

# 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: 31.12.2021
Reallocation(s): -	Extension of project until: -
Report per (date): 31.12.2019	Date of presentation: 29.05.2020

### Financial statement per 31.12.2019 – in EUR

Total costs	Cleared items	Submitted for examination	Open items
17.055.644,96		3.951.027,34	13.104.617,62
<b>OEZA-ADA:</b>			
10.260.000,00		2.352.502,17	7.907.497,33

**Date, author of report:** 27.05.2020 Petra Herout, Elisabeth Moder, Kristina Kroyer, Elfriede Paller, Thomas Vogel

### **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 Programm-Ziel ist dabei, 3 Millionen Menschen in 10 Ländern durch Verbesserungen in den Bereichen ländliche Entwicklung, Menschenrechte, Klimaschutz, Gender und Wissensmanagement zu unterstützen.

Per Ende 2019 wurden **in 10 Ländern 155.616 direkte und 1.081.658 indirekte Begünstigte** 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 2019 für insgesamt 134.360 Personen in 9 Ländern (69.853 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 6 Ländern in Ostafrika und Zentralamerika gestärkt was zu den SDGs 5, 10 und 16 beiträgt. Insgesamt sind dabei direkt 18.884 Personen (11.954 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 und erste Ergebnisse diskutiert.

4. Die organisatorische Leistungsfähigkeit von Partnerorganisationen von HORIZONT3000 und seinen Mitgliedorganisationen wurde durch systematischen Kapazitätsaufbau und Wissensmanagement gestärkt und trägt so zum SDG 17 bei. Im Jahr 2019 wurden dadurch 43 Organisationen in 6 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 Initiativen zur Verbesserung der Lebensbedingungen der Begünstigten. In diesem ersten Jahr wurden entsprechende Veränderungsprozesse auf individueller, organisatorischer und gesellschaftlicher Ebene eingeleitet.

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 beim Verkauf führen.

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

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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. im Bereich der Agrarökologie, der Menschenrechte oder der Frauenrechte.

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 47 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 „Projekte“ bezeichnet. Jede regionale Programmintervention beinhaltet mehrere Projekte, 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.

Aufgrund von 3 abgebrochenen Projekten innerhalb der Programmintervention in Ostafrika kam es zu Neu-Planungen und Umwidmungen, welche im Juni und November 2019 der ADA präsentiert und genehmigt wurden. 2 neue Projekte sowie die Aktualisierung von Baseline-Daten sind in Ostafrika geplant. Das Budget der Programmintervention KNOW-HOW3000 wurde aufgestockt, um die Policy Erarbeitung die im Zuge der Strategischen Prüfung notwendig sind, voranzutreiben. Darüber hinaus kann dadurch auch die technische Umsetzung für die Projektpartnerdatenbank und das Berichtswesen, sowie für einen 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 COVID19 Pandemie und die damit verbundenen Unsicherheiten dar.

## Abbreviations

Bata	Borrow-a-TA
CA	Central America
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)
K4D	Knowledge for Development
KH3000	KNOW-HOW3000
KM	Knowledge Management
KM4Dev (CoP)	Knowledge Management 4 Development (CoP)
MO	Member Organisation
NGO	Non Governmental Organisation
PNG	Papua-New Guinea
RD-NRM	Rural Development – Natural Resource Management (Sector)
PO	Partner Organisation
SDG	Sustainable Development Goals
TA	Technical Advisor
WASH	Water, Sanitation and Hygiene
WIDE	Entwicklungspolitisches Netzwerk für Frauenrechte und feministische Perspektiven

### 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.**

By the end of 2019, a total number of **155.616** people have **directly** and **1.081.658** have **indirectly benefitted** from this programme.

**The following Results 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 2019, 134.360 persons in 9 countries (out of which 69.853 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 wells (Nicaragua), assuring access to water (reduction of time to fetch water) in East Africa as well as generally improving the availability of clean drinking water in arid and semi-arid regions. However, also water harvesting for agriculture remains priority in all regions, closely related to education on water, hygiene and sanitation in East Africa.

Further, the use of energy saving stoves has been successfully promoted in Tanzania, Uganda and Senegal leading to 1831 farmers already using them in their households in Tanzania and Uganda

In Senegal, conventions for Natural Resource Management continued to be developed including practices for reforestation and protection of coastal regions. Further, the method to support natural regeneration of forests has successfully been expanded in Senegal leading to more than 230ha forests being sustainably protected.

- sustainable agricultural production for increased food sovereignty

Families and smallholder farmers in East Africa, Senegal and Central America could increase on one hand the variety and quantity of food production and on the other hand the quality of their products by applying better and more sustainable agricultural practices using autochthonous and more resistant seeds but also improved food storage, value addition to products, and in some cases like ADP Mbozi (Tanzania), even the certification of small-scale farmers to become certified seed multipliers was achieved.

In Senegal, e.g., 140 tons of rice seeds have been produced and productivity increased from 1,4 to 1,6 tons/ hectare rice and 1.586 ha of agricultural land is used with agro-ecological practices.

In Central America, e.g. 6.670 persons have diversified their food production by integrating at least 3 new autochthonous species.

Further, community food storages allowing for community meals dedicated to children's nutrition have further been expanded in Senegal leading to 20 new storage centres reaching a total of 3.757 children.

Capacity development methods: Farmer field schools, family/ kitchen gardens including agroforestry systems, community-based vegetable production, training on improved sustainable agricultural practices (organic manure/ compost and natural fungicides and insecticides, provision or reproduction of improved or varied seeds / cuttings, autochthonous seed banks and exchange, the diversification of crops, kitchen gardens supplement the household nutrition and improved livestock

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production like chicken rearing. In Mozambique, linkages between agricultural vocational schools, farmers and local extension services are improved.

- income generation through agriculture

East Africa: Farmer groups have been trained in market research, marketing skills. Groups formed marketing committees or small enterprises and selected crops for production and collective marketing. 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 not been measured yet.

Senegal: local value chain development for cash crops like vegetables, peanut, fish, honey and cereals leading to increased income of 27% by selling vegetables locally.

- resilience against effects of climate change

Due to the changing or degrading environment and the impact of climate change almost all interventions in rural development have a component of sensitisation and promoting climate change resilient agricultural practices. This contains training on climate change resilient practices such as soil and water conservation, intercropping, agroforestry, planting and multiplication of drought resistant crops, planting of trees / establishment of tree nurseries.

### **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 2019, 18.884 persons in 6 countries in East Africa and Central America (out of which 11.954 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.

- Cases of violence against vulnerable groups (gender based violence, 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. In total, 3676 cases of human rights incidences were received, most of them on GBV. Some of them 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.

- 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. During the first year of the programme it was possible to promote the participation of 1015 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)

3822 marginalised women and 613 marginalised men were socially or economically included. They were either economically empowered through income generating activities or youths engaging in

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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, 1.258 women were empowered on electoral processes, 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 targeted. All these partners underwent training (country-wise), staff was coached and mentored on the different components of the policy dialogue cycle and individual capacity development plans and risk registers were developed. 5 dialogues took place on ward and district and national level and sensitisation meetings in schools on early pregnancies as well as with PWDs and families of affected persons on issues of their concern and advocacy were conducted. 68 staff (32 males and 36 females) of the partner organisations directly benefited from the Policy Dialogue activities

### **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 project was conducted as planned in the first year of the implementation of the Framework Programme. The only exception was Mozambique, where the gender analysis could not be conducted because of the cyclone IDAI.

For the gender analysis in 9 countries, usually a team of 2 external consultants was commissioned to conduct the analysis (in Ethiopia it was only 1 gender expert, in South Sudan 1 gender advisor of the partner organisation did the gender analysis). The consultants visited almost all the partners and analysed all projects as well as the gender competencies of the HORIZONT3000 Regional Offices. They did interviews with project 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 already responded or will respond. Besides recommendations on each organisation and project 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 are: development of gender strategies for HORIZONT3000 and its partner organisations, appointment of a Gender Focal Point in organisations, more attention placed on gender integration strategies in implementation, monitoring and evaluation training to strengthen technical project staff's understanding and response to gender equality, fostering knowledge sharing, networking and cross learning of good practices.

Many partners reported that the gender analysis helped them to understand underlying mechanisms with regards to gender inequalities on project level and within their organisations. On the other hand many shortcomings were revealed that HORIZONT3000 needs to address. HORIZONT3000 is still in the process of following up and developing actions plans with the partners and for the Regional Offices and HORIZONT3000 head office. In 2020, HORIZONT3000 will engage in a dialogue with each partner and follow up the recommendations outlined in the gender analysis. Follow-ups will be done in form of training and awareness raising for organisations, mentoring etc.

Each partner will come up with a management response and – as a next step – with a gender action plan. Action plans based on the analysis are to be developed in 2020.

### **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 2019, **43 partner organisations** in **6 countries** have been reached through the KNOW-HOW3000 programme intervention and benefitted from knowledge sharing, experience



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capitalisation, capacity development and other learning processes. The organizations performance was strengthened in the following fields and by 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 project and organizational work: In 2019, 5 experiences were capitalised (identified, documented and shared) by 3 East African partners. A workshop on the systematisation method was organised for 4 partner organisations in Senegal. Based on the learnings the organisation have either adjusted and improved past systematization reports or started to plan for a systematisation process.
- **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 Rural Families CoP had a meeting to discuss strategies for the promotion of agroecology in the context of climate change, involving 10 organisations; The Youth and Women CoPs were merged into one that focuses on the Promotion of the rights of women and youth, which celebrated a meeting about tools for human rights defenders with a focus on indigenous youth and women, involving 14 organisations. In Senegal, the 8 involved partner organisations in the Climate Change CoP came together in order to learn about Lobbying and Advocacy, and in PNG, the School Management CoP met for the last time before the programme was closed in the beginning of 2020, involving 3 organisations. 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 Central America, 4 training workshops were organised in 2019, a regional workshop on knowledge management involving 14, a training in organisational and integral self-sustainability in Guatemala, involving 4 organisations, a training in the prevention of youth violence and tools for youth participation in El Salvador, involving 6 organisations, and a training in baseline data in Nicaragua, involving 4 organisations. Also, in Ethiopia a training workshop was carried out. In the course of the DKA-HORIZONT3000 partners' meeting, 13 organisations were trained in gender mainstreaming, enabling them to institutionalise gender equality more effectively and sustainably across their programs and institutions and supported in developing a gender action plan.
- **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. Additionally, TAs also benefitted directly from KNOW-HOW3000 in 2019 by facilitating knowledge exchange 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 2019, some parts of the platform were made more appealing, informative and easier to use for its users. Further, 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. We can already see positive effects of news provided in this more regular and also more tailor-made manner, may it be in access and click figures or in qualitative feedback the knowledge management team receives.



### 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 **level of society** 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.

##### 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 5 coming years. Also, the training on how to conduct advocacy on the use of traditional seeds has strengthened the project partners 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, the KNOW-HOW3000 News section is used for reporting on events and milestones regarding the project.

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

As for the programme intervention KNOW-HOW3000, which is directly managed and implemented by HORIZONT3000, the following can be reported in regard to co-operation with local partners.

In Central America, partner organizations are involved in the planning and implementation of the KNOW-HOW3000 activities in a highly participatory way. Their motivation to participate in the activities as well as the quality accompaniment of the regional office's technical team are strengths in this processes, while pressing time constraints and competing priorities at partners, limited budgets within projects for knowledge management activities, as well as high international transport costs across the region, are limiting factors for regional exchange, a more active role of partners in the follow-up of activities and the promotion of internal processes, and a good documentation of activities.

In East Africa, experience capitalization and sharing event were perceived as rewarding experiences by the involved organisations and triggered interest in advancing their knowledge management, but it was noted that partner organizations need further support for these activities, and should be supported to handle related methods, templates, guidelines in the future. BaTA missions are a strong knowledge management/ capacity development method complementing KNOW-HOW3000 initiatives in the region. They are mostly initiated by partner organizations themselves, therefore the interventions are always tailor-made and designed collectively by partners, the ROEA and the expert TA identified to provide the support.

In Senegal, a highly participatory approach is applied when it comes to the KNOW-HOW3000 intervention in order to ensure its successful implementation and high effectiveness for the programme. In most activities all partners are involved and relevant subjects for workshops are identified collectively, like the advocacy workshop in 2019, and the ToRs for trainers are shared with partners for their inputs. Even in the systematization workshop that took place in 2019, which targeted a limited number of partners, where technical teams were new to the programme, the whole partner community was involved beforehand in related discussions and preparations.

One of the main objectives of the KNOW-HOW3000 News is to promote the collaboration with the target groups of the platform. Therefore, we have set the focus on stakeholder involvement from the very beginning. That's the reason why a small group of interested TAs was involved in the concept creation of the News section. Not only in the planning stage did the News section foster collaboration with the target groups, but also in the execution: Since its launch in July 2019 until December 2019, ten TAs have published a total of 21 posts, reports and pictures and consequently initiated a couple of discussions on the platform and/or via email.

### 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.

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In the field of Knowledge Management, synergies and potentials for cooperation with the Knowledge Cities and K4D partnership are constantly explored. The HORIZONT3000 regional staff involved in implementing the KNOW-HOW3000 project 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.

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 trainings, 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) 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 project. 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 2019**

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<b>Direct Beneficiaries 2019</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>
Regional Programme East Africa	114.498	60.516	53.982
Regional Programme Central America	8.034	4.684	3.350
Rural Development Senegal	32.305	16.402	15.906
Rural Development Mozambique	611	327	284
KNOW-HOW3000	168	69	99
<b>Total</b>	<b>155.616</b>	<b>81.998</b>	<b>73.621</b>

### Estimated number of indirect beneficiaries reached 2019

<b>Indirect Beneficiaries 2019</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>
Regional Programme East Africa	361.925	196.396	165.529
Regional Programme Central America	371 920 <sup>1</sup>	154 422	217 498
Rural Development Senegal	294.149	154.952	139.197
Rural Development Mozambique	53.664	22.539	31.125
KNOW-HOW3000**	-		
<b>Total</b>	<b>1.081.658</b>	<b>528.309</b>	<b>553.349</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

<b>Lesson Learnt/ Insight</b>	<b>Conclusions/ Consequences</b>
The plan to collect baseline data at regional level for programme interventions did not prove feasible and relevant in Central America and East Africa. The focus should be on a sound data collection at partner organisations' level.	Continue capacity development for baseline data collection at partner organisations' level in all regions.
Baseline data collected at project partner level needs to be harmonized at country /regional level. If data and baseline information is too different, aggregation at programme-level is difficult and complicated.	Harmonize ToR and baseline data criteria for country/ regional programme interventions for next programme.
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 reporting template at local partner organisations' level

<sup>1</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.

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### Human Rights – Civil Society

<b>Findings, Lessons Learned</b>	<b>Conclusions/ Consequences</b>
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.	Continue to work with the methodology of playful learning for Human rights and a Culture of peace, especially with young people.
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
EA: Due to the social dynamics, discriminatory traditional and customary practices, successful implementation of the project 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 use of influential leaders and village government for bringing positive change is crucial.

### 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 of the project 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>2</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.	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.
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	Put more emphasise 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

<sup>2</sup> community food storages allowing for community meals dedicated to children's nutrition



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<p>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.</p>	<p>self-employment.</p>

### KNOW-HOW3000

Findings, Lessons Learned	Conclusions/Consequences
<p>CA: The activities under KNOW-HOW3000 bring about new insights and knowledge for the involved persons, but can only lead to organisational change, if shared within the organisations and linked to the work and action of partners. Most organisations have a certain way and culture for managing knowledge, but can be well supported with simple tools and instruments that help to improve and anchor related processes of learning and reflection.</p>	<p>Keep finding ways and mechanisms to provide methodological support to partners, in the preparation of activities, in the task of making results visible and tangible, and in the follow-up of agreements, intentions, actions in the aftermath of implemented activities. Further promotion of tools among partners for integrating KM institutionally and contributing to an institutional learning culture.</p>
<p>EA: Although experience capitalisation was perceived as very rewarding by partner organisations, triggering interest in advancing their knowledge management, it became clear that partner organisations 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. Once introduced to the methods, partners can apply them autonomously.</p>
<p>CA: when it comes to learning processes, the partner organisations within the framework programme are quite different. Against this background, collective activities do not meet the individual partner's needs to the same extent. The CoPs continue to have challenges to define clear objectives and follow-up or in-between activities between the annual meetings.</p>	<p>Reflect on the effectiveness of regional activities compared to national, local and bilateral sharing spaces between organisations. Tailor the activities to the actual needs and interests of partners and find an adequate and efficient combination of the different levels, activities are implemented on, while remaining flexible with the instruments within the programme intervention.</p>
<p>EA: It has proven successful to include knowledge management components into project 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.</p>	<p>While in 2019 this potential was explored and tested with another ADA funded project in Uganda (mainly through experience capitalisation and a sharing event), in 2020 such a synergy will further be established with an EU funded project in Kenya (mainly through knowledge assessment and experience capitalisation).</p>
<p>PNG: In the CoP activities on school management partner organisations were willing to share, although sharing was limited within the hierarchy of each organisation. Also catholic education agencies have a limited mandate to create changes or improvements in the education system and can</p>	<p>The CoP on School Management was a well-suited method to support the partner organisations with the integration of the school management programme activities into their agency work. It was an important step for their reflecting on the implemented programme in the past, and for giving</p>



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operate only within government policies. Any changes needed to the system in order to improve financial management at schools are hard for them to initiate.	room to discuss its sustainability once it ends. Nevertheless, it can be expected that the activities and initiated sharing will not continue, as the programme ends and HORIZONT3000 leaves the country.
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- b) Outlook for next reporting period/regarding medium- and long-term sustainability of the programme

The first year of programme implementation went according to plan as the achieved results and the level of budget utilizations shows. In the first quarter of 2020 the projects were fully on track when the globe was hit by the COVID19 pandemic. At the time of writing it is not clear how deep the impact of this pandemic will be on the countries, programme interventions and beneficiaries.

For details on the outlook for next reporting periods 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 projects 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 to ADA and accepted. Funds have been reallocated to 2 projects 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.

Staff fluctuation remained to be a challenge for HORIZONT3000 Regional Office East Africa and our partners alike. In the Policy Dialogue project, a new coordinator started only in February 2019 after the previous coordinator stayed only for a couple of months. The exit of experienced staff and the entry of those unfamiliar with the ERI approach slowed the effectiveness and speed of implementation.

#### Rural Development – Natural Resource Management

Challenges	Required changes
Less yields/ agricultural production due to climate change	Erosion protection, 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

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KNOW-HOW3000:

Challenges	Required changes
In Senegal and Central America, there was a general high workload of local staff throughout 2019, both at HORIZONT3000 and partners. Priorities were given to the kick-off of the programme intervention and of the partner projects, including gender analysis and baseline tasks.	In Senegal, the advocacy workshop took place later than initially planned, while further activities of the CoP and exchange visits will be carried out in 2020 and 2021. In Central America, despite the high workload, a great amount of activities were planned and implemented together with partner organisations. Greater support for institutionalisation shall follow in the upcoming years.
In East Africa, there was an increased administrative work load at the ROEA for receiving the needed temporary work permits for TAs. This led to lacking time resources at the responsible person for KH3000 in the ROEA; as well as the delayed arrival of the flying KM-TA.	Following the delays of 2020, the training schedule was re-arranged. Five knowledge-building activities are planned to take place in 2019 (training in PCM, training and coaching in strategic planning, coaching in risk management, a resource mobilisation activity as well as BaTA missions based on demand).
Lack of women involved in KNOW-HOW3000 activities in Senegal, Ethiopia and PNG	The gender analysis carried out and action plans to be developed with partners do not only sensitise partners on gender aspects in their project, but also in their organisations. In PNG, however, with the programme coming to an end, it was not possible to change the set up towards a higher participation of females, as the key personnel for initiating changes in the very moment are men.
Lack in time/ resources and different priorities at partner organisations in Central America for KNOW-HOW3000	Planning was adjusted to partners' resources to participate in the activities. Priorities were given to gender and baseline tasks. Interest for systematisation is high, and a course is planned for 2020 involving various partners. Show in general value-added through KM

### b) Change in external circumstances/conditions

The greatest external condition influencing and hindering components of this FP in 2019, specifically on the programme intervention Mozambique and KNOW-HOW3000, in 2019 was the IDAI Cyclone and its long lasting consequences in our programme region in Mozambique. Thus, 2019 was a particularly difficult year for HORIZONT3000 in Mozambique, a great part of the year concentrated on emergency response in any way possible.

### c) Required changes for programme planning

Three projects 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 project partners including Capacity Development of project staff on methods of data collection and analysis in East Africa, two new projects in East Africa as well as an increase KNOW-HOW3000 budget for covering the expenditures for the strategic appraisal.

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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 projects 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 (if applicable)
Natural disasters (especially hurricanes, floods and prolonged droughts) (	Central America, East Africa, Mozambique	Capacity development of staff of PO in security issues and elaboration of a security plan for each intervention in Central America Encourage households to sow “climate smart” and use locally adapted, resistant seeds Adapt activities, intervene with an emergency project (East Africa)

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)	East Africa, Nicaragua	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

### 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?

HORIZONTAL3000 is currently working on its revised version of a MEAL policy which 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 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 actualizing its MEAL Policy. Once it has been finished, it will be presented to ADA.

### 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.

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 the project (e.g. cars, motorbikes, laptops, etc.).

Example from Uganda:

<https://www.uwonet.or.ug/download/what-women-entrepreneurs-need-to-know-about-womens-rights-and-access-to-credit/?wpdmdl=18368&refresh=5d6013c7382dc1566577607>

<https://www.uwonet.or.ug/download/influencing-change-to-improve-business-and-business-environment/?wpdmdl=18369&refresh=5d6013c7330b11566577607>

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/>
- Videos Central America on YouTube and the news section: workshop in the gender analysis: <https://news.knowhow3000.org/analisis-de-genero-ac/>; meetings of the Rural Families CoP: <https://news.knowhow3000.org/en-videos-cdp-familia-campesina/>

- Reports of trainings and CoP meetings in the file managers of each sector and knowledge management (accessible for logged-in users)
- Newsletter to all or selected users promoting all the contents above.

## 10. Other points

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

In 2019, the following good practices and learning from failure experiences were documented by partners and uploaded on the platform:

- AFIRD capitalised their experience on “Permaculture promotion using the Integrated Land Use Design (ILUD) approach”, using the “At a Glance” and “In Detail” templates from KNOWHOW3000 (see <https://knowhow3000.org/en/exp-ruraldevelopment/good-practice-permaculture-promotion-using-the-integrated-land-use-design/>).
- PALM Corps capitalised three different experiences under the project “Secure Livelihoods for South Sudanese Refugees and Host Communities in West Nile region, Uganda”, using the KNOWHOW3000 “At a Glance” templates on good practices and learnings from failure: “Good Practice: Enhancing Access to Land for Refugees in Refugee Settlements for Livelihood Transformation” (see <https://knowhow3000.org/en/exp-ruraldevelopment/good-practice-enhancing-access-to-land-for-refugees-in-refugee-settlements-for-livelihood-transformation/>); “Good Practice: Improving Market Access for South Sudanese Refugees” (see <https://knowhow3000.org/en/exp-ruraldevelopment/good-practice-improving-market-access-for-south-sudanese-refugees/>); “Learning from Failure: Improving Agricultural Input Distribution” (see <https://knowhow3000.org/en/exp-ruraldevelopment/learning-from-failure-improving-agricultural-input-distribution/>).
- AFARD capitalised two different experiences under the project “Secure Livelihoods for South Sudanese Refugees and Host Communities in West Nile region, Uganda”, using the KNOWHOW3000 “At a Glance” templates on good practices: “Good Practice: Tree Planting as a Sustainable Business for Refugees” (see <https://knowhow3000.org/en/exp-ruraldevelopment/good-practice-tree-planting-as-a-sustainable-business-for-refugees/>); “Good Practice: Transforming Livelihoods of Refugees by Easing Access to Land for Agriculture” (see <https://knowhow3000.org/en/exp-ruraldevelopment/good-practice-transforming-livelihoods-of-refugees-by-easing-access-to-land-for-agriculture/>)

Also the invitation to participate in the KNOWLYMPICS by sending in experiences on rainwater management was sent to all TAs and partner organisations: <https://news.knowhow3000.org/knowlympics-2019-announcement/> The experiences were submitted in the beginning of 2020 and will be published in the course of the upcoming year.

Stories, some of them containing insights in good practices of partner organisations, were also shared by TAs in the news section: <https://news.knowhow3000.org/>

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

### KNOW-HOW3000 Programme Intervention:

There are not only strong linkages between this programme intervention and the other programme interventions under the framework programme, but also 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 in 2019 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 year 2020, 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 in 2019 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, that was provided by the KNOW-HOW3000 programme intervention.

It was noted in East Africa, where comparatively many BaTA missions were carried out, that those missions as well as the 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. By combining the various instruments HORIZONT3000 offers in the capacity development field, may it be in the TA Programme or in the Framework programme through KNOW-HOW3000, and by having a holistic view on the partners' needs as well as the tools and methods that can support them, the programmes increase their impacts.

Finally, TAs also play a crucial role as a target group and contributors to the 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.

There was very good cooperation in this first year in Senegal with the HORIZONT3000 SDG Internship Program. In the summer months July - September 2019, students were sent to local partners. A student supported SYMBIOSE in Niore in public relations about their activities and another student supported CAREM in Fimela on small entrepreneurship, natural resource management and adaptation to the impacts of climate change. Both students did a great job and came back to Austria with great motivation to share their experiences.

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

n/a