

Interim Report¹

Framework Programme N° 1980-00/2016 - Rahmenprogramm HORIZONT3000 2016-2018
Ländliche Entwicklung und Zivilgesellschaft

Organisation, project manager: HORIZONT3000 – Österreichische Organisation für Entwicklungszusammenarbeit, Kristina Kroyer

Local partners: partner organizations of ADA Framework Programme

Programme intervention title: P-16-201 KNOW-HOW3000

Country/countries: Nicaragua, El Salvador, Guatemala, Uganda, Kenia, Tanzania, Ethiopia, Senegal, Mozambique, Papua New-Guinea	Region/locality:
Duration from: 01.01.2016	to: 31.12.2018
Reallocation(s):	Extension of project until:
Report per (date): 31.12.2017	Date of presentation: 03.05.2018

Financial statement per 31.12.2016 (euros)

Total costs	Cleared items	Submitted for examination	Open items
948.607,00	245.295,98	309.257,16	394.053,86

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¹ Delete inapplicable items

Abbreviations

CA	Central America
CoP	Community of Practice
DKA	Dreikönigsaktion der Katholischen Jungschar, DKA Austria
EA	East Africa
ELS	El Salvador
ERI	Enabling Rural Innovation
ETH	Ethiopia
GTM	Guatemala
KEN	Kenya
KM4Dev	Knowledge Management for Development
MO	Member Organization of HORIZONT3000
MOZ	Mozambique
NIC	Nicaragua
OD	Organizational Development
ORAC	Oficina Regional America Central
PCM	Project Cycle Management
PNG	Papua New Guinea
ROEA	Regional Office East Africa
SEN	Senegal
TA	Technical Advisor
TAP	Technical Assistance Programme
TZA	Tanzania
UGA	Uganda

Brief description of programme/programme intervention progress

- **Programme objective(s) achieved**

The programme intervention was implemented successfully in all programme countries: Nicaragua, El Salvador, Guatemala, Uganda, Kenya, Tanzania, Senegal, Mozambique, Papua New-Guinea, Ethiopia and Austria. Implemented activities are based on experiences and lessons learned from previous programme years and phases and designed to support learning processes, develop capacities and achieve the project objective: The partner organizations of HORIZONT3000 and its Member Organizations improve their performance, through services in the area of Knowledge Management and Organizational Development.

In 2017 the Knowledge management programme intervention has successfully strengthened and enhanced networks in the programme regions by consolidating communities of practice (CoP) initiated in 2016 as well as establishing new ones. The communities of practice bring together persons and organizations working in similar areas or with similar target groups in order to share experiences, good practices and discuss challenges in their own working fields. The celebration of sharing events and exchange visits as well as the organization of trainings on a series of relevant topics, created fruitful learning and sharing environments and strengthened capacities of participants and their organizations in various aspects of their work.

In 2017, synergies with the Technical Assistance Programme were further strengthened, with TAs and partner organizations of the TA-programme benefitting directly from KNOW-HOW3000 activities. In Papua New-Guinea, TAs are important members of the newly established communities of practice. In Mozambique, new TA assignments and a more vivid partner community enabled the organization of a successful sharing event involving various stakeholders. In Central America a TA for knowledge management started her assignment in the year 2017, which turned out to be beneficial for a quality implementation of the KNOW-HOW3000 programme. Finally, the internet platform was successfully relaunched with TAs playing a greater role in the new concept.

- **Expected results achieved**

ER 1: KNOW-HOW3000 Learning & Sharing: HORIZONT3000 partner organisations and Member Organisations partner organisations are enabled to learn from their and/ or other organisations' experiences

Communities of practice (learning networks) for core thematic areas of partner organisations have been promoted and consolidated in order to deepen learning processes. Until the end of 2017, 8 Communities of Practice in 4 regions have implemented joint learning and sharing activities: 3 in Central America on women, youth and rural families, 1 in Senegal on Climate Change, 2 in PNG on school management and vocational education, and 2 in Austria on Knowledge Management and Climate Change.

In total, 125 organizations (HORIZONT3000 and Member Organizations' partner organizations and affiliated organizations to HORIZONT3000 and its partner organizations) have gained new insights for their work via communities of practice, sharing events, specific trainings, exchange/learning visits and Borrow-a-TA missions.

ER 2: KNOW-HOW3000 Internet Platform: The internet platform provides more effectively information and know-how relevant to HORIZONT3000 partner organisations', Member Organisations' partners and further cooperation partners' work.

The process of adapting and redesigning the internet platform was successfully concluded in the beginning of 2017. The new platform ensures a better usability / user experience and functionality for its users, as well as an improved dissemination of documents, ideas, methods and tools for its main target groups.

ER 3: KNOW-HOW3000 Organizational Development: HORIZONT3000 and its partner organizations' structures and processes are demonstrably improved to serve their target populations' needs.

The toolbox for Organizational Development was further promoted among Technical Advisors. In the year 2017, 4 new masters were appointed and 11 TAs and Partner Organizations used the toolbox in order to access relevant tools.

Additionally, HORIZONT3000 started a process of establishing a Knowledge Balance (Wissensbilanz) for the organization in order to assess the processes and the intellectual capital of HORIZONT3000 and improve internal Knowledge Management and Organizational Development Processes.

- **Change processes effected**

The following cases illustrate exemplarily how activities within this programme intervention led to change processes affecting the service delivery of partner organizations to their target groups:

MCFp (Kenya) went through an experience capitalization process together with 25 member organizations of its 2 networks (Kasarani CCI - Charitable Children Institutions - Network and the Kasarani GBV - Gender Based Violence – Network). With the systematization method, the network members assessed in a participatory and inclusive way the current situation of the networks and the reasons for malfunctions in recent years (such as stalled advocacy activities). As a result of the process, the members obtained a common vision and created group cohesion supporting coherent and sustainable actions by vibrant networks in the future. The learning from experience process benefitted 90 organizations comprised by the networks.

In Uganda HORIZONT3000 organized a training on the “do-no-harm” approach benefitting participants from 12 organizations. As a results, at least three partner organisations (RICE West Nile, AFARD and Palm Corps) have integrated the approach in their programmes and have trained their staff on the do-no-harm principle. The approach of the project on migration and development implemented by AFARD and Palm Corps considers equal benefits for refugees and host communities, being the first organisations to have such an equal distribution in the West Nile region. The project partner also applied the do-no-harm principle in the selection of project beneficiaries both among the host communities and the refugees and involved the community to map and vet the beneficiaries that leaders had chosen.

Another training in East Africa focused on Governance, Leadership and Financial Management and targeted the board members and executive directors of 12 partner organizations. The workshop addressed key areas that will further contribute to sustainable organizational change processes, with a number of organisations committing as a way forward to develop terms of references and set up clear roles and responsibilities for board members, develop strategic plans for their organisations, improve on their internal control and governance practices, install an accounting software, and establish a communication platform, etc.

- **Impact on and interaction with target groups/indirect beneficiaries, including number of direct and indirect beneficiaries reached to date**

This programme intervention targeted local partner organizations and their teams and aimed to further develop their capacities by offering new methodological and technical insights into their field of work. Partner organizations are strongly included in the planning and implementation of activities (e.g. are consulted for the identification of topics for specific trainings, organize exchange visits, assume leading roles in CoPs), and the importance and usefulness of learning from each other is widely acknowledged in all focus regions.

In 2017, 523 persons (176 women) benefited from activities in the south such as sharing events, exchange visits and specific trainings. In total, 125 organizations (HORIZONT3000 and Member Organisations’ partner organizations as well as closely affiliated organizations, e.g. former, future or indirect partners) were reached. The target groups of benefitted partner organizations benefit indirectly from the improved performance and capacities of reached organizations.

The Internet Platform was accessed by about 3.869 persons in the year 2017. Analyses showed that 664 individuals from Austria and 680 from our partner countries accessed the platform about 2.600 times in total (Source: Google Analytics).



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

Expected results/ indicators Logframe	Results achieved / indicators	Activities implemented to achieve these results	Reasons for deviations	→ Steering measures
<p>Result 1. KNOW-HOW3000 Learning & Sharing: HORIZONT3000 partner organisations and Member Organisations partner organisations are enabled to learn from their and/ or other organisations experiences</p>				
<p>RI 1.1 Until end of 2017, 5 Communities of Practice in 3 regions have implemented joint learning and sharing activities</p>	<p>Until the end of 2017, 8 Communities of Practice in 4 regions have implemented joint learning and sharing activities:</p> <ul style="list-style-type: none"> - 3 in Central America on women, youth and rural families (28 partner organizations) - 1 in Senegal on Climate Change (7 partner organizations) - 2 in PNG on school management and technical and vocational education (6 partner organizations, 8 TAs) - 2 in Austria on Knowledge Management and Climate Change 	<p style="text-align: center;"><u>CENTRAL AMERICA</u></p> <p>Consolidation of 3 CoPs in Central America promoting a continuous knowledge/ experience exchange among partners working with similar target groups:</p> <ul style="list-style-type: none"> - The CoP Youth organized an exchange event in Nicaragua on the topic: “practice of values”. 11 persons (7 men and 4 women) from 7 partner organizations participated. The CoP decided on an action plan to post every month about a certain topic in their public facebook group with 122 members. - The CoP Rural Families organized an exchange event in El Salvador on “commercialization of organic products”. 16 persons (11 men and 5 women) from 11 partner organizations participated. - The CoP Women organized an exchange event in Guatemala on “self-care”. 12 women from 10 partner organizations participated. <p style="text-align: center;"><u>SENEGAL</u></p> <p>Consolidation of the CoP on Climate Change, which links partners of the HORIZONT3000 Senegal programme with other relevant stakeholders on a national and local levels, involving, in total, 37 persons (34 men and 3 women) from 7 partner organizations, associated local platforms and 3 cooperation partners:</p> <ul style="list-style-type: none"> - General assembly for the consolidation of the CoP: 29 persons (26 men and 3 women). - Meeting on commissions, structures and missions: 25 persons (23 men and 2 women) - Steering committee meeting in order to define the action plan for the CoP: 7 persons (6 men and 1 women) 		



		<p style="text-align: center;"><u>PAPUA NEW GUINEA</u></p> <p>Constitution of 2 new CoPs in PNG in order to guarantee exchange and foster learning in 2 crucial topics of the Technical Assistance Programme in PNG:</p> <ul style="list-style-type: none"> - The CoP ‘School Management Programme’ (SMP) is in place and conducted a sharing event in order to establish a common understanding of the programme and share training and resource materials: 9 persons (5 men and 4 women) / 4 partner organizations and 5 TAs participated. - The CoP ‘Technical and Vocational Education and Training’ (TVET) was established in a formation workshop and shared learnings on tool sets for TVET: 6 persons (5 men and 1 woman) / 2 partner organizations and 3 TAs participated <p style="text-align: center;"><u>AUSTRIA</u></p> <p>The CoP for Climate Change in Austria met 1 time in 2017 with 3 participants (1 TA, 1 HORIZONT3000 staff, 1 member organization staff; 1 man, 2 women). Experts from other organisations were asked to join and will evaluate their available time for participation in 2018.</p> <p>The CoP KM4Dev met 3 times this year in order to exchange knowledge and experiences on the following topics:</p> <ul style="list-style-type: none"> - “ICT and KM” with inputs from Light for the World and HORIZONT3000 (10 participants – 5 men and 4 women) - “Exchange on systems for project administration”, with inputs from Light for the World, DKA, HORIZONT3000, CARITAS and CARE (14 participants – 6 men and 8 women) - “Implementation of Knowledge Management, Sharing and Learning in NGOs: Good-Practice-Examples and exemplary IT-Tools” with inputs from HORIZONT3000 and a guest-speaker from HELVETAS, organized together with AGGV (27 participants – 8 men and 19 women) 		<p><u>Ad Austria:</u></p> <p>In 2017 the need and interest for non-active CoPs was assessed together with MOs. The CoP on Gender will be integrated in the gender group existent in one MO and opened to other organizations.</p> <p>Other CoPs were assessed as not needed in the moment. Due to the duplication with internal groups and lack of facilitators, they were not active, but can be revitalized if needed.</p>
<p>RI 1.2 Until end of 2018, at least 20 partner organisations have completed an experience capitalization</p>	<p>Until the end of 2017, 14 partner organizations completed an experience capitalization process</p>	<p>In 2017, 11 partner organizations from 7 countries participated in the KNOWLYMPICS Knowledge Sharing Games by completing questionnaires for Experience Capitalization and sending them to HORIZONT3000:</p> <ul style="list-style-type: none"> - The documentation of 12 experiences have been shared within the partner community and interested persons via the KNOW-HOW3000 Internet platform. 	<p>Within the ADA framework programme, 12 systematizations</p>	



<p>process (via systematisation or other methods).</p>	<p>(3 via systematizations and 11 via questionnaires). 17 partner organizations have been trained on the systematization method in order to create understanding of and appreciation for the capitalization of experiences via systematization.</p>	<ul style="list-style-type: none"> - 8 organizations won a prize enabling them to conduct 4 internal trainings, 3 learning visits and to invest in office equipment. <p style="text-align: center;"><u>EAST AFRICA</u></p> <ul style="list-style-type: none"> - As a continuation of a learning process which started in 2016, 1 partner organization (MCFp, Kenia) together with 25 other organizations of two of its networks (Kasarani CCI - Charitable Children Institutions - Network and the Kasarani GBV - Gender Based Violence – Network) conducted a systematization process on the networks’ development and operations. The learning process benefits 90 organizations comprised by the networks. - 1 partner organization (HAKIARDHI, Tanzania) started a learning process on the systematization methodology. Based on gained insights, the partner is going to conduct a systematisation in the year 2018. <p style="text-align: center;"><u>CENTRAL AMERICA</u></p> <p>In Central America 2 partner organizations completed an experience capitalization processes via systematizations:</p> <ul style="list-style-type: none"> - The partner organization CCDA (Guatemala) on “the experience of technical cooperation between CCDA and the Agronomy Faculty of the University of San Carlos Guatemala” within the frame of integral rural development in Guatemala - The partner organization FUNDESYRAM (El Salvador) on the “Virtual Documentation Centre – effective instrument for knowledge management for agroecology and eco-development”. <p>4 partner organizations were trained on the method of inclusive and participatory systematization. The objective of the training workshop was to introduce partners to the method and to plan the process for systematizations to be carried out in the year 2018.</p> <p style="text-align: center;"><u>SENEGAL/ETHIOPIA</u></p> <p>In Senegal as well as in Ethiopia, the systematization method was strengthened and promoted: In Senegal 4 partner organizations participated</p>	<p>are planned to be carried out in 2018 (funded by individual project budgets, not KNOWHOW 3000)</p>	
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		in an introductory training and 7 partner organizations in a refresher workshop ² , in Ethiopia 5 partner organizations participated in a training workshop.		
RI 1.3 Until the end of 2017, at least 2 new (local) methods for experience capitalization/ learning from experience have been tested.	Until the end of 2017 methods for/ approaches to experience capitalization / learning from experience have been promoted at 7 partner organizations. 1 new method for experience sharing was tested in Ethiopia	In Senegal, different methods for experience capitalization were strengthened and promoted: 7 partner organizations participated in a training workshop on approaches to Experience Capitalization. ³ In Ethiopia, a Sharing Event was facilitated by applying the Art of Hosting methodology (by the programme coordinator for Ethiopia)		Assess if learnings have been tested/applied by targeted organizations.
RI 1.4 Until end of 2017, at least 2000 persons (at least 40% women) of HORIZONT3000' and Member Organisations' partner organisations, TAs and further cooperation partners have gained new insight for their work via KNOW-HOW3000 sharing events, exchange visits, specific trainings or Borrow-a-Technical Advisor missions	In 2017, 183 persons (59 women) gained new insights for their work via 9 sharing events (39 persons/ 21 women in Central America; 32 persons/ 17 women in East Africa; 30 persons/ 3 women in Senegal; 19 persons/ 2 women in Ethiopia; 40 persons/ 11 women in Mozambique; 15 persons / 5 women in Papua New Guinea) 298 persons (104 women) gained new insights for their work via 14 trainings (53	<p style="text-align: center;"><u>CENTRAL AMERICA</u></p> <ul style="list-style-type: none"> - 3 sharing events within the CoPs – see above R.I.1. - Specific Training: 4 partner organizations – 9 persons (4 men and 5 women) were capacitated on the method of inclusive and participatory systematization – see above R.I.2. <p>As follow-up on the seminar “Update of Baseline Data” carried out in the framework of the programme intervention P-13-230 and the following distance consultancy for partner organizations carried out under KNOW-HOW3000 in 2016, the following activities were implemented:</p> <ul style="list-style-type: none"> - 2 follow-up seminars with 32 participants (17 men and 15 women) from 17 partner organizations were organized (phase 3 of the baseline data process) - 10 baseline studies were conducted and 9 final reports presented (one is still being elaborated). The results of the studies serve as a basis for planning future interventions within the ADA Framework Programme implemented in Central America. - 1 partner organization (MIRIAM, Guatemala) elaborated a participatory 	40% female participants was not reached	Participation of women will further be promoted in all regions

² Planned within the KNOW-HOW3000 approach, but funded in P-16-910 Senegal Programme Intervention

³ idem



	<p>persons/ 32 women in Central America; 155 persons/ 50 women in East Africa; 13 persons/ 4 women in Senegal; 14 persons/ 2 women in Ethiopia; 63 persons/ 16 women in Mozambique)</p> <p>42 persons (13 women) gained new insights for their work via 3 exchange and learning visits (25 persons/ 12 women in East Africa; 9 person/ 1 woman in Senegal; 8 men in Mozambique)</p> <p>Additionally, 12 partner organizations benefitted from the capacity development via Borrow-a-Technical Advisor missions.⁴</p>	<p>in-depth monitoring instrument with the insights from their baseline study. They were granted an additional fund to support a training process of 2 staff members and the multiplication of their learnings in their team (12 women) on the topic “Construction of a participatory monitoring system to measure effects and impacts”.⁵</p> <p>In Central America 2 TAs carried out 3 Borrow-a-TA missions, benefitting 2 partner organizations and 1 partner network on the topics: communication/PR, social communication campaigning, project planning</p> <p style="text-align: center;"><u>EAST AFRICA</u></p> <ul style="list-style-type: none"> - Sharing Event: knowledge exchange on selected topics relevant for TAs during their assignment and learning visit on the importance of wetlands and swamps for the local community and sustainability at the Annual General Meeting – 32 persons (15 men and 17 women) - Exchange Visit between 4 Universities and 1 partner organization: Caritas Tororo was supported by students to develop competencies in assessing agro-ecosystem health and in using mobile soil testing kits. The students benefited from learning on the ERI approach and organic agriculture – 20 persons (13 men and 12 women) <p>6 specific trainings to improve methods, processes and procedures at partner organizations on the following topics:</p> <ul style="list-style-type: none"> - QuickBooks – 15 persons (9 men and 6 women) from 9 partner organizations; - Do no Harm and conflict sensitive project implementation – 25 persons (15 men and 10 women) from 12 organizations; - Governance, Leadership and Financial Management – 58 persons (43 men and 15 women) from 31 organizations; - Policy Dialogue – 29 persons (20 men and 9 women) from 18 organizations - Counterpart Training on benefits, challenges and standards of Technical Assistance – 17 persons (12 men and 5 women) from 5 organizations - Systematization method: 1 partner organization – 10 persons (5 women, 		
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⁴ For more information on Borrow-a-TA missions, see Programme Report Technical Assistance 2016

⁵ This process is partly funded under KNOW-HOW3000, partly with other funds.



		<p>5 men, HAKIARDHI) – see above R.I.2</p> <p>Additionally, 1 partner organization (1 man, Rescue Dada Centre) was supported to participate in a Training on the Theory of Change methodology. The acquired knowledge has been transferred internally to the management.</p> <p>In East Africa 9 TAs carried out 9 Borrow-a-TA missions, benefiting 9 partner organizations on the following topics: change assessment, QuickBooks, change management, electricity and solar power, electrical supply systems, communication/PR, resource mobilization, volunteer host assessment and strategy development.</p> <p style="text-align: center;"><u>SENEGAL</u></p> <ul style="list-style-type: none"> - 2 sharing events within the CoP – see above R.I.1. - Learning Visit: 9 persons (8 men and 1 woman) from 7 partner Organisations learned from experiences on agro-ecology from organisations in Togo and Burkina Faso - Specific Training: 13 (9 men and 4 women) from 4 partner organizations were introduced to and capacitated on the systematization method for experience capitalization. - 1 partner organization (1 man, Forum Civil) participated in a Sharing Event on Land Grabbing. He is going to multiply gained knowledge within the partner community in Senegal in 2018. <p style="text-align: center;"><u>ETHIOPIA</u></p> <ul style="list-style-type: none"> - Specific Training: 14 persons (12 men and 2 women) from 5 partner organizations (of HORIZONT3000 and its member organizations) were trained on the systematization method for experience capitalization - Sharing Event: 19 persons (17 men and 2 women) from 10 partner organizations (of HORIZONT3000 and its member organizations) gained knowledge and exchanged experiences on community development, resource mobilization, sustainability, gender and other topics. <p style="text-align: center;"><u>MOZAMBIQUE</u></p> <ul style="list-style-type: none"> - Sharing Event on Water Use and Management at the Annual General Meeting: 40 Persons (29 men and 11 women) from 21 NGOs (partner and affiliated organizations) and government institutions, as well as TAs 		
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		<ul style="list-style-type: none"> - Specific Training on Fundraising for NGOs at the Annual General Meeting: 63 Persons (47 men and 16 women) from 34 NGOs (partner and affiliated organizations) and government institutions, as well as TAs - Learning Visit: 8 persons (8 men) from 4 partner organizations capacitated on sustainable silage production for animal breeding: Participants are multiplying gained knowledge in 2 farming schools reaching around 250 pupils (aged 12-18/ 50% female) <p style="text-align: center;"><u>PAPUA NEW-GUINEA</u></p> <ul style="list-style-type: none"> - 2 sharing events within the CoPs – see above R.I.1. - 1 Borrow a TA assignment in the field kindergarten teaching and early childhood policies 		
<p>Result 2. KNOW-HOW3000 Internet Platform: The internet platform provides more effectively information and know-how relevant to HORIZONT3000 partner organisations’, Member Organisations’ partners and further cooperation partners’ work.</p>				
<p>RI 2.1 Until the end of 2016, the KNOW-HOW3000 internet platform is analysed and adapted regarding to its user groups (TAs, HORIZONT3000 employees in VOS and Vienna, and Member Organisations’ employees) and its support for CoP and Borrow-A-TA (user-profiles/competence-matrix)</p>	<p>In 2017, the process of adapting and redesigning the internet platform was successfully concluded, ensuring a better usability / user experience and functionality.</p> <p>Sharing spaces for CoPs was installed successfully and is used by some of existing CoPs.</p> <p>A competence Database was installed successfully and is used to support the Borrow-a-TA instrument.</p>	<ul style="list-style-type: none"> - Implementation of the concept for a restructured and redesigned internet platform in coordination with an external programming expert - Launching of the new platform informing its user groups on and introducing key users to new functions and features - Extension and adaption of an internal area (Intranet) for Technical Advisors, especially to access relevant information and documents for their assignments - Creation of a new area for the exchange of files between the regional offices and the programme coordinators in Vienna 	<p>2 months delay in launching the adapted internet platform.</p>	<p>In the beginning of 2017, the successfully adapted internet platform went online.</p>

<p>RI 2.2 Until the end of 2018, 1.000 persons of HORIZONT3000 partner countries have used the KNOW-HOW3000 Internet Platform for at least 10.000 Downloads of provided experiences, methods and other documents.</p>	<p>In 2017, the internet platform was accessed by 664 persons in Austria (1502 sessions) and 680 persons in HORIZONT3000 partner countries (1119 sessions). In 2017 files offered publicly at the platform (experience documents) were downloaded 4.237 times.</p>	<ul style="list-style-type: none"> - Re-structuring of information and documents provided via the platform according to the needs of targeted user groups - Constant website maintenance, document management and user Management - Regular newsletter on new documents and features at the Internet platform: 4 to all users, 2 specifically to TAs 	<p>As a result of the Redesign of the Platform (change of the user interface for files) the amount of total downloads (incl. log-in area) could not be determined.</p>	<p>In the next reporting period it will be researched for a solution in order to be able to track downloads.</p>
<p>Result 3. Organizational Development: HORIZONT3000 and its partner organizations' structures and processes are (demonstrably) improved to serve their target populations' needs.</p>				
<p>RI 3.1 Until the end of 2018, 20 TAs and 20 partner organisations of HORIZONT3000 and Member Organisations use relevant tools/ instruments/ templates from the OD-Toolbox.</p>	<p>In 2017, 11 TAs and Partner Organizations used the toolbox in order to access relevant tools. 232 tools and templates for 9 thematic areas of OD are available at the platform.</p>	<ul style="list-style-type: none"> - Information Session on the Toolbox during Preparatory Course of new TAs. - Promotion of the Toolbox for Organizational Development (OD) among TAs and other users via KNOW-HOW3000 and TA- newsletter - Appointment of 4 new masters and regular communication with a total of 6 masters, who manage the thematic areas of the OD-Toolbox - Adaption of the filing-structure of the OD-toolbox, screening and reassessment of documents and templates by masters 	<p>Use among TAs in CA is still low as the toolbox has no documents in Spanish. Some TAs in PNG and EA have limited internet access and do therefore not access the platform.</p>	<p>Promote the elaboration and upload of tools in Spanish within the TA community in CA. Keep informing on the possibility to download the toolbox for offline use during preparatory course.</p>
<p>RI 3.2 Until the end of 2017, Knowledge</p>	<p>Until the end of 2017, the Working Group on</p>	<ul style="list-style-type: none"> - In 2017, 2 meetings were held in order to establish the working group for the Knowledge Balance and to kick-off the process. The working group is 		<p>Integration of Knowledge</p>



<p>Management and Organisational Development is integrated into PCM of HORIZONT3000 programs (ADA-FP and Technical Advisor-Program)</p>	<p>the Knowledge Balance (Wissensbilanz) was established. The aim of the Knowledge Balance is to assess the processes and the intellectual capital of HORIZONT3000 in order to improve internal Knowledge Management and Organizational Development Processes.</p>	<p>supported by an external consultant.⁶</p> <ul style="list-style-type: none"> - In Central America the assignment of a TA for Knowledge Management and Knowledge Exchange started in order to support partner organizations in these fields as well as to support a quality implementation of the KNOW-HOW3000 programme. - In East Africa a TA for Knowledge Management and Knowledge Exchange was recruited who is going to start her assignment in 2018. - In East Africa and Senegal Knowledge Management aspects were integrated in the ToRs for the evaluations of programme intervention. - Guidelines for the organization of Sharing Events were elaborated in order to support regional and country offices in the implementation of KNOWHOW3000 events - Follow-up instruments for KNOWHOW3000 activities (surveys, documentation of learnings/ action plans) are promoted in Regional Offices. 		<p>Management in Job Descriptions (TAs and staff) still to be discussed in 2018.</p>
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⁶ not funded under KNOW-HOW3000, but with other funds.

Detailed description of project progress

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

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

The provision of relevant know-how, the strengthening of capacities, and the generation and sharing of good practices in development work is an important activity in order to achieve poverty reduction through our partner organisations. KNOW-HOW3000 contributes to deliver improved services to marginalized populations by fostering the partner organizations' learning processes and capacities.

The programme intervention contributes to a better integration of cross-cutting themes into the partner organization's work such as Gender and Environment by offering exchange of experiences for those themes.

- In Mozambique a successful sharing event on Water Use and Management was held promoting the exchange between civil society and political actors in the programme region on this crucial topic.
- In East Africa the topics "Gender Mainstreaming" and "Environmental Mainstreaming" were dealt with in the Specific Training on Governance and Leadership. Participants understood the need for gender issues to go beyond public awareness creation and also include sensitization at family level, at workplaces and in project implementation levels. On environmental issues, the discussions focused on threats to environmental sustainability across East Africa and about a shift in human behaviours to protect the environment.
- In Central America one of the established CoPs is specifically dealing with gender issues and women rights. The Community consists of women's organizations and women participants. One CoP focuses on youth, and consists of organizations who promote youth rights and their social/political participation. One CoPs is engaged with topics related to rural smallholder farmers and directly deals with environmental aspects and sustainable agricultural practices.

The creation of CoPs in Austria enables a greater exchange on focus topics and cross-cutting themes in programmatic planning processes and is a first step towards a stronger collaboration on important topics such as Climate Change.

In all regions the participation of women is especially encouraged, although in most regions there is still the need to promote female participation in order to reach a 40% share of women in KNOW-HOW3000 activities. People with disabilities are being integrated whenever possible, and special needs addressed, if necessary.

2. Results achieved/visible impact on

- **Capacity Development**

The main objective of this programme intervention is to develop capacities of local partner organizations through a variety of tools and methods. The programme intervention supports the development of technical capacities, managerial capacities, methodological capacities as well as learning and networking abilities needed to achieve improved performance and greater impacts of their work. For results of capacity development in 2017, see Chapter "Programme Intervention Progress").

- **Advocacy**

Sharing Events, exchange visits and in particular the elaboration, promotion and strengthening of Communities of Practice in HORIZONT3000 partner regions, foster networking skills and enable cooperation and coalition building among partner organizations working with similar target groups and topics. Networks and platforms are a crucial asset when it comes to advocacy and policy dialogue engagement.

In East Africa, the ability to advocate for the partner organizations' target groups and to engage in political dialogues was strengthened specifically through a training on Policy Dialogue. 18 partner organizations gained new knowledge and exchanged experiences in this important area of their work. The training was following-up on the final sharing event of the Policy Dialogue Consortia Project in 2016, where guest learners (and among them many partner of HORIZONT3000 and its Member Organizations) were given a snap shot training on policy dialogue. Many expressed the need to be trained on the entire policy dialogue cycle and CSO entry points so as to improve their Policy Dialogue engagement. The 3-days-training organized in 2017 had the objective of creating a common understanding of what Policy Dialogue is about, establish the entry points for CSOs in the policy dialogue Cycle and strengthen the capacities of CSOs for a more effective engagement through increased knowledge and skills. The training was also used to share the recommendations and guidelines on policy dialogue that were developed in the Consortia Project in a broader network.

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

In general, the partner organizations are very interested in participating in Knowledge Management and Capacity Development activities, although time and human resources are sometimes limiting their capacity to participate in the same and implement related activities.

The establishment of Communities of Practice in **Central America** implies a greater responsibility in the planning and implementation of exchange activities, as the meetings are steered and organized by its members: partner organisations of HORIZONT3000 and its Member Organizations. Different focal points and work approaches and a diversity of capacities and expertise enrich the exchange in the CoPs and other activities. In general, knowledge management and sharing experiences is increasingly seen as a crucial and strategic organizational work area on an institutional and individual level among the partner communities. This is supported by the presence of many motivated, passionate and engaged leaders throughout the partners and the regional office for such tasks. At the same time pressing issues and heavy workloads lead to scarce or differing time/priority management and limited availability for strategic issues and organizational development.

Also CoP-related activities in **Senegal** require the participation and commitment of all actors in the process in order to be able to reach the main objective. Therefore, a steering committee is operating and commissions were formed in the order to share tasks among committed persons. The CoP encompasses different profiles of actors/stakeholders such as scientists, decision makers, local beneficiaries, local authorities, project teams, and is therefore an effective instrument for the capitalization and exchange of good practices on climate change. Expertise among the partner community is also used for training purposes. In that sense 4 partners with experiences on the topic of systematization were involved actively in the preparation and organisation of the re-fresher training on the systematization method.

- **Networking and co-operation with relevant stakeholder**

In order to strengthen knowledge networks and to achieve the best possible benefits for partners, important stakeholders from affiliated organizations, government institution and academia are involved and/or invited in/to sharing events/trainings. In 2017, networks and cooperation were strengthened in the following regions:

In **Mozambique** local NGOs/CSOs, international development organizations, donor institutions as well as government representatives of the province Sofala and Manica were invited to the Sharing Event,

which was celebrated as part of the Annual General Meeting. This platform was used to present the work of HORIZONT3000 and its partner organizations, exchange experiences and knowledge on water resource management and strengthen capacities for fundraising among local organizations. The inclusion of authorities into planning procedures and strategy development is essential for a good cooperation and the relationship with governmental institutions especially on the province level is characterized by mutual appreciation.

In **Senegal**, the CoP on Climate Change comprises several cooperation partners beyond the partner network in order to benefit discussions and planned activities of the CoP in a positive way and improve the reach and impact of the platform, such as the University of Dakar, Rikolto International and GAIA (Association Groupe d'Action et d'Initiative pour un développement Alternatif). In general, there is a close working relation with relevant actors, such as national institutions and local authorities in order to reach the objectives of the Senegal programme.

In **East Africa**, HORIZONT3000 has built a good relationship with local authorities especially the local government body within the project implementing districts/regions. The local government authorities are always invited to launch or inaugurate a project and also to preside at important events. The good relationship at different levels has led to high acceptance of the projects and activities carried out by HORIZONT3000.

In general HORIZONT3000 cooperates closely with its **Member Organizations** in order to find and use synergies of knowledge management and capacity development activities implemented by them. DKA, for instance, has its own knowledge management fund in certain regions/countries and uses it to organize workshops together with HORIZONT3000 and/or to facilitate the participation of its partners at KNOW-HOW3000 events. This cooperation constitutes an asset benefitting both the quality of KNOW-HOW3000 events, and the reach of their impact.

In **Austria** HORIZONT3000 is one of the core members of the CoP KM4Dev. KM4Dev Austria is an open group, inviting other Austrian development and humanitarian organizations to regular meetings in order to share good practices, challenges and new ideas on knowledge management. In 2017, an event was organized together with AGGV to which not only HORIZONT3000, but also the Swiss development organization HELVETAS was invited to share their knowledge on knowledge management with continuous and sporadic members of the CoP.

- **Systematic knowledge management**

This programme intervention seeks to improve the generation, preservation and sharing of knowledge within the HORIZONT3000 knowledge network. Based on experiences and lessons learned from previous project phases, HORIZONT3000 developed and refined methods and services for knowledge management, with learning from experience and the transfer of relevant know-how being at the heart of the intervention. In 2017 all activities, which are offered via the KNOW-HOW3000 programme were applied: Experience Capitalization via systematization and other methods, Sharing Events, Communities of Practice, Specific Trainings, Exchange/ Learning visits, Borrow-a-TA, internet platform and OD Toolbox.

Further, HORIZONT3000 is continuously reflecting and adapting its processes to offer more efficient Knowledge Management and Organisational Development Services to its partner organisations. In 2017, guidelines for the organization of Trainings and Sharing Events were provided to the regional and country offices and follow-up tools were promoted in order to support a quality implementation of activities. Additionally, a process of elaborating a knowledge balance as an analysis and management tool for the organization has started. The aim of the Knowledge Balance is to assess the processes and the intellectual capital of HORIZONT3000 in order to improve internal Knowledge Management and Organizational Development Processes.

- **Added value of programme approach**

This programme intervention represents Result 3 of the HORIZONT3000 Framework Programme and supports the implementation of Result 1 and 2 as its aim is to improve the performance and services of HORIZONT3000 partner organisations.

3. Target groups reached

In 2017, 523 persons (176 women)⁷ benefited from activities in the south such as sharing events, exchange visits and specific trainings. In total, 125 organizations (HORIZONT3000 and Member Organizations' partner organizations as well as closely affiliated organizations, e.g. former, future or indirect partners) were reached (MOZ: 12, PNG: 6, SEN: 8, EA: 49, CA: 34, ETH: 11).

The target groups of reached partner organizations benefit indirectly from the improved performance and capacities of reached organizations.

The following organizations were reached by the following activities implemented in HORIZONT3000 partner countries:

Activity	Benefiting Organisation(s)	# of Participants		
		m	f	total
Mozambique				
Sharing Event on use of water resources with partner organizations, affiliated organizations and government institutions	ESMABAMA, AMOR, FOPROSA, Kubatsirana, AKSM, Young Africa, ADS, LeMusica, SOS – Aldeia de Crianças; UCM, HORIZONT3000 TAs (+ 4 local NGOs, 2 international NGOs and 5 government institutions)	29	11	40
Training Workshop on fundraising for local NGOs, pre-requisites and strategies with partner organizations, affiliated organizations and government institutions	ESMABAMA, AMOR, FOPROSA, Kubatsirana, AKSM, Young Africa, ADS, LeMusica, SOS – Aldeia de Crianças; UCM, HORIZONT3000 TAs (+ 18 local NGOs, 1 international NGO and 5 government institutions)	47	16	63
Learning Visit on sustainable silage production for animal breeding, visiting the Agrarian Institute of Chimoio and AGROMACO; Participants are multiplying gained knowledge in 2 farming schools reaching around 250 pupils (aged 12-18/ 50% female)	ESMABAMA and the farming schools of Barada and Estaquina	8		8
Total	12	84	27	111
Papua New Guinea				
Sharing Event of the Community of Practice 'School Management Programme' on Training and Resource Material	Catholic Education Agency (CEA) Bougainville, CEA Kiunga, CEA Madang, Lutheran Education Dep./Prov. Division of Education, HORIZONT3000 TAs	5	4	9
Sharing Event of the Community of Practice 'Technical and Vocational Education and Training' – formation workshop	CEA Bougainville, Department of Education/ TVET section, HORIZONT3000 TAs	5	1	6
Borrow-a-TA mission on kindergarten teaching and early childhood policies	ELCPNG Lae			
Total	6	10	5	15

⁷ A certain variance is possible if the same person represented his/her organization in more than one of the listed activities

Ethiopia				
Specific Training on the Systematization Method for Experience Capitalization	HoCS, NCS, JBCS, SWDA and HEfDA	12	2	14
Sharing Event on community development, resource mobilization, sustainability, gender	JBCS, SCORE, NCS, Omorate, IISP, HEfDA, Harotessa, HCS, SWDA, WfWSDA	17	2	19
Total	11	29	4	33
Senegal				
Specific Training on the Systematization method for Experience Capitalization	CAREM, APROVAG, Interpenc, ASAFODEB	9	4	13
Sharing Events of CoP Climate Change: - General Assembly - Meeting of the Steering Committee - Consolidation of commissions, structures and missions	CAREM, APROVAG, Interpenc, ASAFODEB, SYMBIOSE, CARITAS Kaolack, ENDA Santé (+ University of Dakar, VECO, GAIA Association)	34	3	37
Learning Visit on agro-ecology in Burkina Faso and Togo	CAREM, APROVAG, Interpenc, ASAFODEB, SYMBIOSE, CARITAS Kaolack, ENDA Santé	8	1	9
Participation in a Sharing Event on Land Grabbing – Multiplication in partner community planned for 2018	Forum Civil	1		1
Participation in KNOWLYMPICS – Knowledge Sharing Game for Experience Capitalization	CARITAS KAOLACK			
Total	8	52	8	60
Central America				
Experience capitalisation via systematisation by CCDA on “the experience of technical cooperation between CCDA and the Agronomy Faculty of the University of San Carlos Guatemala” within the frame of integral rural development in Guatemala	CCDA			
Experience capitalisation via systematisation by FUNDESYRAM on “Virtual Documentation Centre – effective instrument for knowledge management for agroecology and eco-development”	FUNDESYRAM			
Baseline Studies – third phase: 2 Follow-up seminars in Nicaragua and Guatemala	Colectivo NOJ, Asociación MIRIAM, Mujeres KAQLA, UAM, CCDA, PS-QUICHÉ, UDEFEGUA, FUNDE, ADES, FSM, FUNDESYRAM, URACCAN, CECIM, Asociación de Mujeres Nora Astorga, Casa de la Mujer Bocana de Paiwas, FADCANIC, UNCRISPROCA	17	15	32
Contribution to participation in training on “participatory monitoring system to measure effects and impacts” as well as multiplication in the organization	MIRIAM	-	12	12
Training Workshop on Inclusive and participatory systematization	Colectivo NOJ, Pastoral Social-Caritas, Fundación Miriam, CCDA	4	5	9
Sharing Event of the Community of Practice Youth on “practice of values”	AEIJSA, Funarte, CECIM, Mesa de juventud, ADES, AMOCOBU, Mary Barreda	7	4	11
Sharing Event of the Community of Practice Rural Families on “commercialization of organic products”	FSM, FUNDESYRAM, PS-Quiché, CCDA, UAM, FADCANIC, UNCRISPROCA, CLUSA, ADES,	11	5	16

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	Centro Divina Providencia, FEM			
Sharing Event of the Community of Practice Women on “self-care”	Casa de la Mujer Bocanas de Paiwas, Mary Barreda, Nora Astorga, ANDRYSAS, FEM, CFDL, KAQLA, UDEFEGUA, MIRIAM, AMOIXQUIC	-	12	12
Participation in KNOWLYMPICS – Knowledge Sharing Game for Experience Capitalization	FUNDESYRAM, FUNDAMEHR, FEM, Centro Divina Providencia, MIRIAM			
Borrow-a-TA missions, topics: communication/PR, social communication campaigning, formulating development project	kfb partner network, Aguas Bravas, Comisión Arquidiocesana de CEBs			
Total	34	39	53	92
East Africa				
Experience capitalisation via systematisation by MCFp and its network members (CCI + GBV Networks) on the operation and development of the networks, accompanied by one of the facilitators for systematizations trained in the previous project phase.	MCFp (and 22 other member organizations of the Kasarani Sub-County CCIs & GBV Networks)			
Specific Training: HAKIARDHI received training on the systematization method by one of the facilitators for systematizations trained in the previous project phase.	HAKIARDI	5	5	10
Specific Training on the Do no Harm Approach and conflict sensitive project implementation	Diocese of Lodwar, HAKIARDHI, MHOLA, Palm Corps, AFARD, THETHA, UWONET, HURINET, DECESE, PID Uganda, ISP, CRC, HORIZONT3000 TAs	15	10	25
Specific Training: Strengthening Governance and Leadership of HORIZONT3000 Partner Organisations and Partners of HORIZONT3000 Member Organisations	CHEMA, HURINET, KADDRO, KARUDECA, ANPPCAN, Diocese Musoma, JCU, MSDP, PACHEDO, Palm Corps, Rescue Dada Centre, RICE WN, SAT, UCMB, Radio Pacis, Diocese of Lodwar, ADP Mbozi, THETHA, BOSCO-U, Sisters of Mercy, KOAN, YARD, MHOLA, MPC, Caritas Gulu, UWONET, UCC, Diocese of Lira, HAKIARDHI, Caritas Tororo, PID	43	15	58
Specific Training: QuickBooks - training of accounting staff and management to improve financial management practices of partner organisations	RUDDO, Isingiro Hospital, DECESE, CHEMA, YARD, ADP Mbozi, MHOLA, Cultural Research Centre – Diocese of Jinja, PID	9	6	15
Specific Training: Enhancing Effectiveness of CSOs in Policy Dialogue – introduction to the policy cycle, CSO entry points, methods and strategies for effective Policy Dialogue	HAKIARDHI, Justice and Peace Commission – Kigoma Diocese, WEGCC, Justice and Peace Department - Rulenge- Ngara Diocese, CSSC, TOAM, MCFp, Diocese of Lodwar, HURINET, UWONET, AFRONET, Cultural Research Centre – Diocese of Jinja, AFARD, Caritas Gulu, PACHEDO, Mill Hill	20	9	29

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	Missionaries, JHC, MIICO, HORIZONT3000 TAs			
Exchange Visit on organic agriculture and agro ecosystem health involving 1 ERI project partner and 4 universities (Makerere University, Sokoine University, University of Nairobi and Bahir Dar University of Ethiopia).	Caritas Tororo (and students of involved Universities)	13	12	25
Learning Visit (resilience and development) and knowledge exchange (various topics) at the Annual General TA Meeting	HORIZONT3000 TAs and ROEA staff	15	17	32
Participation in a Training on Theory of Change – Multiplication within the Organization	Rescue Dada Centre	1		1
Counterpart Training: on benefits, challenges and standards of Technical Assistance	Palm Corps, Radio Pacis, BOSCO-U, PACHEDO, Diocese of Lira and Gulu NGO forum, HORIZONT3000 TAs	12	5	17
Participation in KNOWLYMPICS – Knowledge Sharing Game for Experience Capitalization	BOSCO-U, Mill Hill Missionaries, HAKIARDHI, DESECE, Mukuru Slums Development			
Borrow-a-TA missions, topics: change assessment, QuickBooks, change management, electricity and solar power, electrical supply systems, communication/PR, resource mobilization, volunteer host assessment and strategy development.	UCC, CRC, JCU, Radio Wa, St. Pope John's Hospital, KHC, FOWODE, St. Konrad Integrated Vocational School, KARUDECA			
Total	54	133	79	212
Sum	125	347	176	523

	Organizations	Participants	Women	Men
Year 1	93	419	148	271
Year 2	120	523	176	347

The Internet Platform was accessed by about 3.869 persons in the year 2017. Analyses showed that 664 individuals from Austria and 680 from our partner countries accessed the platform about 2.600 times in total (Google Analytics):

Country	User	Sessions
Austria	664	1502
Tanzania	190	268
Uganda	111	255
Ethiopia	85	102
Kenya	68	98
Nicaragua	63	145

PNG	36	55
Senegal	36	63
Brazil	32	38
Mozambique	24	43
El Salvador	23	35
Guatemala	12	17
Sum	1344	2621

Additionally the following activities were carried out in Austria:

Activity	Organisation(s)	#m	#f	total
Exchange within the Communities of Practice on Climate Change	HORIZONT3000 and kfb	1	2	3
Regular Exchange of the Community of Practice KM4Dev; 3 meetings in 2017 on the topics: 1) ICT and KM 2) Exchange on systems for project administration	Caritas, LfdW, ADA, Volkshilfe, HORIZONT3000, CARE, DKA, ICEP, Volontariat	5	5	10

3) Implementation of Knowledge Management, Sharing and Learning in NGOs: Good-Practice-Examples and exemplary IT-Tools The last meeting was organized together with AGGV and involved a guest-speaker from HELVETAS.	bewegt, SOS Kinderdorf, Diakonie, AGGV, ÖRK, JeW, Welthaus Graz, Concordia Sozialprojekte, KM-A	6 8	8 19	14 27
Redesign, adaptation and maintenance of the Internet Platform, promotion of the platform and the OD toolbox among its users and especially among TAs	HORIZONT3000 Programme Coordinators, Regional/Country Offices, HORIZONT3000 TAs	around 500 registered users		

4. Lessons learned / outlook

- Experience from implementation of programme intervention

Findings	Conclusions
<u>Papua New-Guinea</u>	
Networking and sharing events are appreciated and made use of by those who implement related projects, as they can benefit from treated topics with the potential to ease their work. Project leaders seem to be more reluctant to share and adapt their chosen course.	Implementing staff always needs to be included in sharing events and all communication.
There is little potential at partners to use the Internet Platform for exchange. The platform may better serve as collection point of information.	E-mail-groups may work better. At the next sharing event there needs to be a discussion with input from an expert on how best to exchange and share information online.
<u>Mozambique</u>	
The implementation of a 3 days event involving high level stakeholders and local NGOs led to more visibility in public and created broader acceptance of our work among partners and governmental directories.	At least in certain intervals, it should be considered useful and beneficial to involve high-level actors in Knowledge Sharing activities.
Professional moderation at sharing events is key in order to have a good time management and interventions on remarks, if necessary.	It is important to reserve some funds in order to hand this task to expert moderators and ensure a smooth running of the event.
<u>Senegal</u>	
Exchange visits/ learning from experiences at regional level of West Africa on adaptation strategies to climate change worked out well and were highly relevant for partner organizations.	This instrument should be continued and networking across borders deepened.
It is important to have a participatory body in order to lead, steer and monitor the CoP activities. A clear definition of roles and responsibilities as well as the elaboration of action plans is beneficial for a good running of the CoP.	Further strengthen the steering committee and built commissions. Follow up on planned activities.
<u>East Africa</u>	
Training on financial management, governance and leadership were requested and highly rated by participants.	Another training on financial management, governance and leadership will be held (under the pilot project on policy dialogue) benefitting different partners.
The training on policy dialogue was highly rated and demanded by participants.	A pilot project on policy dialogue has been developed, including more trainings to be held in 2018, clearly demonstrating the importance of this training and its follow-up for participants.
Gender mainstreaming featured prominently in the training on governance and leadership. There is the need and demand by participants for more training in	Gender mainstreaming should be fostered as training topic (also in other funding instruments) and the involvement of women in key leadership

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<p>this area.</p> <p>The topics to be covered in one training should not be too many. Participants appreciated the training on leadership and governance, where various topics were covered, but would have preferred greater slots be given to certain topics and more time for reflection in between.</p>	<p>positions strengthened by partners.</p> <p>Trainings will be made more specific, giving more time for specific topics and not compete with other topics. Also having several shorter workshops that focus on one training theme at a time could be a good solution for the future.</p>
<p>Follow-ups are important in order to assess the extent to which the participating institutions have embraced the learnings of the training.</p>	<p>Plan follow-up measures together with ROEA staff and Member Organizations and encourage participants to share learnings within their organizations in order to ensure impact.</p>
<p><u>Central America</u></p>	
<p>This current project phase can be considered a pilot phase of the CoPs, as they were introduced as a new instrument in 2016. Therefore the technical teams and partner organizations were still in the process of deciding and defining the purpose, functioning and modalities of these spaces for sharing knowledge and experiences.</p>	<p>Room for collective reflection and decision-making as well as a coherent and common understanding of the purpose of the CoP is key in order to foster ownership at partner organizations. Involved processes should be as inclusive as possible in order to assure active engagement and participation of the members.</p>
<p>Members of the CoP should define their specific group objectives and directions themselves. The CoP must have enough space to act, engage and even fail in order to nurture its self-organizing nature.</p>	<p>The assistance given by the Regional Office and the Knowledge Management TA should focus on methodological support, as well as to motivate, incentivize, cultivate and promote the CoPs in order to reach their full potential. To that end, a clear communication of responsibilities and defined guidelines/recommendations are helpful.</p>
<p>The cohesion of the groups can be threatened by widely varying members due to restricted availability and changes within the partner organizations.</p>	<p>Try to establish a stable base of CoP members as much as possible. Commitment, passion and identification of its members with the CoPs expertise is what holds them together.</p>
<p>Sustaining CoPs requires interested, engaged and motivated leaders in order to energize the CoPs and provide the intellectual and social leadership for a CoP to be successfully sustained.</p>	<p>Solicit active, enthusiastic community leaders must be strengthened, while keeping in mind that the membership in a CoP should always be self-selected and voluntary.</p>
<p>The value of CoPs is difficult to grasp and measure, since effects are often time-lagged and usually not visible within the CoP but materialize rather in the teams and organizations behind its members.</p>	<p>Specific regional indicators for assessing the effects on the regional programme, measured by systematically anecdotal evidence, could be a solution.</p>
<p>CoPs should be linked with organizational structures of the partner organizations in order to use their full potential.</p>	<p>Strengthen KM at partner organizations and associate tasks for follow-up within the partner organization. Also include strategic non-CoP participants in sharing events as guest-speakers in order to keep contents relevant and exciting for members.</p>
<p><u>Austria/ General</u></p>	
<p>Celebrating KNOWLYMPICS requires additional resources in the Vienna office in order to elaborate new experience documents based on the questionnaires sent by partner organizations.</p>	<p>KNOWLYMPICS will continue to be conducted with the support of an intern for Knowledge Management in order to ensure a good communication with participants and the timely elaboration of documents, fostering the interest in learning from gathered experiences.</p>
<p>Sending out newsletters regularly is key to ensure a good use of the platform.</p>	<p>Keep a good interval of newsletters</p>
<p>Communication with TAs and Masters on the Toolbox via the newsletter plug-in did not work out well, as many did not open the newsletter.</p>	<p>Address TAs on key issues (e.g. when seeking new Masters) rather in personalized e-mails. Keep using newsletters as promotion tool.</p>
<p>Follow-up surveys and defining actions to be taken at</p>	<p>Keep promoting follow-up instruments.</p>

the end of training are both great tools to evaluate the meaning of an event, make impacts more visible/explicit and to foster the application of learning.	
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• **Outlook for next reporting period**

- In PNG, another sharing event will be implemented in order to further strengthen the CoP on the School Management Programme. Also the Borrow-a-TA instrument will be strengthened. The AGM will focus on topics like gender and climate change.
- In Senegal, the CoP Climate Change is going to implement a workshop on mitigation strategies to climate change. The CoP is also going to be registered officially as an association in order to better assume its lobbying activities. This also constitutes an important step towards the sustainability of the created space for cooperation and exchange.
- In Mozambique, a planning workshop for KNOW-HOW3000 activities will be organized together with all TAs working in Mozambique. There is going to be a follow-up training on the fundraising workshop, and 2 partner organizations are going to participate in a training on Policy Dialogue (organized in the Policy Dialogue Consortia Project).
- In Ethiopia, a training and experience sharing workshop on the topic of “Self Help Groups” will be organized, responding to the expressed interest and need at of partner organizations.
- In East Africa, a refresher on QuickBooks will be organized responding to the need of additional support of trained accountants at partner organizations. Additional counterpart trainings will be carried out as well as trainings on PCM and Logframe.
- The process of strengthening a broader group of partner organizations in the field of Policy Dialogue, which was started under KNOW-HOW3000, will be continued in another programme intervention/pilot project. The initiated learning processes will therefore, continue, taking into account that Policy dialogue is a time intensive task and also involves learning by doing.
- In Central America a participatory workshop will take place in order to assess needs and demands of partner organisations for the next period of the KNOWHOW3000 programme intervention 2019-2021. A colloquium on agroecology will be organized, sharing events in each CoP will take place, and the general regional sharing event towards the end of the year will be celebrated.
- In the year 2018, the internet platform will further improve in design and performance. Also two new areas will be implemented: the “eCampus” supporting the on-boarding process of new TAs, and an area for “returnees”, enabling TAs who finished their assignments to stay associated with HORIZONT3000 via the internet platform. Also, documents produced by TAs, which can be relevant for other TAs and partner organizations will be systematically gathered and shared via the platform.

For an Outlook for target groups/beneficiaries after the end of the programme intervention, please see chapter “Sustainability / capacity development”.

5. Challenges encountered and modifications

Change in external circumstances/ conditions	Resulting problems in implementing the programme intervention	Required changes for programme intervention/ program planning & implementation
Mozambique		
Staff turn-over in the Regional Office in the first half of the year, as well as few TAs in Mozambique in the beginning of the year.	Focus on assessing needs for TA assignments, and delayed implementation of KNOW-HOW3000 activities.	More activities are going to be carried out in 2018, having a greater number of TAs in Mozambique.
Papua New-Guinea		
Efforts to activate a CoP are hampered by high transport	There is hardly any communication among partners	The CoP members need support and time in order to

costs for physical meetings such as sharing events as well as limited and expensive internet access. Also there is no 'sharing culture' among people from different tribes and a high staff turnover at all project partners.	in between sharing events, which take place once a year. TAs usually lead such communication, not partners. There is also the threat that the CoP may be perceived as a burden of additional work.	build trust and make benefits of the CoP more visible and tangible. Partners shall be supported to access benefits of the CoP also after a TA assignment ends.
The tool of Borrow-a-TA could be used much more. There has been limited guidance at partners and TAs on the tool.	Partners do not know how to access the expertise needed. The competence matrix cannot replace personal consultation.	Strengthened promotion of the Borrow-a-TA tool and assess "flying TA" possibilities.
Not much has been done to increase gender awareness and address gender-based violence.	It is often culturally inappropriate for women to travel much away from home. Therefore they are not employed for such positions (e.g. school management programme, where different schools are visited regularly)	In 2018, gender awareness shall be strengthened at TAs and Partners, through a training conducted by local gender experts
Senegal		
Key personnel at project partners are mostly men (project manager,...)	There is a very low participation rate of women in KNOW-HOW3000 activities.	This cannot be solved on the level of KNOW-HOW3000. The Programme Intervention Senegal is planning to integrate a Gender Strategy with partners, which could have positive impacts also at the level of women participants.
Workload at partner organizations and optimistic planning.	Activities defined in the action plan of the CoP Climate were not fully implemented as planned.	Some activities will be implemented in 2018.
Ethiopia		
Traditionally, women are hardly seen in expert or senior positions.	Female participation is low due to the fact that most partners are church organisation.	
East Africa		
Training participants clearly show that far less women hold leadership/management positions at partner organizations.	There are more male participants coming for trainings than the female counterparts (e.g. Governance Training with board members and executive directors as target groups: 74% men compared to 26% women)	Gender Mainstreaming was integrated as a topic in the Governance and Leadership training, and will further be promoted among partner organizations.
Central America		
Lack of clarity of the concept of Communities of Practice and involved responsibilities.	Sometimes poorly organized sharing events by hosting organisations; lack of focus on sharing knowledge; lack of identification with the CoPs	Definition and recommendations have been elaborated and are shared with the CoPs; The auto-management of CoPs is encouraged while methodological support is provided if needed; Knowledge sharing could further be promoted for example through the sharing of success stories.

Some organizations were lacking resources for the implementation of the baseline studies and necessary field visits.	Funding from other sources had to be provided in order to finish the data gathering processes. Conclusion of the studies is lacking behind.	Assign more resources for realistic implementation of resource-intensive and well-researched baseline studies in the future.
Austria/ Global		
Difficult access to internet in Papua New Guinea and some regions in East Africa; lack of Spanish/Portuguese documents in Toolbox.	The OD-Toolbox is mostly used in Eastern Africa. Successful promotion in other regions is slow. Not all master positions could be assigned to TAs.	Further promotion of the toolbox and the elaboration of tools in all working languages; Inform on the possibility to download the toolbox for offline use.
Limited access of women to leadership/ project management positions at partner organizations.	Low participation of women in KNOW-HOW3000 activities targeting leadership/ project management positions. (with the exception of activities involving a high share of women (rights) organizations).	Women participation was discussed at a Meeting in Vienna together with all Country Directors and will further be promoted at partners. As the problem is associated with cultural settings and societal norms, this issue cannot be solved merely on the level of KNOW-HOW3000, but must be discussed also in other spaces.
Lack of a strategy to make products elaborated by TAs during their assignment available to the TA community.	There is a vast basis of documents, toolboxes, manuals of TAs and POs that is not yet uploaded on the KNOWHOW3000 platform.	Find a solution for products, which do not fit in the toolbox for OD and promote a consistent use of the internet platform in order to make these products available.

6. Risks and mitigation measures

Description of risk	Measures/ strategies to minimize
Lack of support from regional/national governments to establish alliances in Central America	Maintain advocacy and cooperation with governments on all levels, if possible
Lack of internet access at the Caribbean Coast in Nicaragua and rural areas in general in all three countries.	Find other ways of communication
Sharing events/ trainings/ exchange visits are poorly prepared and facilitated.	Guidelines for KNOW-HOW3000 sharing events/ trainings are available to support good methodological and logistical preparation
Limited implementation of follow-up measures (surveys, documentation of learnings) or limited monitoring of these measures due to lack of human/time resources in Regional/Country Offices	Continue to promote follow-Up on KNOW-HOW3000 activities and create awareness to monitor these measures, in all regions/countries and support Regional Offices via TA assignments.
Technical Advisors don't take up responsibilities as masters for the OD toolbox/ not all master positions are assigned to TAs.	Continue to promote KNOW-HOW3000 and the OD-toolbox at preparation course. Continue to send mails to remind them of their duties and to motivate them. Promote the toolbox for OD as a topic at TA meetings in the regions/countries.

7. Sustainability / capacity development

The main objective of this programme intervention is to develop capacities of local partner organizations through a variety of tools and methods. Activities focus on capacities needed in the sectors rural development, human rights and education, as well as on methods and approaches concerning organizational development and project management. For activities for capacity development in 2016, see Chapter 1 and 2.

The promotion of learning processes at organizational level leads to sustainable benefits for the organizations and their target groups. Additionally, the strengthening of local networks among organisations working in the same field leads to a better coordination of their work.

Learning from experiences and sharing lessons learnt with other organizations has been successfully promoted among partners, and the benefit of learning and sharing has been anchored in the HORIZONT3000 partner community. Learning and sharing initiatives have become part of planning processes at HORIZONT3000 programme level and planning processes at partner organizations' project level (e.g. budgeting for capacity development within the Senegal programme, budgeting for systematization within projects).

With the establishment and consolidation of Communities of Practice another instrument has been applied in order to foster the ownership of learning and sharing processes at partner organizations, strengthening networks and enable its members to reference back to spaces they created themselves for sharing knowledge.

8. Monitoring/evaluation

On-going monitoring of activities within this programme intervention is integrated in regular monitoring processes in the respective intervention areas.

Further, the following steering bodies in Vienna monitor project results on a regular base: Project management team; Project team, Steering Committee.

The regular meetings of the steering committee for this programme intervention enable the use of synergies between Framework Programme partner organizations and organizations of Member Organisations of HORIZONT3000. Synergies are used and funds bundled to best offer Knowledge Management services to HORIZONT3000 and Member Organisations' partners.

In the third project year an external evaluation on this programme intervention will be conducted.

9. Visibility and public awareness raising

HORIZONT3000 presents its approach and experience on knowledge generation and sharing in detail at the KNOW-HOW3000 internet platform, as well as in KM-A Knowledge Management Trainings and in KM4Dev Austria community meetings. HORIZONT3000 is further using graphical visualizations to show its approach in a comprehensive way for internal and external presentations. The documentations of the activities carried out in the partner regions and countries are uploaded to the internet platform (www.knowhow3000.org/)

In the year 2017, there were 3 contributions in the HORIZONT3000 Blog directly related to this programme intervention: 1 on sharing our experience in the KM-A training, 1 on KNOWLYMPICS in, 1 on an event within the KM4Dev Community.

In Mozambique the sharing event in 2017 was covered by the local media (2 journals and 2 radio stations, 3 TV interviews).

10. Synergies with Technical Advisor (TA) programme

In general, the recommendation to further integrate the TA-Programme in KNOW-HOW3000 has been taken up by HORIZONT3000. Partner organisations of the TA-Programme are directly benefitting from KNOW-HOW3000 activities. TAs both contribute to KNOWHOW3000 activities and benefit from them.

In **Central America** one TA for knowledge management started her assignment in the year 2017, which turned out to be beneficial for a quality implementation of the KNOW-HOW3000 programme and the knowledge sharing processes at partner organizations. In East Africa one TA for knowledge management will start her assignment in 2018.

In **Papua New-Guinea** and **Mozambique**, TAs and partner organizations of the TA Programme are the main target group. In PNG 11 TAs and their partner organizations participated in KNOW-HOW3000 activities. In Mozambique 8 TAs and their partner organizations participated in KNOW-HOW3000 activities. At the Annual General Meetings (AGM) of both countries knowledge management activities were implemented, such as the sharing event of the CoP on School Management in PNG, where 5 TAs and 3 staff of partner organizations participated, as well as the Sharing Event on Water Use and Management and the Training on Fundraising in Mozambique, where 8 TAs, their partners and a series of affiliated local organizations were involved.

Also in **East Africa** a series of TA partner organizations benefitted directly from KNOW-HOW3000 exchange visits, trainings and sharing events, as they are always invited to trainings in order to learn and exchange experiences together with partners of the ADA Framework Programme. At the AGM in East Africa knowledge management activities were integrated in order to foster knowledge exchange and learning activities within the TA community. Additionally TAs were involved in facilitating the QuickBook training and training on Governance and Leadership. The Counterpart Training involved both TAs and their Counterparts and benefitted the successful implementation of the TAP programme in East Africa directly.

The **Toolbox for Organisational Development** is spearheaded by TAs. They are also one of the main target groups of the internet platform, responsible for sharing information and knowledge products with their partner organizations. Additionally, the internet platform provides an area specifically for TAs, where they can find important information preparing for and during their assignment.

Finally, 12 partner organizations benefitted from 13 **Borrow-a-Technical Advisor** missions carried out by 12 TAs in Central America, East Africa and PNG.

11. Other points

Quotations of participants in the KNOWLYMPICS 2017 – The Knowledge Sharing Games on Experience Capitalization:

- "For us, the Sisters Carmelitas Misionera de Santa Teresa from the Centro Divina Providencia in El Salvador, the fact that we could participate in something international like the KNOWLYMPICS 2017 was a reason for happiness and enthusiasm, as we could share what we have achieved and what we want to continue achieving in the future with the help of many persons and institutions. To the other organization that participated, we want to say that we hope to benefit from the experiences upload to the platform. We know that the distance limits us but KNOWLYMPICS is a way of getting closer to each other" – Centro Divina Providencia
- "Congratulations to you for this good initiative which allows us to share and to learn from experience of a partner somewhere in the world. Congratulations to the winners from Uganda, Tanzania and Kenya, because all of us have won!" - CARITAS Kaolack
- "We are so happy for this winning mostly because we believe knowledge is power but sharing knowledge is powerful! Let's use the experiences from both of the partners to improve our interventions!" - LARRRI/HAKIARDHI
- "I am so grateful for sharing this important information, will also share with like-minded organizations and public at large through our website (www.hakiardhi.org) and related social networks. [...] Waiting for more opportunities for knowledge generation and dissemination for awareness raising in the near future." - LARRRI/HAKIARDHI

- “We are very thankful for the opportunity to participate and we already reviewed the documents and they seem excellent to us. We hope to keep on sharing our experiences on community development, contributing positively to the targeted families” - FUNDESYRAM

Quotations of Users of the Internet Platform in the year 2017 – gathered in responses on newsletter:

- “Having knowledge without sharing, is like putting yourself on the same level as someone without ideas”, says a wise man. Therefore I thank you for this platform of knowledge” - ASAFODEB
- "Thank you very much for giving us an opportunity to share in the KNOW-HOW3000 Platform. I was able to log in smoothly. Lots of useful information there! We are proud to be associated with H3000" – MCFp

Quotations from reports on Learning Visits implemented in 2017:

- “The experience exchange was praised by its participants as it was a benefit for all of us [...]. All participants have gained solid and profound knowledge about the production methods for silage. Because of this we affirm firmly that the expected and achieved results were satisfactory.” – ESMABAMA, Mozambique
- “Without any doubt the exchange visit to Togo and Burkina Faso has been a great success. It allowed us to exchange knowledge on different topics in relation to agro-ecology. In the same way, the exchange visit was an opportunity to tie the social and professional relations with different organisations and encourage the promotion of a sustainable agriculture and development.” – partner organizations, Senegal

Quotations of participants in the Training on Governance and Leadership in East Africa and the training on the systematization method at HAKIARDHI:

- “Relevant issues were raised and discussed and these topics are very relevant to our organizations.”
- “The training was very good. I gained experiences that will be helpful in building up our governance structures especially the Board of Director.”
- “Training was very good and we learnt so many things which will make some changes to our organization and communities we are serving.”
- “The workshop provided an excellent opportunity to learn from and exchange experiences with other countries.”
- “The training has helped me view issues in different perspective in the day to day life and it has not been of benefit for Hakiardhi only but also for my family life.”
- “The training was excellent since it has enabled me view life situations in several perceptions by reflecting and asking myself why things happened the way they happened and why?”
- “Its key to always document our learnings so that we don't lose the information”

Assessments of trainings in 2017 extracted from the documentation reports:

- The participants shared with HORIZONT3000 members of staff that the Policy Dialogue was one of the most impactful trainings most of them had attended. They termed the workshop greatly successful and recommended that investment in offering the course/training to most of the other members of staff in the organizations will be critical for more impactful programming and performance. (Policy Dialogue Training in East Africa)
- From the feedback received from participants, the training was found relevant to their work and all participants said they could use the acquired knowledge and skill in their work. It can be concluded that the training objective was achieved. i.e that it enhanced participants knowledge on conflict sensitivity thinking in project/programme planning, implementation, monitoring and evaluation, hence ultimately will improve their service delivery. (Do no Harm Training in East Africa)
- From the perspective of the facilitator, the workshop reached its goals, as it could motivate the partner organizations of HORIZONT3000 to conduct a systematization on a good practice of the project they are implementing with an inclusive and participatory perspective and considering the beneficiaries as well as the board of directors of the organisations. It was possible to introduce the methodology to the technical personnel of the organizations, to share methods of how to select and identify a good practice and to plan the implementation of a systematization process during the year 2018. [...] The group showed interest in the workshop, shared their former experiences

and discussed doubts and questions. The workshop was appreciated positively and contributed to strengthening the communication and the exchange of knowledge. (Training on the method of inclusive and participatory systematization in Central America)

- The participants valued the meeting in a positive and productive way and found the exchange to fulfil their expectations. The Participants are excited to be able to visualize their products and share it with the Community of Practice. To get to know and to contribute with ideas to the actions of different partner organisations participating in the Community of Practice makes this community an enriched space of knowledge. (CdP Youth in Central America)