

# Framework Programme

## Interim Report

### Programme N° 1980-01/2019

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**Local partner organisation(s), contact person(s):** **Several** – see individual Programme Interventions

**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
Reallocation(s): -	Extension of project until: -
Report per (date): 31.12.2020	Date of presentation: 01.06.2021

### Financial statement per 31.12.2020 – in EUR

Total costs	Cleared items	Submitted for examination	Open items
17.055.644,96	3.946.457,95	3.812.522,65	9.296.664,36
<b>OEZA-ADA:</b>			
10.260.000,00	2.349.802,06	2.270.673,14	5.639.524,80

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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.

Im Jahr 2020 wurden **in 10 Ländern 161.358 direkte (davon 85.899 Frauen) und 809.010 indirekte Begünstigte (davon 438.795 Frauen)** erreicht, um die Entwicklung des ländlichen Raums, Menschenrechte, Klimaschutz, Gender und Wissensmanagement zu verbessern.

Die bisher 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 2020 für insgesamt 134.279 Personen in 10 Ländern (69.582 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 direkt 26.697 Personen (16.161 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 in Ostafrika, Zentralamerika und im Senegal durchgeführt, Ergebnisse diskutiert, Management Responses und Aktionspläne erarbeitet und in einigen Organisationen wurden Gender Focal Points bestellt. In den 2 großen Regionen Zentralamerika und Ostafrika wurden trotz COVID-19 virtuelle Weiterbildungen und Austausch-Treffen zu Gender-Themen veranstaltet.
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 2020 wurden dadurch 89 Organisationen in 10 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 diesem zweiten Jahr 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.

## FRAMEWORK PROGRAMME – PROGRESS REPORT

Auf **organisatorischer Ebene** wurden unsere Partnerorganisationen in ihren Kapazitäten gestärkt. Sie verbessern ihre eigenen Organisationsstrukturen, indem sie Strategien für Themen wie den politischen Dialog entwickeln. Dies ermöglicht unseren lokalen Partnern, mit Behörden und anderen Interessengruppen in eine Verhandlung zu treten, um gemeinsam an Veränderungsprozessen zu arbeiten.

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.

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 40 lokalen Partnerorganisationen die folgenden 5 Programminterventionen durchgeführt:

P-19-300	Regional Programme East Africa / Regionalprogramm Östliches Afrika
G-19-800	Regional Programme Centraoamerica / 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 Systematisierungsmethode 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 stellt aktuell die andauernde COVID19 Pandemie und die damit verbundenen Unsicherheiten dar, welche das Jahr 2021 und die Programm-Umsetzung auch weiterhin beeinflussen werden.

## 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

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.

In the year 2020, a total number of **161.358** people (85.899 women) have **directly** and **809.010 (438.795 women)** have **indirectly benefitted** from this programme in 10 countries.

**The following Results<sup>1</sup> 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 and 13**

By the end of 2020, **134.279 persons in 10 countries** (out of which **69.582** 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 East Africa and Central America (412 Rain water harvesting systems benefitting 2270 people). In Senegal 3 new solar pumps for irrigation were installed, already benefitting 1540 people (1146 in 2019).

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

In Senegal, 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. Further, the method to support natural regeneration of forests has successfully been expanded leading to more than 230ha of forests being sustainably protected.

- **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 further increase the **variety and quantity** of food production and on the other hand the **quality** of their products by applying more sustainable and climate-informed 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 households 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.

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. Since livestock is an important part of agricultural livelihoods in all regions, the

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<sup>1</sup> numbers for achieved results are accumulated for the years 2019 and 2020.

## FRAMEWORK PROGRAMME – PROGRESS REPORT

rehabilitation and equipment of Veterinary posts (Ethiopia) is an important step on contributing to animal health.

In Senegal, beneficiaries were able to cover their nutritional/dietary needs for an average of 9 months in 2020 although there are large differences in the production of the target groups in the different regions (also compared to 2019) due to increased variability of rainfall e.g., Kolda area with more than 418 tons of millet (including a type of millet better adapted to the climatic conditions) and 55 tons of rice. Banana production increased from 2300 (2019) to 2.600 tons and vegetable Production increased from 314 (2019) to 643 tons, diversifying local diets of more beneficiaries than in 2019. In the intervention area 2.352 ha (2019: 1.586 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 21 new storage facilities reaching a total of 4.743 children. In total this cut the rate of malnourishment in the target communities of 9% (2019) in half.

In Central America 1,520 families (8,440 people) diversified their food production by integrating at least 3 new autochthonous species, 1257 Families (7.145 People) increased their agricultural production and 753 familias (4.195 people) 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 kitchengardens.

In Mozambique farmer associations could expand their production area up to 6ha. A soil laboratory was built in Estaquinha agricultural school to provide for academic and research uses as well as for local farmers. 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. Also experience exchange between the farming associations could be organized.

### **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 organizational dynamics, financial management, monitoring and evaluation were organized by the HORIZONT3000 Team Senegal.

In 2020 many of the planned capacity building measures needed to be adapted to online formats, to smaller groups in out-door settings or postponed to 2021.

- **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. However, the real increase in income has only been measured selectively this year.

Circumstances have not been favourable since many markets closed for months and agricultural fairs could not be organized due to restrictions (Mozambique).

In Senegal the income of many farmer households did not increase. It rather stagnated or decreased (3.196 instead of 3.231 2019) due to the restrictions related to the COVID19 pandemic like limiting transport and closing markets. Nevertheless, more households (4,475 instead of 2,982 2019) and especially women started income-generating activities in 2020. In some cases, local value chain development for cash crops like vegetables, peanut, fish, honey and cereals even led to increased income of 27% by selling products locally. In general, there was a reduction in income from vegetables due to closed markets but also higher consumption within the family. However, the promotion of saving schemes, the support of GIEs<sup>2</sup> and the value adding units and agricultural entrepreneurship continued. Improved market access could further be achieved through better market research and identification of marketable products, as well as support in accessing markets.

- **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 sensitizing and trainings 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 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 the ERI initiative 348 tree nurseries were established in 2020, providing 118,932 seedlings for local households. In Ethiopia tree nurseries have been established and 600.000 trees planted.

In Senegal 44 local adaptation plans (37 plans in 2019) are being implemented fostering community resilience. Integrated coastal management started with the reforestation of 22ha and the natural regeneration of 36ha vegetation along the coastline. In addition, soil could be recovered and erosion be reduced on 387ha (320 ha in 2019) and eroded roads fortified with gabions. To protect banana plantations in Senegal from increasing wind and storm exposure 3 new tree nurseries have been built 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 ANACIM<sup>3</sup> 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.

In Central America, in addition to 900 community promoters, leaders and farmers from 2019 another 563 (app. 2/3 women) participated in trainings, forums and listened to radio programs about climate change mitigation and adaptation in 2020.

### **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 2020, **26.687** persons in 7 countries in East Africa and Central America (out of which 16.161 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

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<sup>2</sup> Groupement d'Intérêt Economique – economic interest groups

<sup>3</sup> National Agency of civil aviation and meteorology

## FRAMEWORK PROGRAMME – PROGRESS REPORT

and better knowledge on rights and legal mechanisms was empowering, and the support helped marginalised groups to participate in economic life. To build capacities for policy dialogue shows first results in partner's activities in East Africa. Also in East Africa, a new initiative on transparency was included in 2020, it started with internal trainings for HORIZONT3000 staff.

- 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 of the previous year had revealed that awareness on human rights and gender-based violence was low. In total, 6373 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. We assume that the increased awareness about gender-based violence led to an increased reporting of incidences. Due to the COVID19 pandemic, 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. 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 second year of the programme it was possible to promote the participation of 2479 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.

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

5990 marginalised women and 1593 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, 1.865 women were empowered on electoral processes since 2019, on the rights and obligations as citizens as the electorate, the meaning and role of good leaders with regard to an inclusive society and accountable citizenship

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

Only in East Africa, 12 partners were again targeted (one partner was excluded and instead a new one came on board). Training activities were on hold in 2020, mentoring and coaching mainly happened by phone or virtually. The 5 framework partners have earmarked a certain amount of their budget for policy dialogue. The 7 non-framework partners could apply for small action funds (ca. 5000 EUR) in 2020. 4 organisations implemented small research and community engagement initiatives in view of proposed laws, in order to advocate for specific legal regulations, land governance structures. This tool proved to be very effective to apply what partners had learned in policy dialogue and strengthen their own capacities. Altogether, in 2020 18 engagements of policy dialogue took place on ward, district and national level. These included roundtables with community members; dialogue sessions with Government Officials on land dispute settlement mechanism reforms 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 and advocacy were conducted.



**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 2019 because of the cyclone IDAI, and in 2020 because of 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. Some of the recommendations were:

- **Training to strengthen technical staff's** understanding and response to gender equality as well as to build the own capacity to program for gender. This includes, on the one hand, the training of HORIZONT3000 technical staff with a focus on the (re)-orientation on a gender strategy per country/region and associated policies, dialogue, information and strategies to raise awareness on gender issues among various target audiences; on the other hand, the training of partner organisations with a focus on cross-initiatives collaboration and peer-exchange of capacities and a two-way dialogue between partners and HORIZONT3000 local staff.
- **Fostering knowledge sharing, networking, cross learning of good practices** internally and externally through periodic learning and networking workshops where staff and partners share lessons learnt and good practice as well as exchange learning programmes where staff can visit like-minded partners for coaching.
- **More attention placed on gender integration strategies in implementation, monitoring and evaluation** beyond the standard quantitative output indicator. For example, initiatives and staff should not only focus on how many females are recruited or attend meetings, but rather on how well they are contributing to the initiatives and overall promotion of gender equality.
- **Development of a Gender Strategy for HORIZONT3000 and its projects and programmes**, including a Gender manual and Gender mainstreaming tools adapted to the specific programme context.
- Appointment of a **Gender Focal Point (GFP)** in each country or regional office of **HORIZONT3000**, with for example 20% of the working time dedicated to the function. GFP should create a direct bridge between gender experts in HQ and the programme and initiatives GFPs, to make communication and implementation more effective. A **(regional) gender working group** could supervise the achievement of gender outcomes and advise technical staff on how to implement gender-sensitive activities and processes.

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.

**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 2020, **89 partner organisations** in **10 countries** have been reached through the KNOW-HOW3000 programme intervention and benefitted from knowledge sharing, experience capitalisation, capacity development and other learning processes. 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 2020, 14 experiences were capitalised (identified, documented and shared) by 11 partner organisations in 5 countries. A workshop on the systematisation method was organised for 4 partner organisations in Senegal. In East Africa, the systematisation method was internally evaluated in its use and promotion, results discussed and a management response elaborated. The global CoP on the systematisation method led to an organisation-wide understanding of use, impact and limits of the method and to the decision to develop a short, animated video on the method (planned for 2021), update our experience capitalization process with a chapter on the method and update the Spanish manual on the method.
  - **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 Central America, the two existing CoP “Rural Families CoP” and the “Promotion of the rights of women and youth CoP” continued regular meetings virtually. In Senegal and PNG, no further meetings were held in 2020 due to COVID-19 and its repercussions on programme implementation. Finally, the establishment of global, virtual CoPs, initiated and taken up by staff and TAs, illustrate that the method has been anchored in HORIZONT3000 and its TA community. In this context the platform serves as a valuable possibility for these groups to exchange information.
  - **Organising specific trainings** to strengthen capacities of critical staff, who increase effectiveness and impact of their organisation's work by applying new or deepened knowledge in their daily practices. In total, 77 partner organisations were reached with trainings and got insights for their work on the following topics:
    - o Institutional knowledge management and experience capitalisation (physical in Central America, virtual in East Africa).
    - o prevention of violence among youth in El Salvador,
    - o systematization method (Senegal)
    - o institutional sustainability in Guatemala
    - o Baseline studies in Nicaragua
    - o Gender mainstreaming (Ethiopia, East Africa, Central America)
- Criteria for prioritization derived from the needs assessments undertaken in all regions.

- **Building on synergies with the TA Programme:** In 2019, there was a considerable use of the Borrow-a-TA tool, not only, but especially in East Africa, benefitting a total of 17 organisations (13 in East Africa – Uganda, Kenya, Tanzania and also South Sudan - 5 in other regions) in various fields and topics (such as resource mobilization, M&E, communication, documentation, financial management and engineering). BaTA missions are funded in the scope of the TA programme, but are planned in combination with other KNOW-HOW3000 activities as they complement each other and equally contribute significantly to the induction of learning processes of organisations, teams and persons. **In 2020, due to COVID-19 restrictions, no further classical BaTa-mission took place. However, our flying TAs in Central America and East Africa continued to offer consulting services to various partner organisations virtually.** Additionally, TAs also benefitted directly from KNOW-HOW3000 in 2019 and 2020 by facilitating knowledge exchange

## FRAMEWORK PROGRAMME – PROGRESS REPORT

and capacity building sessions during the Annual General Meeting in Mozambique and East Africa, hence, contributing positively to the impacts of their assignments and work with partner organisations.

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: In the course of 2019 and 2020, 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](#) features 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.

## **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 concerning**

- a) Poverty reduction
- b) Promotion of democracy and human rights (if applicable)
- c) Consideration of gender, environment and social standards
- d) Inclusion of disadvantaged groups (e.g., children, elderly people, people with disabilities etc.)

This will be reported only at the end of the programme. For details on achieved results please refer to chapter “programme progress” which covers all aspects of this chapter.

### **2. Results achieved/visible impact**

An assessment of the visible impact will only be possible to report on at the end of the programme (final report). A first summary on achievement on specific aspects (complementary to achievements based on the programme’s intervention logic) however are presented below.

#### 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.

The platform provides stakeholders involved in the Consortium Project “CSOs and Policy Dialogue” with a virtual Community of Practice in order to facilitate knowledge exchange and strengthen collaboration also on a digital level. Besides that, the KNOW-HOW3000 News section is used for reporting on events and milestones regarding the project.

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 highly 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 with the Knowledge Cities and K4D partnership are constantly explored. HORIZONT3000 is member of the international K4DP (knowledge for development partnership). The HORIZONT3000 regional staff involved in implementing the KNOW-HOW3000 programme intervention is in contact with these platforms to strengthen the local capacities of HORIZONT3000 in Knowledge Management, as well as to cooperate in raising awareness on Knowledge Management and Development in all countries and regions.

HORIZONT3000 has re-taken the facilitation of the Austrian KM4Dev Group where exchange and learning on KM within development cooperation is offered.

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.

### 3. Target groups reached\*\*

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

Number of **direct beneficiaries reached in 2020**

Direct Beneficiaries 2020	Total	Women	Men
Regional Programme East Africa	118.988	60.663	58.325
Regional Programme Central America	13.560	8.273	5.287
Rural Development Senegal	27.901	16.579	11.322
Rural Development Mozambique	527	228	299
KNOW-HOW3000	382	156	226
<b>Total</b>	<b>161.358</b>	<b>85.899</b>	<b>75.459</b>

#### Estimated number of indirect beneficiaries reached in 2020

Indirect Beneficiaries 2020	Total	Women	Men
Regional Programme East Africa	325.660	152.610	173.050
Regional Programme Central America	209.300 <sup>4</sup>	120.314	88.986
Rural Development Senegal	237.850	144.151	93.699
Rural Development Mozambique	36.200	21.720	14.480
KNOW-HOW3000**	-		
<b>Total</b>	<b>809.010</b>	<b>438.795</b>	<b>370.215</b>

\*\*since there are overlaps between KNOW-HOW3000 and the geographic programme interventions, some numbers cannot simply be added. Please refer to the progress report P-19-201 KNOW-HOW3000 for explanations on the indirect beneficiaries of that programme intervention

### 4. Lessons learned / outlook (max. 3 pages)

- a) Experience from implementation of programme

#### Programme Management in general

Lesson Learnt/ Insight	Conclusions/ Consequences
The adapted template for programme intervention progress at local partners' level has proven to be useful and clear to all stakeholders.	Continue to use the elaborated, adapted internal reporting template at local partner organisations' level
Using KNOWHOW3000 structures and budget for specific programme-relevant topics like gender mainstreaming has proven to be effective and very useful.	Continue to use synergies between KNOWHOW3000 methods, tools and budget and general programme management.

#### Human Rights – Civil Society

Findings, Lessons Learned	Conclusions/ Consequences
The methodology of active and playful learning is a good way to work with young people on Human rights,	Continue to work with the methodology of playful learning for Human rights and a Culture of peace, especially with young people.

<sup>4</sup> This includes estimated radio and TV broadcast ratings as well as festivals, forums, demonstration on platforms and networks of Civil Society Organizations in Guatemala, El Salvador and Nicaragua and monitoring of the impact on communication networks (web, Facebook, Twitter) to publications made during 2019.

## FRAMEWORK PROGRAMME – PROGRESS REPORT

it is effective, helps in the learning and fosters participation.	
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).	Support women's organisations (feminist organisations) striving for gender equality in spaces and activities traditionally reserved for men.
The support of men in finding and supporting women who suffer violence was more positive than hoped for.	Invite more men to start their own initiatives and continue with workshops on responsible masculinity
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.	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 that is even worse in the situation of the pandemic and economic crisis.
EA: 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.	Continuous analysis, follow up and the involvement of influential leaders and village government is crucial for bringing positive change.

### Rural Development – Natural Resource Management

<b>Findings, Lessons Learned</b>	<b>Conclusions/ Consequences</b>
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 using 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.
ZAR - resilient agricultural areas (zones d'agriculture resiliente) - is an innovative approach used by some partners in Senegal that characterizes the various ecological-geographic areas and enables it to be upgraded through agro-ecological practices that are adapted to the soil, plant cover and rainfall.	It is relevant and important to further promote the use of ZAR in Senegal. Agri-ecological practices are widespread in these areas and are followed and promoted by the model producers.
The approach "Grenier de l'enfant" <sup>5</sup> based on which ENDA Santé works with all partners in Senegal is not only very relevant for partners and target groups, but also for researchers at the university. The experience with this approach has been capitalized in 2020 using the systematization method.	ENDA Santé works together with the University of Saint Louis (UGB - Université Gaston Berger) on this subject and scientific research will be done on it. Spreading the findings and lessons learnt from this approach within Senegal and other programme regions.
Low adoption rate of labour-intensive 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	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.

<sup>5</sup> community food storages allowing for community meals dedicated to children's nutrition



## FRAMEWORK PROGRAMME – PROGRESS REPORT

<p>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.</p>	
<p><b>COVID19 related lessons learned</b></p>	
<p>The vulnerability of rural economies and their heavy dependence on weekly markets. The pandemic showed that food security is closely linked to the health situation. For example, with the closure of markets and limitations in transport, many producers obtained less income, even if they had better production than in previous years. In some cases, they had to sell the products at cheaper prices or could not sell them at all. Since savings either don't exist or don't last very long, this also has implications on purchasing power and food security. Some farmers had to sell their means of production to survive. In addition, the informal sector broke down in many regions leaving families without any income.</p>	<p>In the initiatives of the partner organizations of HORIZONT3000, a systemic approach should be followed in agricultural production, in which all aspects of the value chain are considered and strengthened. In the marketing of products, for example, adaptation possibilities to current circumstances must be considered (effects of a pandemic) and dependencies on traditional weekly markets must be reduced. Other important aspects to consider are the storage and further processing of agricultural products, even if the production is high, there are no/few machines for further processing, or no storage facilities. Flexibility within budgets and the possibility of budget reallocations are very important to address a crisis of that magnitude.</p>
<p>Months of closed schools made activities with that sector very difficult. Which particularly impacted agricultural schools that count on student labour within their practical lessons to maintain the education centres and their demonstration farms.</p>	<p>Production had to be reduced to the minimum, animals and crops were lost. An emergency plan/fund/staff should be developed for these kinds of situations.</p>
<p>The great importance of information and communication technologies and internet access in coordinating and implementing initiatives in the wake of the COVID-19 pandemic.  Outdoor, practical Capacity Building measures could be held in small groups and technical assistance to individuals to prepare for planting season etc. were possible even during the Covid pandemic.</p>	<p>In the context of the pandemic, monitoring visits to partners, trainings, communication events were not possible for some time due to governmental restrictions in almost all regions. Many partners quickly switched to online formats, communication via social media like WhatsApp as well as phone call where the only way to stay in touch with other Organizations and beneficiaries. The capacities of the partners and the regional and country offices should therefore be strengthened in this area. Hygiene measures were implemented and promoted. The unbureaucratic reallocation of activity funds helped partners in this adaptation, and providing them with protections gear, sanitizers, masks or means for communication etc.</p>
<p>Relevance of the exchange between partner organizations, especially in crisis situations, where partners can learn from the experience or the good handling of the crisis (ideas, innovations) of other partners.</p>	<p>As with many other topics, continue actively fostering the exchange of partner organizations within and between programs.</p>
<p>The Community Outreach system established by many partners (field officers, local promoters, extension workers, etc.) facilitated attention to beneficiary groups during difficult times such as the COVID-19 emergency and the tropical storms in 2020.</p>	<p>Maintain and promote community promotion and outreach strategies to multiply knowledge and guarantee accompaniment to the communities.</p>

## FRAMEWORK PROGRAMME – PROGRESS REPORT

### KNOW-HOW3000

Findings, Lessons Learned	Conclusions/Consequences
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.	In 2021, a course on the use of virtual tools will be held so that the POs have the tools to facilitate training and participatory meetings.
CA: The activities carried out have provided new knowledge to the participants, but results will only be obtained if they are shared with their organisations and linked to actions. In general, CSOs have their own way of managing knowledge, which can be improved by facilitating simple tools to guide reflection and learning processes.	Find mechanisms to improve the methodological accompaniment of CSOs in the preparation phase of activities in order to make their results visible and to follow up on agreements reached. Provide tools to the SBs for institutional knowledge management and contribute to the strengthening of the institutional learning culture.
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.	The CoPs are a key instrument in the long term to ensure a structured exchange, physical and virtual.
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.	Such assistance must be planned for and can be included in related flying TA and/or BaTA missions. Once introduced to the methods, partner can apply them autonomously.
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.	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.
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. KNOWHOW3000 can guide processes and provide assistance but it is most effective when organisations have additional funds to make full use of the tools KNOWHOW3000 has to offer.	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 will further be established within an EU funded project in Kenya (mainly through knowledge assessment and experience capitalization).
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.	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.

## FRAMEWORK PROGRAMME – PROGRESS REPORT

	Continue developing online workshop facilitation skills at HORIZONT3000 Vienna and regional offices.
EA: online trainings are convenient for both HORIZONT3000 and the partner organisations 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.	Altogether, if possible a real workshop setting is preferable as it offers more chances for formal and informal exchange among participants which is highly relevant for learning success.
IT: As observed in 2019, 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, Skype calls or emails. Examples that give proof to that are our KNOW-HOW3000 sessions with Member Organisations, which have resulted in higher interest, engagement and some collaborations via the platform with some of our Member Organisations. Also keeping in touch with TAs, following up on events or activities 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>We strive to increase engagement among other HORIZONT3000 employees, Member Organisations and TAs during the next reporting period. In order to have more people sharing the content they create for their initiatives, 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 (e.g. Sector Updates on the News section, minimum of files and documents that each sector has to provide etc.)</p> <p>Further, we will start regular TA-sessions on KNOWHOW3000 and internet platform to remind TAs on potential and usage.</p>
IT: Users still find some parts of the platform difficult to handle – above all the file manager. They find it too complicated and often don't get the answers they are looking for.	That's the reason why, we are working on launching a new tool for file management on the platform in 2021.
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.	Continue the promotion of newsletters and continue the participatory content creation for newsletters.
We still have to establish processes that make the platform's use an integral part of the daily routine of our target groups.	The upcoming launch of the Project Partner Files poses one further step in the right direction. The single-sign-on mechanism was already a good start.

### b) Outlook for next reporting period/regarding medium- and long-term sustainability of the programme

While the first year of programme implementation went according to plan, the second year was marked and strongly influenced by the global COVID19 pandemic leading to re-planning and re-allocations as reported below in chapter 5. In the first quarter of 2021, the initiatives were only partly on track due to the ongoing COVID19 pandemic. At the time of writing it is not clear how strong the impact of this pandemic will continue to be on the countries, programme interventions and beneficiaries.

During the next two years, HORIZONT3000 will undertake the necessary steps to lay the foundations for a future framework programme with a strong focus on gender equality and empowerment of women and girls. Some activities derived from the gender analysis carried out in this framework programme (e.g., the establishment and consolidation of gender focal points; strengthening of local partners' gender capacities) will therefore need special attention and, possibly, additional resources. This process might turn it necessary to shift some budgetary resources not spent due to the limitations of the covid-19 pandemic over to additional activities related to the growing focus of gender equality.

For details on the outlook for next reporting periods in the regions please refer to progress reports of each programme intervention.

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

This will be reported at the end of the programme (final report).

## 5. Challenges encountered and modifications

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

### General Programme Management:

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, 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.

### 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.)	Climate informed and agro-ecological practices, soil rehabilitation, Erosion control, continued focus on reforestation/ regeneration of forests, increased compost production
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

## FRAMEWORK PROGRAMME – PROGRESS REPORT

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
In June 2020, tropical storms Amanda and Cristobal resulted in the loss of fruit, vegetable and staple food crops in El Salvador. In November 2020 the hurricanes ETA and IOTA 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 in the northern Caribbean Region of Nicaragua as well as parts of Honduras and Guatemala (Landslides, flooding).	In response to the urgent needs of families in two municipalities of Nicaragua, seeds and inputs were delivered to ensure the planting of basic grains in order to reduce the risk of food insecurity due to crop losses. Long term: reforestation (of mangroves), management of fisheries in lagoons and the ocean to allow for natural regeneration of stocks, etc.

### Civil Society – Human Rights

Challenges	Required changes
The adoption of <b>Policy Dialogue</b> within an organisation usually is at a slow pace because staff who 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.	This can be handled by an in-house training for some of the board members and 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.

### KNOW-HOW3000:

Challenges	Required changes
<p>The main challenge during this reporting period was the COVID-19 pandemic which has made physical trainings and meetings impossible and complicated interactions with partner organisations and member organisations as face-to-face meetings had to be limited.</p> <p>A high amount of additional communication, re-planning and adaptation of activities led to more staff time necessary to cope with COVID-19 pandemic and its implications for programme work.</p>	<p>In reaction to this, a lot of trainings and sharing events have been postponed. In East Africa and Central America, online trainings and sharing sessions were tested and successfully implemented.</p> <p>Also the MO committee meeting had been changed to an online MS-Teams format and successfully continued.</p> <p>HORIZONT3000 re-planned its activities and reallocated the budget in April 2020 based on COVID-19 measures and necessary new tasks to handle the global crisis. The budget reallocation was approved by ADA.</p>
In Mozambique, the Country Office and partners were still lacking technical and methodological knowledge and support as well as enough time	Similar to assignments already existent in East Africa and Central America, a TA support for the KNOW-HOW3000 implementation in

## FRAMEWORK PROGRAMME – PROGRESS REPORT

resources for a quality implementation of KNOW-HOW3000.	Mozambique was successfully initiated in 2020 and will start in 2021.
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.	We continue to inform on previous 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.
The lack of time resources at critical staff in the HORIZONT3000 Head Office caused substantial delays in the tasks to be carried out for the strategic assessment.	The KNOW-HOW3000 programme intervention budget was topped up in the course of a reallocation after a premature termination of an initiative in East Africa in order to meet the personnel needs for these tasks in 2020.

### b) Change in external circumstances/conditions

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

### c) Required changes for programme planning

Three initiatives that were part of the initially presented programme intervention East Africa did not commence and have been taken out of the programme. Funds were reallocated for Baseline Studies for 9 partners including Capacity Development of staff on methods of data collection and analysis in East Africa, two new initiatives in East Africa as well as an increase KNOW-HOW3000 budget for covering the expenditures for the strategic appraisal, the programming of an internal Project Partner Database as well as first steps to digitalize parts of our monitoring.

The global outbreak of COVID19 in March 2020 changed the situation completely. Most partners requested re-allocations to implement COVID19 measures, thanks to our back donors ADA and our Member Organisations this flexibility was granted. However, the outbreak does affect the start of the new initiatives that have been developed to fill the gap caused by the 3 cancellations.

## 6. Risks and mitigation measures

Risk description RD-NRM	Countries/ Region	Mitigation measures
Increased climate variability and natural disasters (especially hurricanes, floods, heavy rainfalls and prolonged droughts)	Central America, East Africa, Mozambique	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.
Political polarization in some regions and legislations against civil society organizations (“shrinking space”), criminalizing activists and NGOs that receive foreign money,	Tanzania, Uganda, Guatemala, EI ‘Salvador, Nicaragua	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

## FRAMEWORK PROGRAMME – PROGRESS REPORT

limiting and attacking the free press, militarizing public areas,		Advocate for the repeal of stringent laws against the operation of CSOs. Networking with like-minded organisations and coalitions.
<b>Risk description sector HR-CS</b>	<b>Countries/ Region</b>	<b>mitigation measures (if applicable)</b>
Political instability and violence disrupting activities	East Africa (Ethiopia and South Sudan)	Good management and strong regulations by partners regarding safety
Legislations against civil society organizations (“shrinking space”)	Tanzania, Uganda, Central America	Continue to advocate and lobby for the repeal of unfavourable laws and policies; Advocate for the repeal of stringent laws against the operation of CSOs; Networking with like-minded organisations as well as authorities.
The political polarization makes the work in initiatives more difficult	Nicaragua, Guatemala	Integrating methods are used to bring participants together and stress common interests
<b>Risk description KNOWHOW3000</b>	<b>Observations</b>	<b>Mitigation measures</b>
Lack of women involved in KNOW-HOW3000 activities in Senegal, Ethiopia and PNG	The workshops in Ethiopia and Senegal target senior and project management staff of partner organisations and those are mostly men.	The gender analysis carried out and action plans developed with partners do not only sensitise partners on gender aspects in their initiatives, but also in their organisations.

Additionally, the following risks have been identified in 2019 and 2020 and are going to be monitored in the future:

<b>Risk description</b>	<b>Observation</b>	<b>Mitigation/ Management</b>
Not enough priority is given to “tangible” follow-up measures like action plans.	Considering the various activities partners implement, additional action plans may not be the right measure in all contexts. Also, it is difficult to keep all of the organisations updated on KH3000	Monitoring of the impact of activities will be integrated in the MEAL policy that is being rolled-out at the moment. Action Plans are further promoted but they may not make sense in all contexts. This is why the indicator may be discussed and revised together with partners.
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.	KNOWHOW3000 flying TAs in Central America and East Africa were coordinating, initiating and facilitating virtual trainings and exchange sessions.  CoP (existing and newly established ones) partly switched to virtual formats for continuous exchange.

## 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?

This can only be reported at the end of the programme (final report).

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.

## 8. Monitoring/evaluation

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 systematically guides partner organisations to elaborate and update baseline data in order to pursue a more impact-oriented approach. Indicators at programme interventions' level are based on data found at partner organisations. No specific baseline data collection took place at regional interventions' level as this has not been feasible and relevant. We decided to rather focus on good data at partner organisations' level and identify those indicators at regional level (for the respective programme intervention) that enable monitoring progress by aggregating data. Please refer to Lessons Learnt chapter for some insights on this topic.

HORIZONT3000 is currently starting the rolling out of its newly established MEAL Policy which has been shared with ADA for feedback already.

## 9. Visibility and public awareness raising

What public awareness raising activities have been carried out in connection with the programme/programme intervention (e.g., documentation in the form of photos, examples for folders)?

HORIZONT3000 and its partner organisations report on activities and outcomes of this FP at their respective homepages and blogs. More and more video productions are done to complement pictures and text for tracking impact. HORIZONT3000 has therefore reacted and decided to offer a special video library (accessible for anybody) at our internet platform knowhow3000.org which was inaugurated in 2021 and offers a big range of videos from all our partner countries and sectors. <https://knowhow3000.org/en/our-media-library/video-library/>



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

Updates and knowledge products like partner experiences are regularly published on the KNOW-HOW3000 internet platform. This includes:

- New experience documents in the experience section (also see below):  
<https://knowhow3000.org/en/partner-experiences/>
- Updates from the knowledge management team and TAs in the news section:  
<https://news.knowhow3000.org/>
- Reports of trainings and CoP meetings in the file managers of each sector and knowledge management (accessible for logged-in users only)
- The KNOW-HOW3000 News section as well as the newsletter can also be seen as a measure of visibility and public awareness raising for the programme. It covers KNOW-HOW3000 events, developments and new tools on the platform.
- The Picture of the Week section in the KNOW-HOW3000 News area provides a space for our community members to upload pictures from their initiatives, events, etc.
- We have created and promoted two KNOW-HOW3000 infographics that explain the programme, its goals, strategies, players and development as well as all of the different tools we work within the scope of the programme intervention.

### 10. Other points

- a) Good Practices, learning from failure, short stories of direct beneficiaries /target groups reached (success stories, most significant change, etc.)

In 2020, the following good practices and learning from failure experiences were documented by partners and uploaded on the platform:

FSM: Learning from failure: control of pine bark beetle <https://knowhow3000.org/en/el-salvador/learning-from-failure-control-of-the-pine-bark-beetle/>

FUNDESYRAM: Good practice: collecting and re-using rainwater <https://knowhow3000.org/en/el-salvador/good-practice-collecting-and-reusing-rainwater/>

ADES: Good practice: water supply systems for Salvadoran communities <https://knowhow3000.org/en/el-salvador/good-practice-water-supply-system-for-salvadoran-community/>

In Senegal, ENDA Santé has systematized its experiences with its approach “greniers de l'enfant”. The one-page presentation on the experience will be shared in the course of 2021.

In PNG, one partner organisation capitalized its experience with rainwater harvesting in infrastructure projects <https://knowhow3000.org/en/good-practice/good-practice-rainwater-management-and-infrastructure/>

In Mozambique, one TA has capitalized the experience of one partner organisation with tomato growing on contaminated soils: <https://knowhow3000.org/en/good-practice/good-practice-growing-tomatoes-on-contaminated-soils/>

Also the invitation to participate in the KNOWLYMPICS by sending in experiences on CSOs and policy dialogue was sent to all TAs and partner organisations: <https://knowhow3000.org/en/news/knowlympics-20-21-policy-dialogue/> The experiences were submitted in the beginning of 2021 and will be published in the course of the year 2021.

- b) Synergies with other interventions of HORIZONT3000 (Technical Advisor-Programme, other co-financing projects)

This framework programme has strong linkages with the TA Programme, implemented by HORIZONT3000 and co-funded by the ADA. Partner organisations of the TA-Programme directly benefit from KNOW-HOW3000 activities as explicit target group, and TAs both contribute to KNOW-HOW3000 activities and benefit from them, as described and included in previous chapters, and summarised here:

- Contribution to the results through **BaTA missions** carried out in **East Africa, Central America, PNG and Mozambique**; and through **KM-TAs**, who supported the programme intervention and the targeted partner community as a whole, as well as individual partners specifically in a **flying TA** manner in East Africa and Central America. Such initiatives will be broadened in the upcoming years e.g. by the **academic course on the systematization method** in Central America, that will be facilitated by a TA, and targets a broad range of partners in the region.
- Benefit from the programme through inputs gained in the course of the just mentioned activities, as well as through **capacity development** and **knowledge sharing** during the **Annual General Meetings** in East Africa and Mozambique.

In order to keep TAs in all of our partner regions informed on the Austrian COVID-19 policy and the changing security measures coming along with it, we have worked together very closely with the Technical Advisor Programme department in order to update the FAQ section in the TA-Area on the platform on a regular basis – especially at the beginning of the first “global” lockdown.

TAs also play a crucial role as a target group and contributors to the KNOWHOW3000 internet platform. They are encouraged to provide relevant information to other TAs via the platform and to share relevant contents with their partner organisations. By introducing the KNOW-HOW3000 News in 2019, their role has been strengthened even more in shaping the contents of the platform and tailoring them to their and their partners’ needs.

Knowledge Management and our proven templates, tools and structures are used beyond this framework programme in a great number of other projects and programmes. One example is the securing livelihoods programme in North Uganda, where our experience capitalization process and knowledge products have been used, a very successful sharing event was coordinated in 2019 leading to a structured sharing of experiences and knowledge with various stakeholders in the region. Details can be found in this news-post: <https://knowhow3000.org/en/news/sharing-knowledge-on-securing-livelihoods-for-south-sudanese-refugees/>

HORIZONT3000 has further integrated KM in 4 EU co-financed projects in Colombia, Brazil, Uganda and Kenya leading to an improved use of existing knowledge and fostering linkages between our different programmes and projects.

In the Senegal programme, KM activities are integrated into the partners’ initiatives even beyond the scope of our KNOWHOW3000 programme intervention. Exchange visits, trainings and sharing events are planned and financed by the partners or additional funds from the Senegal programme showing that our KM activities and methods are already deeply anchored in our Senegal programme.

### **Annexes (if applicable):**

n/a