatory videos, and “knowledge games”, which generate new experience documents. The KNOW-HOW3000 platform has remained the base of operation and collecting point for our visibility activities throughout the reporting period. The Website entries which are related to the ADA framework program, all show the ADA logo. HORIZONT3000 is currently working on a new Social Media Strategy which will enhance donor visibility.

The most important activities implemented up to 2022 were:

- The Resource Mobilization Manual and toolbox that was developed in East Africa has published at our internet platform: <https://ta.knowhow3000.org/resource-mobilisation/>
- New short animated video on the systematization method in 4 working languages: [systematization video](#)
- New [short animated video](#) on our Policy Dialogue Manual on our new Policy Dialogue Project mini-site: <https://knowhow3000.org/en/policy-dialogue/>
- New stream of knowledge page to share impact stories of KNOWHOW3000: <https://knowhow3000.org/en/visibilitystories/stream-of-knowledge/>
- Updates from the knowledge management team, TAs, and POs in the news section: <https://knowhow3000.org/en/kh3000-news/news-list/>
- Reports of trainings and CoP meetings in the file managers of each sector and knowledge management (accessible for logged-in users)
- Yearly [KNOWLYMPICS Knowledge Games](#) for enhancing participation and visibility of our partners – it also enables us to highlight experiences made in a specific field
- New experience documents in the experience section: <https://knowhow3000.org/en/partner-experiences/>
- The KNOW-HOW3000 News section as well as the newsletter are measures of visibility and public awareness raising for the programme. It covers KNOW-HOW3000 events, developments and new tools on the platform
- 7 short interview-videos were produced with representatives of two Communities of Practice in Central America which talk about their experiences with this tool and the impact it had. They were

uploaded on different HORIZONT3000 social media channels and disseminated via the KNOW-HOW3000 newsletter.

- We have created and promoted two KNOW-HOW3000 infographics in 4 working languages that explain the programme, its goals, strategies, players and development as well as all of the different tools we work with in the scope of the project.
- The KNOW-HOW3000 Self-Assessment tool was translated into Portuguese, made available via the platform and distributed within the HORIZONT3000 partner network in Mozambique and Brazil.
- Learning from good practices and failures on relevant topics continue to be documented and shared via our internet platform <https://knowhow3000.org/en/experience-documents/>.
- Stories on the impact of learning and sharing are collected and presented on our new stream of knowledge <https://knowhow3000.org/en/visibilitystories/stream-of-knowledge/>

The following examples show newsletter, blog and videos of activities in the regions:

SENEGAL

- <https://knowhow3000.org/en/visibilitystories/stream-of-knowledge/>
- <https://knowhow3000.org/en/news/dakar-conference-agroecology-as-a-response-to-the-climate-catastrophe/>
- <https://www.horizont3000.at/agrooekologie-conference-regional-sur-dakar-senegal/>
- <https://www.horizont3000.at/besuch-bei-carem-im-senegal-mit-dem-boot-zu-den-mangroven/>
- <https://www.horizont3000.at/fraueninitiative-salame-sedar/>
- <https://www.horizont3000.at/carem-oekologische-oefen/>
- <https://www.horizont3000.at/h3-featuring-welthaus-graz/>
- https://www.erzdioezese-wien.at/dl/kkmLJMOJkonLJqx4kJK/Unser_Essen_Oktober_Termine_pdf

EASTERN AFRICA:

Google Analytics data indicates that between 2019-2022, there were approximately 400.000 website views of which roughly 28.700 were related to East Africa.

- [DKA/H3-Partnermeeting in Äthiopien](#)
- Interview with Rita Aciro, director of our long-time partner organization UWONET and winner of the prestigious EU Human Rights Defender Award: [Auszeichnung für Rita Aciro von UWONET \(UGA\)](#)
- The HORIZONT3000 Regional Office in East Africa (ROEA) through the KNOW-HOW3000 program organized 5 days gender sensitive and responsive training for all ADA framework partners and ROEA staff: [SDG 5: Gender Responsive Training in East Africa](#)
- Interview Justice Centres Uganda & a Life Changing Exchange Event: [Justice centres uganda event](#)

ERI Systematisation: [here](#).

ERI Symposium: [here](#).

Policy Dialogue sharing event [here](#).

Video Production

In East Africa, two very important videos have been produced: one about the ERI Program and one on Policy Dialogue: [Go to video](#) about ERI Program and [Go to video](#) about Policy Dialogue

10. Other points

Short stories of direct beneficiaries / target groups reached (success stories etc.) and photos will be appreciated.