

# EVALUATION OF KNOW-HOW3000 IN EAST AFRICA

KNOWHOW3000 – the knowledge management programme of HORIZONT3000 – is a three years programme, funded by the Austrian Development Agency and the Member Organizations of HORIZONT3000. Its third phase (Jan 1st 2016 - Dec 31st 2018) is implemented in Austria and all countries, where HORIZONT3000 works. Its design, implementation and results in the programme region East Africa were evaluated externally in the third quarter of 2018.

**Here is an overview of the resulting conclusions.**

## CONCLUSIONS



### MAIN INSTRUMENT: TRAININGS

- The overreliance on training as the main method of Knowledge Management (KM) was assessed to be inappropriate because besides knowledge acquisition, KM does also involve knowledge organisation and knowledge distribution
- There was no ripple effect for integration of KM into the organisations. An overall monitoring of post-training has to be integrated in the programme.



### GENERAL REMARKS

- There were general limitations in assessing systematically knowledge gaps in partner organisations and in encouraging a KM aspect within all of the projects.
- TAs - on long-term as well as on Borrow-a-TA assignments - have created positive synergies with the KM programme. They are essential in bridging gaps in organisations, especially if they specifically work in the KM field.
- Resources were used efficiently, above all given the staff limitations at the Regional Office East Africa (ROEA).



### OTHER INSTRUMENTS

- Exchange and Learning Visits have the potential to spur organisations to try new methods. They create a platform for cross learning and give new perspectives and exposure for program implementation.
- Experience Capitalisation was limited to a few organisations. The methods were not adopted on a wide range. However, when applied, it was considered to have a high impact.
- Instruments that encourage the use of knowledge from across and amongst the projects should be promoted.



### IMPACT

- Capacities and performance of organisations have improved as a result of the programme, according to 93% of partner organisations' respondents. Trainings have equipped them with various skills they could directly apply in their work.
- Case Studies suggest that the programme contributed among others to: improved ability of partners to provide services to beneficiaries, reinforced policies and practices of organisations, improved governance and management structures.

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## RECOMMENDATIONS

### GENERAL

There should be a better balance between being a knowledge "provider" and a knowledge "broker" by exploring participatory approaches to transfer power and decision making to partner organisations.

### EFFECTIVENESS

KNOW-HOW3000 should focus on promoting all of its tools – not only trainings. The assessment of knowledge gaps should be more systematic to better match KM activities to the partners' needs.

### IMPACT

HORIZONT3000 should consider undertaking a rigorous impact assessment study in the future in order to correctly assess the impact in a detailed way.

### RELEVANCE

HORIZONT3000 needs to communicate the programme's objectives clearly. The basics of how to apply Knowledge Management (KM) should be provided.

### EFFICIENCY

Technical Advisors (TAs) with KM skills should help address staff limitation and meet the need for regular monitoring. If integrated in the work of TAs and partners, the internet platform has the potential to help increase efficiency.

### SUSTAINABILITY

In order to enable partners to adapt as part of their routine, they need to be assisted in restructuring their governance and management structures.