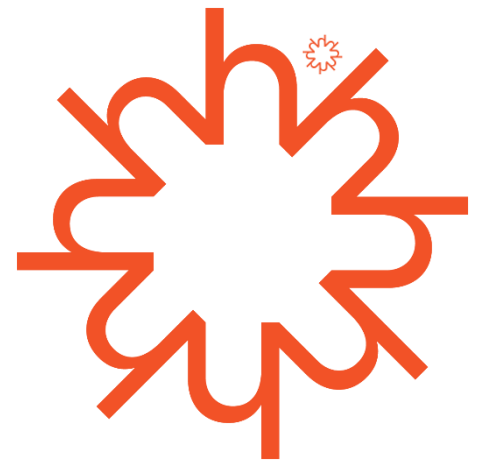


Programme Report 2024

Personnel Development Cooperation



horizont 3000



Gender Training in Kampala, Uganda, in August 2024 with 25 participants. For more insights, see:
<https://www.horizont3000.org/en/articles/trainings-on-transforming-social-and-gender-norms>

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Abbreviations

AGM	Annual General Meeting ¹
BaTA	Borrow-a-TA
CoP	Community of Practice (incl. pl.)
DAC	OECD Development Assistance Committee
E&C	Environment & Climate
E&CC	Environment & Climate Change
ERI	Enabling Rural Innovation
GBV	Gender-Based Violence
h3	horizont3000
HR	Human Resources
HR-CS	Human Rights-Civil Society, horizont3000 sector
kh3	knowhow3000
MEAL	Monitoring, Evaluation, Accountability, and Learning
MO	Member Organisation
PO	Partner Organisation
ROEA	horizont3000's Regional Office East Africa
SAA	Social Analysis and Action
SDG	Sustainable Development Goal (incl. pl.)
SL	Sustainable Livelihoods, horizont3000 sector
SPEA	Solar Pledge East Africa
TA	(Technical) Advisor
TAP	Technical Advisory Programme
PEZA	<i>Personelle Entwicklungszusammenarbeit</i> (TAP in German)

¹ This term for the annual meeting of the Advisors of a country programme is technically incorrect (in German, 'Generalversammlung') and its use is being phased out but, due to its widespread use in our reports thus far, we will maintain its use for the rest of the current programme to avoid unnecessary misunderstandings.

TAP Programme Report 2024

1. Programme Overview

In 2024, horizont3000 mobilised **66 Advisors across 17 countries**, delivering a total of **618 advisory months** (638 months including localisation funds). Continuing the trend of the previous years, high demand for personnel assignments among Partner Organisations accounted for an increase of 13.5% months over-plan (563 months planned), decreasing from the first year of the programme's implementation, 2023, by only 16 advisory months.

As thematic anchor points, **45% of all assignments contributed to the Sustainable Livelihoods sector, 50% supported the Human Rights and Civil Society sector**, and 4% supported older initiatives in Health and Education. The Advisors themselves were similarly balanced, with a **35:31 female to male ratio**.

Demonstrating a strong commitment to cross-cutting core priorities, over **85% of all assignments carried a DAC Gender Marker of 1 or 2, and 54% carried a DAC Environment Marker of 1 or 2**. Within the 155 projects captured by 2024 deployments, 43 projects, or one third, had both a Gender marker *and* an Environment marker of 1 or 2. Half of the assignments were strategically located in eastern Africa, and **75% were in priority countries of the Austrian Development Cooperation**.

These figures highlight horizont3000's targeted and values-driven approach to global development, reinforcing its role as a key Austrian implementation partner in advancing inclusive, rights-based, gender-equality centred, and environmentally sustainable change.

The programmatic integration of assignments in cooperation with other Austrian development cooperation organisations (in 2024 for and with: Dreikönigsaktion, Jugend Eine Welt, Versöhnungsbund – Austrian branch, ICEP, plan:G, Caritas (regional and Austria), Bruder und Schwester in Not, Acakoro, Diocesan Commission for the Universal Church and Development of the Archdiocese of Vienna) and others (such as: Kremsmünster Abbey, Congregation of School Sisters, Friends for Future) is increasingly successful despite that, geographically, they are often located outside the core regions of horizont3000 such as in Peru, Ecuador, Brazil, Moldova, and Togo.

The 2023 roll out and 2024 implementation of the horizont3000 Climate Policy and the horizont3000 Gender Policy has already generated valuable and actionable data for Partner Organisations (see *Chapters 3 & 4, and details in the Country Reports in the Annexes*). Most country programmes have already fully completed all partner self-assessments. Additionally, the partnership with and synergy between the TAP and knowhow3000, horizont3000's knowledge management and knowledge sharing programme, has fostered local-to-international collaboration between Advisors, Partner Organisations, and horizont3000 Member Organisations, publishing important news and generating best practices on a wide variety of sector-specific topics (see *Chapter 5, and details in the Country and Advisor Short Reports in the Annexes*). Furthermore, the 2024 kick-off of the updated, country- and region-specific Safety and Security Policies and the new global Safeguarding Policy has been pivotal, with anecdotal evidence from multiple cases brought by Advisors showing positive behaviour awareness and change among partners.

Political trends against international development cooperation in Central and South America did not negatively affect the execution of Advisor deployments of any type in these regions in 2024, though horizont3000 is watching developments closely. Conversely, in Eastern Africa – particularly in Uganda – administration of deployments continued to become more accessible, a promising sign as the Technical Advisory Programme (TAP) further consolidates its strategic engagement in the region with ever more South-South Advisors and other contemporary forms of personnel development cooperation.

Indeed, Austrian personnel development cooperation as a worldwide instrument to strengthen local and regional civil society continues to demonstrate its essential function as a stabilising anchor and steadying presence as well as a foundational partner in catalysing intraregional, cross-border, and international networking, resource mobilisation, and collaboration.

2. Progress Report – Activities and Results

2.1 Participants² in 2024

Participants	Total	Women	Men
Direct	4,175	1,939	2,236
People with disabilities (direct)	23	9	14
Indirect	920,489	510,757	409,732
People with disabilities (indirect)	2,956	1,712	1,244

The direct participant group includes people with whom the Advisors worked together directly, for example counterparts and participants of trainings and workshops. The indirect participant group comprises the direct beneficiaries of the Partner Organisations (POs). Double counting has been eliminated as far as possible but cannot be ruled out entirely.

2.2 Result 1

horizont3000 offers competent, differentiated and customised support for the capacity enhancement of local partners who make demonstrable contributions to the 2030 Agenda in the horizont3000 sectors Sustainable Livelihoods (SL) and Human Rights-Civil Society (HR-CS). The deployment can be realised in cooperation with an Austrian NGO.

Assignments	Sustainable Livelihoods sector	Human Rights-Civil Society sector	Total	Comments
Standard assignments	23	28	51	
Flying TA	3	7	10	
Borrow an Advisor (BaTA)	3	6	9	
Triangular Collaborations		2	2	
South-South assignments	2	4	6	
South-North assignments		1	1	
Short-Term assignments			1	Education sector (outdated)

² horizont3000 does not use the passive term 'target group'. Instead, horizont3000 uses the active 'participant' to describe the people we work with.

2.3 Result 2 (SDG 17)

Partner Organisations have the necessary methods and skills in the various facets of organisational, project and knowledge management (SDG 17).

The advisory programme demonstrated a consistent global trend of enhancing Partner Organisations' capacities in organisational development and management, project management, and knowledge management, aligning their POs with the principles of SDG 17 throughout 2024.

In **Central America**, Advisors focussed on strengthening organisational structures through the development of policies, strategic plans, and fundraising efforts, assisting POs in implementing robust systems for long-term growth. Notably, gender and child protection policies were prioritised, alongside capacity-building efforts for proposal writing and resource mobilisation. Additionally, knowledge management and sharing were boosted through collaborative initiatives, such as Communities of Practice (CoP), and organisations were empowered and trained to design and implement appropriate Monitoring, Evaluation, Accountability, and Learning (MEAL) strategies.

In East Africa, Advisors worked closely with **Kenyan** POs to optimise internal processes – such as helping create standard operating procedures at PARANN, a network serving 43 POs – improve HR management at a remote Diocese and enhance communication strategies among their partners. Workshops and trainings on experience capitalisation, outcome harvesting, and MEAL enabled 38 organisations to improve their methods and documentation practices. Support was also provided to enhance communication strategies, social media presence, and acquisition efforts, including consultancy on donor databases and strategic planning, which supported POs in becoming more effective in their advocacy and operational work. Despite a strong motivation for change, many organisations faced delays in implementation due to high staff turnover and limited human and financial resources.

A similar focus on organisational development was evident in **Uganda**, where Advisors helped create policies, manuals, and databases while providing specific support for fundraising and proposal writing. These efforts were particularly significant in addressing the high demand for professional fundraising expertise. In **Tanzania**, a PO acquired new opportunities for sustainable income streams and increased visibility due to the support of an Advisor as it developed a marketing strategy for its Farmer Training Centre and adjusted its annual reporting. A hospital in **Ethiopia** made strides in its organisational and project management through the supported adoption of monthly team reflections and digital tools such as e-mail and work shift management software. Two Flying TAs advised almost all Partner Organisations in **Mozambique** on knowledge management, communication and external image, while two other Advisors organised an agroforestry CoP that engaged 57 members (33 male and 24 female) from 22 different institutions as a knowledge sharing platform.

In **West Africa**, an Advisor's contribution to knowledge management strategies resulted in stronger exchanges across 90 Partner Organisations situated in four countries (Burkina Faso, Senegal, Togo and Mali) on regionally calibrated agroecological topics, fostering cross-border collaboration and laying the foundation for a future combined South-South and Triangular Cooperation advisory deployment. Nearby, a new Advisor in **Togo** focussed on strengthening their Partner Organisation's visibility, outreach, and engagement on key humanitarian issues through internal and external advocacy communication on a variety of locally relevant topics, including climate change.

Advisors delivered training on project development and climate change strategy implementation to the staff of their POs in **Ecuador**. In **Colombia**, an Advisor worked alongside a partner of their PO to facilitate workshops focussed on advocacy, human rights, and nonviolent protection, providing direct support to rural farming communities at risk of violence and displacement. In **Brazil**, Advisors helped strengthen their POs' advocacy efforts by contributing to annual planning, project assessments, and MEAL strategies. One of these Advisors also joined their PO's sustainability working group to assist with the creation and management of a sustainability plan.

Through these diverse interventions, Advisors globally effectively enhanced POs' abilities to implement contextually useful management techniques for diverse circumstances, increase their visibility, mobilise resources more effectively, and boost skills and capacities through regional and international sharing of best practices across a wide variety of subjects. These efforts were vital in ensuring that POs were equipped with the necessary tools, frameworks, and methodologies to successfully manage their projects and achieve long-term sustainable development goals.

2.4 Result 3 (SDG 5)

Gender equality and the empowerment of women are sustainably transmitted through targeted measures of TAP as an integral part of the organisational culture and programmatic work of the Partner Organisation.

Gender equality has increasingly shaped both the institutional agenda and programmatic implementation of horizon3000. In 2024, gender-focussed activities were implemented globally.

Approximately one third of Advisor assignments in **Kenya** were embedded in Partner Organisations with a core focus on women's rights, empowerment, or combatting gender-based violence (GBV), with initiatives such as working with street-connected girls, survivors of trafficking, or child protection. Six Partner Organisations in Kenya (including five with active Advisors) participated in gender self-assessments or targeted gender trainings and capacity development measures. Advisors furthermore actively supported the development of gender and safeguarding policies (e.g., in Lodwar), behaviour change strategies, and gender-sensitive training materials – such as case management systems and girl-specific sport programmes (e.g., Acakoro).

A dedicated Gender Focal Point in Kampala, Uganda, and an international gender expert in Nairobi, Kenya, supported partners and Advisors throughout the implementation of the horizon3000 Gender Policy. At the Regional Office East Africa (ROEA) in Kampala, **Uganda**, one Advisor who also has a master's degree in Gender Studies was deployed as a knowledge management specialist. This Advisor played a supporting role in assisting Partner Organisations with their documents and policies as well as with their gender self-assessment processes. Moreover, this Advisor supported the organisation and implementation of two trainings on Social Analysis and Action (SAA).

In **Mozambique**, one assignment (at LeMuSiCa) was specifically dedicated to combating GBV and empowering women and girls by providing technical and organisational support and advice to the Partner Organisation. The assignment at JOSSOAL also had a strong gender aspect, and the Sustainable Livelihood sector assignment at LevasFlor had a certain focus on reaching women in participating communities. Most Advisor Partner Organisations in Mozambique (five) completed institutional gender self-assessments and subsequently developed Gender Action Plans with the support of their Advisors. Advisors in Mozambique regularly consulted with gender experts in Nairobi, Kampala, and Vienna to ensure quality and alignment with horizon3000's gender standards. Notably, the 2024 Annual General Meeting focussed on climate change through a gender lens, reflecting a holistic integration of gender concerns.

Most TAP Partner Organisations in **Central America** – which also participate in the ADA-funded framework programme *Gender Equality for Sustainable Development in Central America* (2023–2026) – implemented gender-focussed initiatives in 2024. They either adopted gender policies or were actively developing their gender strategies. In 2024, PO gender action plans were translated into operational plans with the support of the Gender Focal Point and two regional Advisors.

A gender, women, and youth Advisor was deployed to **Guatemala** to build culturally relevant support structures for women and youth affected by violence, incorporating Mayan ancestral perspectives into pathways for accompaniment and reparative justice.

Two Triangular Cooperations – one on *play-based pedagogy* (led by PO Colectivo Noj) and one on *self-care through Mayan practices* (led by PO Asociación Ixoquib' MIRIAM) – reached 21 organisations across three countries in 2024, significantly enhancing gender sensitivity and psychosocial support frameworks among regional POs and their participants.

In **Ethiopia**, efforts centred around a maternal and child health clinic with a majority-female leadership team. In **Ecuador** and **Brazil**, Advisors strengthened women's groups, supported inclusive governance structures, developed safeguarding policies, and ensured gender-sensitive language in partner communications. In **Moldova**, an Advisor facilitated extensive gender mainstreaming through trainings, coaching, and direct support to over 75 women and family members.

2.5 Result 4 (SDG 8)

Organisations in the fields of human rights, women's rights and labour rights network to: exchange knowledge; lobby for labour rights; promote decent income options; and consider and value care work (paid and unpaid).

A total of 23 existing networks and associations gained new momentum through joint activities in 2024. Advisors played a significant role in supporting Partner Organisations under Result 4, which focusses on organisations active in the fields of human rights, women's rights, and labour rights networking to exchange knowledge, lobby decision-makers, promote decent income options, and consider care work. While lobbying and advocacy efforts faced significant challenges across horizon3000 projects in 2024, particularly in politically tense environments, support was provided by Advisors to strengthen capacities and promote the rights and livelihoods of participants.

In **Central America**, activities under Result 4 were carried out under challenging circumstances caused by intensifying political pressure on civil society organisations, particularly in Nicaragua and El Salvador. This pressure even forced two Partner Organisations in Nicaragua to strategically realign themselves and lose advisory assistance temporarily. Despite these difficulties, important work was carried out under Result 4 in Central America in 2024: a key example is the support provided by a value chain expert to 10 cocoa cooperatives that were developing business models for their smallholder farmers through international cooperations. This initiative is expected to create attractive income opportunities for over 2,300 cocoa farmers. Additionally, within the broader Human Rights-Civil Society sector, which aligns with Result 4 themes, significant effort was placed on strengthening the rights of indigenous peoples, women, youth, and children throughout Central America, as well as enhancing the methodological and strategic capacities of civil society organisations.

In **Kenya**, a major focus for Result 4 was on strengthening networks of Partner Organisations. Advisors supported strategies to expand or consolidate networks, enabling 10 Partner Organisations to improve their networking capabilities. A notable example is support provided to the Pastoralist Alliance for Reconciliation and Adaptation Across Nations (PARAAN), a network of 34 organisations advocating for the inclusion and rights of indigenous peoples. Other networks supported include the Ecumenical Pharmaceutical Network (EPN) and GROOTS Kenya, a women-led movement of grassroots organisations across the country. Most assignments in Kenya in 2024 (13 of 15, or 87%) were housed in the Human Rights-Civil Society sector, reflecting the strong emphasis within the country programme on themes relevant to Result 4.

In **Mozambique**, Advisors supported Partner Organisations, such as LeMuSiCa, JOSSOAL, and Young Africa, that network in areas relevant to human rights, women's rights, and labour rights. A specific focus area supported by Advisors was the promotion of decent income options. With support from Advisors, LeMuSiCa and JOSSOAL initiated income generation projects for disadvantaged groups, particularly young people and women. These initiatives contributed to economic empowerment, thus aligning strongly with the goals of Result 4.

Across the **Uganda-Tanzania** border, one Advisor fostered unexpected successes by capacitating partners in outcome mapping, a method that promotes learning processes and ownership among Partner Organisations through participatory design and reflection. Instead of merely executing activities and trainings, the organisations' staff grew into facilitators of change that can now engage more skilfully and clearly with (new) boundary partners.

Across other countries, Advisors supported a wide range of initiatives also aligned with Result 4 goals. In **Moldova**, support included career orientation training for students, assisting mothers in balancing family and societal roles, and implementing a crisis support project that empowered women through legal education and job assistance. In **Togo**, an Advisor for advocacy and communications supported an umbrella Partner Organisation working to reach and advocate for vulnerable groups, such as stateless migrants, while in **Peru** and **Ecuador** Advisors advanced Result 4 by expanding and reinforcing the inclusion of people with disabilities. In **Brazil**, Advisors contributed profoundly to efforts protecting the rights of local and indigenous populations. In **Colombia**, non-violent peace-building efforts were assisted, including securing registered land ownership for an indigenous community's communal farm and defending human and environmental rights regionally. Support was also provided

to Conpazcol, a coalition network of 30 grassroots organisations, through advocacy and protection workshops.

Furthermore, **Result 4.2** highlights how new collaborations and networks extend the reach of horizont3000's programming. A total of **11 new networks** were established in 2024 alone, vastly increasing the reach of the programming. One significant collaboration achieved through advisory support was the newly initiated cooperation with Busitema University in **Uganda**, involving Caritas Tororo under the **Enabling Rural Innovation** (ERI) joint programme in vital research on aflatoxins³. This formed a new partnership for scientific advancement and also brought immediate positive gains to smallholder farmers in the region. Moreover, in **Uganda** and **Kenya**, 122 new health centres and schools (a total of 74 in Uganda and 48 in Kenya) were identified and integrated into the workplans of the Solar Pledge East Africa project (SPEA) with the support of an Advisor in 2024, establishing new functional networks with local service providers and substantially expanding SPEA's reach. In **Colombia**, a new collaboration emerged with support from an Advisor between the For Peace Presence network, the Red de Comunidades de la Universidad Campesina, and the Mesa Interétnica, which entered the collaboration as a new member, thus widening the network of the 'Peace Villages'. Another example is the collaboration towards the officialisation of the Manica Women's Associations Centre in **Mozambique**, which formalised and strengthened this regional network of women's associations. Finally, in **Brazil**, the deployment of an Advisor led to integrating Cerrado biome and waters preservation activities at the regional level through the Águas no Oeste group.

2.6 Result 5 (SDG 13)

The Partner Organisations know their scope of action for raising awareness and educating their participants, have developed methods and instruments, and have the management capacities to realise projects for climate and environmental protection.

Through their activities, a total of **107 Partner Organisations** were able to expand their scope for action to raise awareness and educate their participants; develop methods and instruments and build management capacities to implement climate and environmental protection projects; and mainstream environmental and climate change issues on programmatic and organisational levels.

In **Central America**, an Advisor supported the successful completion of environment and climate (E&C) self-assessments focussing on SDG 13 with 12 POs, eight of which had already created their action plan. Technical support was provided by the same Advisor for drinking water planning and management in **El Salvador** and **Guatemala**, including training on greywater reuse and biofilter design, for members of seven water systems in El Salvador. Additionally, another Advisor contributed to key knowledge around sustainable wood use in private nature reserves while another Advisor's support for cocoa cooperatives in **Nicaragua** advanced climate change adaptation through sustainable farming practices.

In **Mozambique**, four assignments were carried out to strengthen the technical and organisational capacities of Partner Organisations in implementing climate change-related measures. A key focus was on training on climate-resilient agricultural practices (agroecology, syntropic agriculture, regenerative farming, and soil conservation) and sustaining a Community of Practice (CoP) in agroforestry. This CoP, led by two Advisors and supported by a small funding project, extended its reach beyond the Partner Organisations of horizont3000 to engage a broader network of stakeholders: in total, 57 individuals from 22 organisations and Mozambican government institutions participated.

In **Kenya** and **Uganda**, two SDG 13 Advisors strengthened the technical and institutional capacities of 28 POs across **East Africa** (9 in Uganda, 6 in Kenya, 9 in Tanzania, and 4 in Ethiopia), to promote gender-sensitive climate action and effective project implementation. Activities included trainings on agroecology, climate advocacy, climate finance, climate change and gender equality, as well as the facilitation of the Climate Action East Africa CoP, which engaged 68 new individuals from 25 POs (for a total of 123 members from 49 organisations). One Advisor guided 15 POs in conducting E&C self-assessments to assess the institutional and programmatic mainstreaming of environmental and

³ Aflatoxins are a group of toxic compounds produced by certain types of mould. They can contaminate a variety of crops and foods, are carcinogenic, and may cause liver damage.

climate issues and determine improvement measures, while four POs received support for climate-relevant project proposals. One additional PO was supported in integrating climate change adaptation into their strategic plan. With these two advisory assignments ending in 2024, the placement of a new Advisor in Uganda in 2025 will ensure continuity of these efforts across East Africa. Two other Advisors also advanced the Solar Pledge East Africa (SPEA) initiative by transitioning the energy systems of two dioceses to photovoltaic systems and facilitating training and work sessions around energy auditing and mainstreaming. Additionally, two Advisors supported the design and implementation of carbon projects with efficient cookstoves and biogas for household and institutional use. Finally, one Advisor supported the integration of climate topics into school curricula (at Don Bosco Schools).

Based on mappings and agroecological systems analyses carried out in **Burkina Faso** and **Senegal**, an Advisor initiated new Communities of Practice, assessing capacities, and developing strategies for future agroecological knowledge sharing across four **West African countries** (Senegal, Burkina Faso, Mali, Togo) through a combined South-South and Triangular Cooperation assignment starting in 2025. This Advisor also guided four POs in Senegal in conducting E&C self-assessments to assess their level of mainstreaming of environmental and climate topics.

In **Peru**, an Advisor promoted the concept of integral ecology through hands-on activities like environmental workshops, tree nursery development and plastic recycling initiatives. In **Ecuador**, an Advisor's activities included policy-oriented consulting, environmental education and the establishment of recycling systems to raise climate awareness. In **Brazil**, two Advisors supported traditional and riverine communities in adopting climate resilience strategies, produced important awareness-raising contributions to international environmental journalism, participated in a global Caritas initiative co-funded by Caritas Germany and the EU to strengthen the climate resilience of local communities, and expanded pro-agroecology and anti-pesticide advocacy in river basins.

3. Gender Equality

Gender equality has gained increasing importance both institutionally and within horizon3000's programmes in recent years, particularly through the implementation of the horizon3000 Gender Equality Policy. Gender Focal Points have been appointed in all regional and country offices as of 2023, and they are currently also coordinating knowhow3000 activities under the 2023-2026 programme *Learning & Sharing for Gender Equality*. In addition, an international gender expert based in East Africa supports the implementation of the horizon3000 Gender Policy and related gender processes across horizon3000's major programmes.

In this context, strengthening gender competencies among all horizon3000 staff – including Advisors – has become an increasingly crucial priority. The above-mentioned international gender expert, based in Nairobi, developed a gender training plan for all horizon3000 offices in 2024, also including the participation of Advisors in relevant sessions. These trainings were organised and facilitated by the horizon3000 Gender Team, either online or face-to-face. Furthermore, five Advisors in East Africa were able to participate together with Partner Organisations of the ADA framework programme in the two Social Analysis and Action (SAA) trainings organised in Tanzania and Uganda in 2024, focussing on transforming social and gender norms (*see photos below*).



These SAA trainings were facilitated by experienced trainers from CARE International. Additionally, there were many internal exchanges throughout 2024 on how to better integrate gender considerations into individual advisory assignments as well as how to further strengthen attention to gender issues during the Advisor recruitment processes. These actions will be followed through with concrete steps throughout 2025 and 2026.

Across the partner landscape of the advisory programme, there was a diverse picture when it comes to gender mainstreaming at institutional levels in 2024:

- Most Partner Organisations in **Kenya** showed strong awareness of gender equality and applied gender-sensitive methods in planning and implementing projects, regardless of their thematic focus, in 2024. Many organisations also reflected gender parity among staffing or demonstrated strong female leadership, with non-discrimination widely upheld. However, only about one third of POs ended 2024 with an approved gender policy and/or gender action plan, while others were either in the process of developing such frameworks or awaiting managerial approval at the end of the year. The horizontal3000 Gender Focal Point, the international gender expert in Nairobi, and the gender expertise of the Advisors – complemented by knowhow3000 training resources – played an essential role in supporting Partner Organisations through gender self-assessments and the development of strong institutional measures. Notably, some Partner Organisations, such as the Diocese of Lodwar, already conducted both a gender analysis and gender self-assessment as part of the ADA framework programme and received ongoing, on-site support from their Advisor to further develop and implement gender equity strategies.
- All Partner Organisations in the advisory programme in **Uganda** that are also part of the ADA framework programme 2023-2026 completed gender self-assessments and developed institutional gender action plans with support from their respective Advisors. Partner Organisations outside of the ADA framework programme benefited from gender-related training sessions provided through the knowhow3000 programme and received guidance from their assigned Advisors. As gender equality gains prominence among international donors, most larger Partner Organisations in Uganda have established gender policies and possess internal expertise through designated Gender Focal Points and/or Advisors.
- While many Partner Organisations in **Mozambique** increasingly engaged with gender equality, they operated within broader patriarchal societal contexts where women's rights often receive limited attention. Despite this, awareness of gender issues grew among POs in 2024, with many demonstrating gender parity within their teams and strong female leadership. Although most Partner Organisations in Mozambique do not yet have formal gender policies in place, they have shown openness to horizontal3000's guidance particularly regarding implementing gender self-assessments, which were carried out across most advisory programme Partner Organisations and led to the development of multiple gender action plans. The associated Advisors and the Gender Focal Point will continue to provide follow-up support to ensure implementation and further progress through the end of the programme.
- Despite the prevailing '*machismo*' culture in the region, **Central America** has a strong feminist movement and numerous women's rights organisations. Several POs supported by Advisors in 2024 were either majority-led or exclusively run by women and actively advocated for women's rights, including those of indigenous women. Additionally, some POs made significant efforts to promote new masculinity models, thus aiming for greater gender equality. These initiatives encouraged men to reflect on traditional gender roles, engage in violence prevention, and support more equitable relationships within their families and communities.

We observed that awareness and knowledge of gender issues are significantly higher among POs that have participated in horizontal3000's programmes for several years compared with newly advised organisations. Direct involvement of POs in gender-focussed initiatives has proven to be a key factor in strengthening both organisational capacity and advancing women's rights.

4. Environment and Climate

In Uganda, Kenya, Mozambique, Central America, and several other countries, Partner Organisations increasingly integrated environmental and climate action into their institutional frameworks, project planning, and community engagement, reflecting a shared concern and commitment to SDG 13.

In **Uganda**, the growing prominence of environmental and climate issues among funding agencies encouraged POs to begin integrating these issues both programmatically and institutionally, although formal environmental and climate policies remained less prevalent than gender policies. The Advisor-supported SDG 13 Community of Practice fostered growing engagement and capacity building with a new Advisor continuing the pioneering work of the ROEA in 2024 as a 'Flying climate Advisor' by supporting multiple Partner Organisations across the region on E&C considerations. Similarly, in **Kenya**, many POs are aware of the impacts of climate change – both for their organisations and their participating communities – and actively promoted environmental protection through awareness-raising and participation in government-led tree planting campaigns. However, few ended the year with formal environmental policies or sustainability goals within their operations, often due to resource constraints. In this, the SDG 13 Advisors played an important role in raising awareness, supporting horizont3000's execution of wide-scale environmental and climate self-assessments, and helping to develop feasible E&C action plans. Accompanying this, the SDG 13 CoP remained an important platform for sharing experiences and good practices. Network organisations such as EPN and PARAAN amplified these efforts by informing and mobilising their members. Another example of the impact of an Advisor's work in this field in 2024 is PO Acakoro's zero-emissions football academy in Homa Bay, Kenya, which integrated financial and environmental sustainability as key operational pillars due to the advisory support it received.

In **Mozambique**, awareness of environmental and climate issues is gradually increasing among Partner Organisations and society. Four targeted advisory assignments focussed on strengthening technical and organisational capacities particularly regarding adapted agricultural practices and agroforestry. The local Annual General Meeting (AGM) in November 2024 concentrated on integrating gender perspectives into climate action. Accomplishment of the environmental and climate self-assessments in Mozambique were postponed to 2025 due to various constraints.

Central America demonstrated more advanced institutionalisation of climate action in 2024. Over the past decade, horizont3000 and its partners have built up considerable expertise in climate adaptation, mitigation and environmental sustainability, and the current ADA framework programme 2023-2026 has an increased focus on SDG 13. A dedicated Advisor guided 12 Central American POs through the horizont3000 environment and climate self-assessments and subsequently supported the development of climate action plans. The Familia Campesina CoP, which involves eight POs, promoted peer learning and collaboration in 2024: climate considerations were fully integrated into short, medium and long-term institutional strategies, with concrete actions identified in agroecology, smallholder farming and waste management. Policy advocacy in the region centred on defending human rights against polluting business activities, promoting water rights and legislation on water management, and recycling. Meanwhile, Advisor-assisted private nature reserves contributed to biodiversity conservation in **Brazil** and youth environmental education in **Peru** through new initiatives such as the *Aula Verde*, or 'green classroom'.

In other countries, environmental and climate actions are generally integrated into projects and local practices in 2024, although formal policies were often lacking. In **West Africa**, an Advisor helped build agroecological networks and supported POs in self-assessing their environmental and climate capacities. In **Ethiopia**, a PO indirectly promoted environmental awareness among staff and patients by installing solar panels to provide half of a maternal and child health hospital's energy. **Tanzanian** partners emphasised environmental protection through agroecology and by using solar energy and wastewater recycling despite the absence of formal policies. Another Advisor linked eco-agriculture initiatives in Tanzania to Austrian business opportunities.

In **Peru**, simple but effective initiatives such as pro-environmental signage around villages, enthusiastic support of organic coffee producers, and ecological workshops for youth promoted enhanced environmental stewardship. The Peace Community of San José de Apartadó in **Colombia** showed increasingly strong environmental awareness, actively protecting tropical forests, establishing ecological reserves, opposing harmful mining projects, and promoting agroecology locally through community farms and plans for an agroecological school. **Ecuadorian** PO efforts were guided in part

by the indigenous Kichwa philosophy of '*Sumak Kawsay*' (living in harmony with nature), with some POs developing climate strategies and initiatives – such as the EcuForest Initiative, which supports sustainable development and climate resilience – in 2024. In **Brazil**, socio-environmental concerns were embedded into organisational priorities, with many projects viewing environmental and climate action as a core, cross-cutting outcome.

In summary, while the level of formal environmental and climate policy integration varies across regions, common efforts in 2024 included capacity building, gender-sensitive approaches, community engagement, and the promotion of sustainable practices such as agroecology, renewable energy and ecosystem protection. The environment and climate self-assessments generated valuable reflection and concrete action plans among participating POs.

Advisors and Communities of Practice are key drivers of valuable knowledge exchange and institutional strengthening, helping Partner Organisations respond effectively to climate challenges and advance sustainable development goals across different geographic and thematic contexts.

5. knowhow3000 – Knowledge Management

5.1 Integration of knowhow3000 and the Advisory Programme

Partner Organisations within the advisory programme directly benefit from knowhow3000 activities as they are an explicit participant group of the knowhow3000 programme. Furthermore, Advisors actively support knowhow3000 initiatives – such as the 'Knowlympics', trainings, and Communities of Practice (see §5.2) – while also personally benefitting from these learning and exchange opportunities.

In **East Africa**, **Central America**, and **Mozambique**, dedicated knowledge management Advisors (so-called 'Flying TAs' who work with multiple POs) supported the coordination and implementation of knowhow3000 and knowledge management activities with Partner Organisations throughout 2024. In **Burkina Faso**, a knowledge management Advisor supported Partner Organisations in Senegal, Burkina Faso, Togo and Mali on agroecological topics and completed an analysis of the agroecological system in these four West African countries. Additionally, several other Advisors contributed to knowhow3000 activities in various capacities, such as supporting the facilitation of Communities of Practice (CoP) and PO self-assessment processes.

Across all regions and countries, Advisors were regularly informed about the knowhow3000 programme – for example, during Annual General Meetings (AGMs) – and received briefings prior to departure regarding how they can support their Partner Organisations through the knowledge management programme.

5.2 knowhow3000 Activities and Results

Advisors supported diverse knowhow3000 learning and sharing activities, such as the facilitation of institutional gender and environment and climate change self-assessment processes in several countries and regions.

They (co-)facilitated, attended and supported trainings within the knowhow3000 programme, such as the Social Analysis and Action (SAA) trainings in **East Africa**, the climate change and gender training in **Mozambique**, or the trainings on gender indicators in **Central America**. In all countries and regions of the advisory programme, the knowhow3000 programme supported the 2024 AGMs.

The Borrow an Advisor (BaTA) missions continued in 2024 and once again showed the value of this instrument. In total nine BaTA Missions took place in 2024. In one instance, an Advisor from **Kenya** was successfully 'borrowed' by two different organisations to establish finance and accounting systems using QuickBooks. In **Uganda**, an Advisor was 'lent' to Caritas MADDO to review and adjust their data management system for the carbon finance project, building on a 2023 BaTA mission.

Furthermore, the BaTA tool catalysed an impactful know-how transfer in resource mobilisation to **Rwanda**, as described by the Advisor in his annual report:

- **Marcus Lejsek, Uganda (X-22-008)**



"I participated in a BaTA mission in Rwanda to support their resource mobilisation knowledge, skills and practices. I was able to transfer a lot of know-how from my regular work to this particular BaTA assignment. Especially on how to set up structures, policies, procedures, etc.."

Beyond short-term missions, the coming together of a significant number of organisations to directly exchange experiences and coordinate planning was an important part of the programme as illustrated by regional meetings, Communities of Practice, and other learning and sharing events.

The SDG 13 Climate Action Community of Practice (CoP) **East Africa**, supported by Advisors and co-funded through the Ecotopia-funded SDG 13 project, continued to grow and thrive in 2024. By the end of the year, the CoP counted 123 individual members (of which 48 female) from 49 organisations across five countries. This reflects an increasing interest from both horizontal partners and external networks like PELUM and PARAAN. The CoP on Agroforestry Systems in **Mozambique**, supported by two Advisors, continued to develop in 2024, providing a platform for partners to engage in exchange on agriculture, gender, and climate-related issues. This was a significant activity for sharing knowledge on how these sectors intersect with each other and how to approach them all in a gender-sensitive manner. Additionally, two CoPs in **Central America** received expert support through two Advisors (climate action, gender) in the region.

The following specific examples and quotes from 2024 show how tools and activities from the knowhow3000 programme are used and implemented by Advisors, as well as how Partner Organisations can benefit from them:

In **Central America**, for example, the *Encuentro Regional* was an important step for reviewing the programme's experiences, defining its identity, and drafting operational and gender action plans. Participants also explored tools for environmental and climate change assessments and systematised the learnings and experiences from their local CoPs. The contribution of Advisors to this regional meeting was key, as reflected in a quote from an Advisor's annual report:

- **Gabriel Rivera, South-South Advisor in Central America (X-21-004-SS)**



"I participated in the organisation of the knowhow3000 regional meeting, facilitating a constructivist methodology that allowed the proactive participation of directors and technical teams in the systematisation of the experience of the Communities of Practice, the definition of their identity and the operational planning."

The work of Advisors continues to be essential for all Communities of Practice: in **Mozambique**, the very successful Agroforestry CoP was facilitated by two Advisors but also integrated the other Advisors working in Mozambique into its activities. In total, 57 participants from 22 institutions and Partner Organisations profited from the CoP, its meetings, learning visits, and training sessions, with face-to-face interactions proving particularly effective. The Climate Action CoP in **East Africa** is also a prime example of the added value of Advisors, now involving 123 participants from 49 organisations. While the leadership of this CoP seamlessly transferred to a newly recruited Advisor, guaranteeing its unhampered continuity, the smaller Social Enterprise CoP, comprising mostly of Advisors, was still looking for a dedicated facilitator at the end of the year.

Additionally, Advisors across all regions held many valuable training sessions for partners through the knowhow3000 programme. Their contribution to enhance capacities in gender mainstreaming and advocacy, and advancing the programme's gender focus, is particularly noteworthy – as this example from Mozambique illustrates:

- **Astrid Bliem, Mozambique (X-19-807)**



"Two one-day gender workshops were held for all LeMuSiCa employees and activists. The participants left with the skills to apply the learning to their work areas and the participation of provincial government officials in the workshop was very useful for sharing experiences and working better together."

5.3 Use of knowhow3000 Internet Platforms (Knowledge Hub & Advisory Hub) by Advisors

In April 2024, horizont3000 launched a new knowhow3000 platform called **Knowledge Hub**, replacing the former WordPress-based 'knowhow3000 platform'. horizont3000 also launched the separate **Advisory Hub**, now under direct supervision of the TAP team in the Vienna office, replacing the former 'TA Area'. It contains all information necessary for Advisors to start, execute, and complete successful assignments. Both new platforms have been well-received – the overarching feedback is that it is now much easier to find documents, templates, guides, and other relevant material for impactful work with POs.

27 advisors reported explicitly that the **Hubs** were helpful for their work. For example, they used the Knowledge Hub to access useful documents, guides, and other resources, specifically mentioning the Library and Topic Pages, which provide practical content on diverse themes including Resource Mobilisation, Organisational Development, Gender Equality, and Policy Dialogue. These resources were instrumental for learning, capacity building, gaining insights, and finding applicable tools to support Partner Organisations and enhance their own work, informing activities such as developing strategic plans, preparing workshops, and refining internal procedures. The following quote from an annual report illustrates the realised potentials of these platforms:

- **Jane Ng'ang'a, Kenya (X-24-001-D)**



"I have benefitted from the h3 knowledge platform and have utilised the knowledge gained to enhance my work as Policy Advocacy Advisor. [...] The practical tools for conducting policy analysis, developing evidence-based policy briefs, and crafting compelling advocacy messages have been of great benefit as I guide different programmes' team members. The case studies and examples of successful policy dialogue initiatives have allowed me to learn from best practices and adapt them."

In comparison, 16 Advisors stated that they used the platform sporadically, not at all, or left the corresponding question blank (1 from Central America, 2 from Mozambique, 6 from East Africa, 7 from other countries). There were multiple reasons cited for not using the platform: seven Advisors noted broader infrastructure challenges such as unstable connections, power outages, and limited internet access in remote areas. Six Advisors stated having no need or that they perceived the platform as having no relevant material for their specific work. Five Advisors mentioned a general lack of time.

However, as the new Hubs were not active for part of the 2024 reporting period, it is not always clear to which platform the Advisors refer to in their reports. Regardless, experiences so far have shown that the active use of these Hubs can still be increased. To achieve this, horizont3000 staff will focus on creating and promoting practical, usable materials and further integrate the Knowledge Hub with ongoing PO processes, such as self-assessments, in 2025. Prioritising the addition or expansion of topic pages, tools, and templates in high-demand areas is key. To ensure relevance, the knowledge management team will solicit feedback from Advisors to identify their priority knowledge needs and tailor content accordingly.

5.4 Documentation and Preservation of Knowledge

The content contributions to the Knowledge Hub by Advisors are very important as they share tools and resources that proved to be useful during their assignments. In 2024, 11 advisors uploaded 44 files to the Knowledge Hub; many more files were shared as part of the Advisors' annual reporting requirements. To increase active participation, further training sessions will be necessary to integrate both Hubs into Advisors' regular workflows and to introduce them to all the functions and possibilities of the new Hubs.

In 2024, the knowhow3000 programme held two online introductory sessions to the Knowledge Hub in English and one in Spanish for all horizont3000 staff, Partner and Member Organisations, in addition to the regular onboarding sessions for new staff and Advisors. The Advisor for Knowledge Management in East Africa additionally promoted the Knowledge Hub in meetings and gave individual guidance for Advisors and partners in the region – this is one of many ways in which an Advisor acted as a knowledge multiplier in 2024.

In 2025, the knowhow3000 team plans to designate official 'Knowledge Hub Coordinator / Focal Point' positions in each horizont3000 regional and country office to guarantee content production and outreach long-term.

i. News Articles by Advisors

Advisors actively contributed to the knowhow3000 programme by (co-)writing articles, one-pagers of project experiences, and myriad forms of other content for the News section of the horizont3000 website and the horizont3000 newsletter to share experiences, project outcomes, insights, and useful learnings from their assignments. **12 of 17 articles** published for knowhow3000 News in 2024 were written or co-written by Advisors. These news articles and blog entries remain popular among internal and external stakeholders and are essential for disseminating project information and highlighting diverse activities and achievements across the horizont3000 network. Advisors themselves often play an important part in disseminating articles themselves, as illustrated by one Advisor in Uganda:

- **Heike Nesner, Uganda (X-21-011)**



"I shared [the one-pager of the project experience] with the Executive Director of Caritas Gulu Archdiocese and Caritas Gulu [and] with the project team and donors".

6. Implementation

6.1 Advertising and Public Relations

horizont3000 launched its new website in March 2024 alongside a new social media communications strategy focussing on strengthening internal and external networking among professionals, regional and country offices, and Partner Organisations.

i. Website, Blog, and the Project Map

96 new blog articles were published on the website in 2024 and over 100 projects were updated or newly created on the online project map.



WELCOME LELIO - NEW COUNTRY DIRECTOR IN MOZAMBIQUE



ERI PROJECT COORDINATOR JOYCE BIRUNGI IN AUSTRIA AND GERMANY



AGROECOLOGY IN SENEGAL: A SYSTEM ANALYSIS BY HORIZONT3000 PROVIDES INSIGHT



CLIMATE ADAPTATION AND COMPENSATION IN SENEGAL

Our website traffic statistics for 2024: horizont3000.at received **40,000 visitors** (including project map and knowhow3000).

ii. Newsletter

The horizont3000 newsletter, which was published four times in 2024, reached approximately **3,000 subscribers** from the interested public and industry stakeholders in a targeted manner. The *open rate* is exceptionally high compared to the industry at 42% and the newsletter achieved a *click rate* of over 6%. Our campaign performance:

Delivery rate

98%

Open rate ⓘ

42.15%

Click-through rate

6.04%

iii. Press and Media Relations

Given horizont3000's focus on stakeholder communications and social media, traditional press relations remained a niche activity in 2024; when the opportunity to publish in stakeholder media arises, horizont3000 writes traditional articles. In 2024, this included an article for the ADA Weltnachrichten [World News] on horizont3000's *Secure Livelihoods for Refugees* project in Northern Uganda, where two Advisors were deployed in the past:



Additionally, horizont3000 reports on specific topics several times a year through the Catholic Press Agency of Austria (kathpress) and the Austria Press Agency (APA).

iv. Job Advertisements

horizont3000 focusses its recruitment advertising on relevant online job portals such as <https://www.ngojobs.eu/>, where each new job opening is advertised.

Through our in-house Job Alert newsletter, every new job opening (Advisory roles and internal positions) reaches over **800 interested subscribers**. For example:



Manuela Klepatsch
Recruiting




Für einen 2-jährigen Personaleinsatz in Masaka (Uganda) suchen wir ein:e

Berater:in für Business Development in Klimaschutzprojekt

Our Job Alert performance:

Delivery rate
99.17%

Open rate 
71.22%

Click-through rate
7.49%

Furthermore, horizont3000 reduced its printed job advertising in 2024: only one job posting (different positions) was advertised in print in the Südwind magazine ten times during the year.



v. Printed Materials

To avoid producing an unnecessary amount of printed material, horizont3000 has also reduced its hardcopy production beyond job advertisements: generally, now only the annual report is published in print.

No advertising materials were produced physically in 2024.

vi. Career Fairs

Austria's most important career fair for horizont3000 Advisor applicants, *Career Calling* (organised by the WU, TU, and BOKU universities), has not sufficiently recovered after its Covid-19 pause to justify horizont3000's attendance. Similar to 2023, the organisation chose not to attend this career fair in 2024 due to the strategic allocation of its limited time resources.

Therefore, in 2024, horizont3000 only participated in the *da.link* career fair organised by the Diplomatic Academy of Vienna, where interest in our work increases annually (due to overwhelming interest in 2024, two staff members were present throughout the 2025 fair).

6.2 Recruitment and Assessment

A total of **645 applications** were received between January 1st and December 31st, 2024. This corresponds to an increase of 0.31% compared to the previous year, although applications for internal positions were higher than in the previous years.

Application for...	2024
advertised Advisor positions	367
Unsolicited applications	138
Internal positions	140
Total	645

All applications were screened and pre-selected in a multi-stage process. Following this, applicants underwent two selection interviews, one of which tested their personal suitability and the second their professional aptitude. These interviews can be combined and conducted together as a Hearing when

needed. In 2024, **41 candidates attended personal and specialised technical in-depth interviews** for an advisory assignment.

Following the interview process, successful candidates were invited to an Assessment Centre. The assessment centres are conducted either virtually or face-to-face by two horizont3000 employees. They are designed to test the social, cross-cultural, educational, and personal qualifications of candidates given the personal resilience needed for a productive assignment goes beyond the technical skills required. In seven assessment centres (4 online, 3 face-to-face) in 2024, **22 applicants were screened**.

Decisions on the outcome of the selection processes were made by a position-specific selection committee that consisted of both the interviewers and the assessment centre managers. For assignments with third parties (i.e., the cooperation partner is a Member Organisation or another Austrian NGO), horizont3000 holds a final interview with the cooperation partner to introduce and confirm the recommended candidate to the Partner Organisation. The final decision to offer the assignment contract to the candidate is made by the Partner Organisation in-country. For **14 applicants**, the recruitment process resulted in an **employment offer** in 2024 (though two were unable to depart after pre-departure preparation).

6.3 Pre-Departure Preparation

Between January and December 2024, **fifteen Advisors** were prepared for their departure to their countries of assignment. Eight of these were senior Advisors (i.e., people who had already been on assignment with a similar organisation for at least two years).

In 2024, horizont3000 hosted:

- Two 3-week onboarding sessions in Vienna (face-to-face and remote formats).
- One individual 1-week preparation course in Vienna (face-to-face).
- Two 2-week in-country trainings in Kampala (face-to-face).

A total of 14 Advisors and two accompanying partners participated in the pre-departure preparation courses in Vienna. One senior Advisor received a shorter, individual onboarding in Vienna. Thirteen employees of Member Organisations and internal horizont3000 employees also participated in these preparatory courses in 2024.

Assignment preparation took place in two phases: onboarding in Vienna, Austria and onboarding in-country at horizont3000's Regional Office in Kampala, Uganda. Advisors whose assignments were in countries outside of East Africa received an individualised in-country introduction from staff at horizont3000's local regional or country office, or from their Partner Organisations in tandem with highly experienced Advisors in countries without a local horizont3000 presence.

Part 1: On-boarding in Vienna – 2 ½ to 3 weeks:

- Integration and orientation of new Advisors into the horizont3000 structure.
- Getting to know the horizont3000 Member Organisations.
- Knowledge management and thematic work at horizont3000.
- Project cycle management.
- Media and communications skills.
- Introduction to development policy and international cooperation.
- Introduction to the thematic requirements of each assignment.
- Development of cross-cultural competences.
- Peer coaching.
- Resilience.
- Safety and security in the country of assignment.
- Medical information.

Part 2: In-Country Training in Kampala – 1½ - 2 weeks:

- Orientation and integration of Advisors into the structure and requirements of horizont3000's East Africa Regional Office; organisation of visas and accommodation.
- Getting to know the Partner Organisations.
- Regional and local safety and security briefing.
- Process-oriented project counselling: basics, approaches, and tools of project and change management.
- Country history of Kenya and Uganda for contextualisation.
- Region-specific intercultural aspects.
- Policy Dialogue and its programmatic foci in East Africa.
- Gender mainstreaming in international cooperation.
- knowhow3000 in East Africa, methods and tools.
- Role and approaches of Advisors in local contexts.
- Organisational development and change management principles.
- Exchange with current Advisors.

In both phases, individual seminars were summarised into modules to ensure coherence of content across both phases and geographies of the course; as a supplementary measure, the lecturers and the TAP team regularly coordinated the content on an ongoing basis.

6.4 Return

Returnees directly support horizont3000's personnel development cooperation by making their expertise available to candidates, departing Advisors, interested parties, and the wider public. They act as multipliers across Europe and elsewhere, building awareness about the realities of life and people in the Global South. By being active throughout Austria and Europe as well as on social media, Returnees continue and enrich the effectiveness of horizont3000's work and of development cooperation globally.

In 2024, **17 Advisors** completed their assignment and followed horizont3000's standard offboarding procedures:

Returnee Guide: Returnees can access the clear and compact guide, *How to Return to Europe in 3 Steps*, at any time during and after their assignment via the **Advisory Hub**, an internal knowledge platform for Advisors.

Debriefing: At the end of their assignment before and upon their return to Europe, Advisor debriefing interviews are held with Partner Organisations, at the Regional and Country offices, with staff in the Vienna office and, when relevant, with Member Organisations in Austria. Before these final interviews, Advisors fill out a standardised questionnaire about their assignment which serves as the basis for all exit interviews. Usually, approximately five debriefing interviews are planned in Vienna; additional debriefings (e.g., with the employee council) can be organised if wished. Feedback from Advisors, which was previously only available in qualitative form, can now be aggregated quantitatively via the online questionnaires.

Medical check-up: An integral part of any deployment's conclusion, this physical examination takes place within 8 weeks of the deployment's end.

Reintegration month(s): To promote professional reintegration in Europe, the Returnee is supported financially through payment of one additional month of salary for an assignment of at least one year, or two months for an assignment of at least three years. Advisors who do not return to Europe within 14 days of the end of their assignments are not eligible for this support.

Reflection seminar: Accompanied by an experienced psychologist and held annually for new Returnees, returning Advisors are supported in reaching an emotional conclusion to their experiences and in developing future career prospects. Additionally, Returnees requiring individualised support after their assignments have the option of working with Mavie, a psychosocial counselling centre in Vienna, either in-person or online and free of charge until the end of their reintegration phase (this counselling support is also available during their assignment).

Returnee gatherings: To elicit the continuous and multiplying benefits of Returnees' expertise in Austria and Europe's civil society landscapes, Returnee gatherings usually take place every two years. All Returnees are welcome to attend to foster exchanges across countries of assignment and time periods. The gathering is usually hosted across Austria.

7. Lessons Learned and Outlook

Lessons Learned	Conclusions/consequences
Global trends have shrunk civil society spaces worldwide, demonstrating a sweeping trend towards individualisation and causing difficulties in forming and executing collective agendas.	Instead of reducing programmes and funding, now is the time for more action to stem this tide: there remains a strong need worldwide for the continuation of personal and in-person connection, international solidarity, and support of growing communities in reaching their full potential. Among civil society and development cooperation, the TAP is proven to be one of the instruments best positioned and most effective continue acting as an anchor for stability.
Flying advisory is a valuable tool to leverage the extensive experience and knowledge of both POs and Advisors. While virtual communication with POs is useful on occasion, it cannot replace the importance of direct, in-person interaction.	1) The cross-organisational Flying TA assignment type is of great importance due to its strong integrative and systemic effect. 2) It is important to guarantee the availability of in-person advisory support, including travel funds, for certain topics, while virtual advisory can contribute significantly to overall success as an additional measure.
PO demand for expertise in resource mobilisation, fundraising, communication, MEAL, programme development, and advocacy remain high globally.	Consider innovative strategies to better attract CSO-oriented South-South professionals with the required sector-specific qualifications.
Due to previous Lessons Learned, the ROEA is, in 2025, implementing a standardised deployment of 3-4 South-South Advisors (in addition to recruiting South-South Advisors for pre-existing assignments). Additionally, the shortening of the preparatory course in Vienna and the establishment of In-Country Training was well received.	Continue the decolonial and internally transformative process of relocating many administrative and HR, programmatic, and programme management tasks and roles to regional and country offices while avoiding double-work and ensuring global knowledge management and storage.

8. Monitoring and Evaluation

8.1 MEAL Procedures in the Advisory Programme

horizont3000 has elaborated an institutional policy for MEAL (Monitoring, Evaluation, Accountability and Learning), including MEAL-related capacity-building for Partner Organisations, which is being rolled out globally during the current 2023-2026 programme. This MEAL policy includes detailed support for all steps of the programme and project cycle management lifecycle.

General monitoring and evaluation of the advisory deployments is located and steered by horizont3000 regional and country offices, with support from the horizont3000 headquarters in Vienna, Austria. The design of assignment logframes is carried out collaboratively between Partner Organisations and horizont3000 (regional and country offices as well as headquarters) prior to the commencement of the deployment. Foundational training in monitoring and reporting procedures is part of the pre-departure preparation for all Advisors.

During assignments, Advisors receive up to two monitoring visits per year from their respective regional or country office to track progress on their assignments and discuss steering measures, if needed, to ameliorate any implementation challenges proactively. Changes in the framework conditions and risks of their deployments may also be discussed. Partner Organisations are furthermore invited to regularly provide their inputs on the progress of these assignments. Annual reporting forms part of the required deliverables of all deployed and returning Advisors, during which updated logframe monitoring sheets (mainly quantitative) and narratives (mainly qualitative) are submitted for review. These are aggregated across all countries and regions and form the basis for the Country and Programme Reports.

8.2 MEAL Support for Partner Organisations

There was a high demand for expertise in monitoring and evaluation from Partner Organisations across all regions and countries in 2024. Partner Organisations sought to strengthen their capacities in this critical area to improve their effectiveness, extract learnings, and enrich data-driven decision-making. Support was provided throughout the year to enhance the capacities of Partner Organisations in MEAL instruments and processes.

In **Central America**, one Advisor played a crucial role in strengthening the MEAL capacities of Partner Organisations within the ADA framework programme 2023–2026 by providing regular backstopping for the Partner Organisations in the implementation of a monitoring framework. Another Advisor further contributed to the development and implementation of essential policies, strategic plans, MEAL work, monitoring frameworks, and thematic manuals.

In **Ethiopia**, two Advisors supported health infrastructure projects within a hospital setting, where monthly retrospectives provided insights for improved MEAL reporting. In **Mozambique**, a new MEAL Advisor was deployed to strengthen structures and institutional capacities at a women's rights organisation (LeMuSiCa), thereby helping to achieve measurable gender-transformative impact. This deployment was part of a broader effort to strengthen Partner Organisations' organisational development, project management, and knowledge management. Elsewhere, such as in **Brazil**, two Advisors strengthened the advocacy efforts of multiple Partner Organisations by contributing to annual planning, project assessment, and MEAL strategies. In **Moldova**, an Advisor provided regular MEAL training to their Partner Organisation along with other external stakeholders, including Moldovan government officials.

In **Uganda**, an Advisor introduced new MEAL approaches to their Partner Organisation, Caritas MADDO, to help strengthen their monitoring and evaluation capacities. Outcome mapping helped PO staff in Uganda and **Tanzania** grow into facilitators of change who could speak more clearly about the progress their project, driving an increased focus on tracking and understanding project results. In

another example, a new Advisor was specifically deployed in Uganda to bolster digital MEAL systems at the Coalition for Health Promotion and Social Development, with the aim of strengthening the coalition's institutional effectiveness, learning, and data-driven decision-making. Support was also provided for the creation of their MEAL formats. The demand for expertise in Monitoring and Evaluation remained consistently high in Uganda as well as across advisory deployments globally.

8.3 Evaluation

For the current funding phase 2023-2026, a final evaluation will be commissioned in the last quarter of 2025 to be realised by the third quarter of 2026. The planning of that evaluation will occur in close communication with the ADA Programme Management and the ADA Unit for Evaluations.

9. Appendices

Annex A1. Outputs Achieved according to TAP Programme Logframe, 2024

Annex A2. TAP Regional and Country Reports, 2024

Annex A3. Advisor Short Reports, 2024

Annex A4. Stories of Interest, 2024

Annex A5. South-South Advisors, 2024

Annex B1. TAP Deployment Plan, 2025-2026

Annex B2. Advisor Job Profiles, 2024

Annex C1. TAP Financial Statements, 2024

Annex C2. Notes to the TAP Financial Statements, 2024

Annex C3. PE Audit Report, 2024

Annex C4. Confirmation of Interim Statement, 2024