

Interim Report¹

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

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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:
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¹ Delete inapplicable items

Abbreviations

CA	Central America
CoP	Community of Practice
DKA	Dreikönigsaktion der Katholischen Jungschar
EA	East Africa
ELS	El Salvador
ERI	Enabling Rural Innovation
GTM	Guatemala
KEN	Kenya
KM	Knowledge Management
KM-A	Knowledge Management Associates Austria
KM4Dev	Knowledge Management for Development
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 started as planned in Nicaragua, El Salvador, Guatemala, Uganda, Kenia, Tanzania, Senegal, Mozambique, Papua New-Guinea and Austria. In Ethiopia activities have not started and will start in 2017.

Implemented activities are based on experiences and lessons learned from previous project 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 2016 the Knowledge management programme intervention has successfully strengthened and enhanced networks in the programme regions by supporting the establishment of communities of practice (CoP) and facilitating sharing events and exchange visits. The communities of practice bring together partner 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. Sharing events on specific topics as well as exchange visits sensitize and capacitate participants by creating a fruitful learning and sharing environment on relevant aspects of their work.

In 2016, Synergies with the Technical Assistance Programme have been strengthened, with TAs and partner organizations of the TA-programme benefitting directly from KNOWHOW3000 activities, such as sharing events, exchange visits and specific trainings. Also the internet platform was successfully adapted and redesigned in order to meet the needs of its target groups, with TAs playing a greater role in the new concept. The toolbox for Organizational Development was revitalized in order to fulfil better its purpose of including TAs in all regions as beneficiaries and contributors.

- **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 in order to deepen learning processes. Until the end of 2016 5 Communities of Practice in 3 regions have implemented joint learning and sharing activities: 3 in Central America on women, youth and rural families, 1 in Senegal on Climate Change, and 3 in Austria on Knowledge Management, Policy Dialogue and Climate Change.

In total, 93 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 and exchange/learning visits.

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 internet platform was adapted and redesigned in order to improve its functionality for its users. The main target groups, their roles and responsibilities have been refined in order to better facilitate the dissemination of documents, ideas, methods and tools. By analysing the needs of direct and indirect target groups and by elaborating a concept for redesign and restructuring, the platform is expected to enhance its utilization and impact the in 2017/18.

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 revitalized and promoted among Technical Advisors in order to find new masters, who are responsible for the categories of the toolbox, and to promote its

use among the HORIZONT3000 TA community. 6 masters and 3 resource persons were appointed and 33 documents and tools used in 2016.

Additionally, Knowledge Management and Organizational Development have both been integrated into internal processes, such as the HORIZONT3000 strategy 2016-2020.

For an overview of activities carried out to reach these results, see chapter “Programme intervention progress” and “Target groups reached”.

- **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:

In Mozambique, an exchange visit sensitized and informed 15 participants from 7 organizations on the production of hay and silage, which is a very relevant topic for their work with small-scale farmers. Furthermore, it has led 6 participants from the partner organization ESMABAMA to further deepen their knowledge by concluding a training programme at the site of the visit. ESMABAMA has since used the newly gained knowledge to strengthen the theoretical and practical capacities of farmers in 11 communities, which constitute the project region of their intervention within this framework programme.

In East Africa, the TA partner organization THETA Uganda conducted a learning/exchange visit to the Institute of Traditional Medicine (ITM) in Tanzania. THETA has been working towards establishing an Institute of Indigenous Health Sciences. This type of institute is the first of its kind in Uganda and the visit was crucial to benchmark good practices in the field of preservation, promotion, documentation and utilization of indigenous medical knowledge. Many experiences and lessons learned were shared, leading to a series of outcomes and next steps drawn from the visit, as well as future ideas of cooperation with the ITM.

For quotations by participants in KNOWHOW3000 activities, please see chapter “other points”.

- **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 suggestion and implementation of activities (e.g. propose 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 2016, 419 persons (148 women) benefited from activities in the south such as sharing events, exchange visits and specific trainings. In total, 93 organizations (HORIZONT3000 and Member Organizations’ partner organizations and affiliated organizations to HORIZONT3000 and its partner organizations) were reached. The target groups of benefitted partner organizations benefit indirectly from the improved performance and capacities of reached organizations.

In 2016, the Internet Platform was accessed by about 15.200 persons. Analyses showed that it has been accessed between 100 and 1000 times from each partner country and 4.000 times in total (Google Analytics). The statistics showed that files offered at the platform were downloaded about 35.000 times in 2016.

- **Risks / steering measures identified (if applicable)**

Some activities planned for 2016 could not be concluded due to a lack in time resources at the partner organizations and/or the HORIZONT3000 Regional/Country Offices and have been postponed or prolonged to 2017 (e.g. training on systematization in Senegal, update of baseline data in Central America). The internet platform was re-launched in the beginning of 2017.



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
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				
RI 1.1 Until end of 2017, 5 Communities of Practice in 3 regions have implemented joint learning and sharing activities	Until the end of 2016 6 Communities of Practice in 3 regions have implemented joint learning and sharing activities: - 3 in Central America on women, youth and rural families (33 partner organizations) - 1 in Senegal on Climate Change (8 partner organizations) - 3 in Austria on Knowledge Management, Climate Change and Policy Dialogue/ Advocacy	<p style="text-align: center;"><u>CENTRAL AMERICA</u></p> Constitution of 3 CoPs in Central America in order to promote a structured knowledge/ experience exchange among partners working with similar target groups: <ul style="list-style-type: none"> - The CoP Youth celebrated its first exchange event at the international „Education for Life“ event in Guatemala. 14 persons (8 men and 6 women) from 11 partner organizations participated. The CoP also set up a facebook group for virtual exchange. - The CoP Rural Families celebrated its first exchange event in Guatemala in order to share successes and challenges concerning the topic ethno-veterinary. 23 persons (16 men and 7 women) from 13 partner organizations participated. The CoP uses Google Group to communicate and share information. - The CoP Women celebrated its first exchange event in El Salvador and discussed public politics, women rights and successes and challenges in their work. 11 women from 9 partner organizations participated. The CoP keeps in touch via a Whatsapp Group. <p style="text-align: center;"><u>SENEGAL</u></p> Constitution of a CoP on Climate Change in Senegal in order to link partners of the Senegal programme as well as other scientific and political institutions: <ul style="list-style-type: none"> - In 2016 a workshop for the constitution of the CoP was organized. 17 persons (15 men and 2 women) from 8 partner 		



		<p>organizations, HORIZONT3000 and the University of Dakar participated;</p> <ul style="list-style-type: none"> - The first meeting of the steering committee of the CoP was held with 8 participants (all men) from 5 partner organizations and HORIZONT3000. <p style="text-align: center;"><u>AUSTRIA</u></p> <ul style="list-style-type: none"> - Constitution of a CoP on Climate Change: In 2016 a first meeting of the CoP took place with 3 participants (1 TA, 1 HORIZONT3000 staff, 1 member organization staff; 1 man, 2 women) in order to determine the CoP's objectives. - Constitution of a CoP on Advocacy/ Policy Dialogue: In 2016 a first meeting of the CoP took place with 4 participants (2 HORIZONT3000 staff, 2 member organizations staff, 1 man, 3 women) in order to determine the CoP's objectives - CoP KM4Dev (initiated in 2015): In 2016 3 meetings took place on the topics: learning from failure, organizational development and KM, IT-tools for KM. The group is composed by Austrian NGOs working in the development cooperation and humanitarian aid field; - In cooperation with KM-A (Knowledge Management Associates Austria) and as a result of the KM4Dev Group, HORIZONT3000 contributed to the Knowledge for Development Agenda and the Conference of the same name, held in Vienna in September 2016 	<p>The formation of 2 more CoPs in Austria was discussed, but no activities have been carried out. Among the reasons are duplication with internal topic groups and lack of facilitators.</p> <p>Among the CoPs in Austria only the KM4Dev Group met regularly in 2016.</p>	<p>Review the need and interest for non-active CoPs in Austria</p>
<p>RI 1.2 Until end of 2018, at least 20 partner organisations have completed an experience capitalization process (via systematisation or other methods).</p>	<p>Planned for 2017/2018</p>	<p>Planned for 2017/18 via systematizations and questionnaires for experience capitalization (KNOWLYMPICS)</p> <p>In 2016, one partner organization and 22 other organizations of two networks the partner organization is a member in started a learning process on the systematization method.</p>	<p>Within the ADA framework programme, 12 systematizations are planned to be carried out in 2018 (funded by individual project budgets, not KNOWHOW3000)</p>	

<p>RI 1.3 Until the end of 2017, at least 2 new (local) methods for experience capitalization/ learning from experience have been tested.</p>	<p>Until the end of 2016 2 new methods for learning from experience were tested and promoted at HORIZONT3000 organizational level</p>	<ul style="list-style-type: none"> - 2 Lessons Learned Workshop on KNWOHOW3000 - 1 in Vienna with HORIZONT3000 staff and directors of the regional/country offices (20 participants – 11 men and 9 women), 1 in Kampala with ROEA staff (7 participants – 1 man and 6 women) - 1 After Action Review on the Experience Capitalization Process with the HORIZONT3000 Knowledge Management Team (5 participants – 2 men and 3 women) in Vienna 	<p>In 2016 no new method for experience capitalization/ learning from experience was promoted among partner organizations.</p>	<p>Discuss indicator with regions and countries</p>
<p>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</p>	<p>146 persons (55 women) gained new insights for their work via 8 sharing events (35 persons/ 12 women in Mozambique; 48 persons/ 24 women in Central America; 17 persons/ 2 women in Senegal; 13 persons / 5 women Papua New Guinea; 33 persons/ 12 women in East Africa).</p> <p>108 persons (32 women) gained new insights for their work via 9 exchange and learning visits (67 persons/ 19 women in Mozambique; 41 persons/13 women in East Africa)</p> <p>165 persons (61 women) gained new insights for their work</p>	<p style="text-align: center;"><u>MOZAMBIQUE</u></p> <ul style="list-style-type: none"> - Sharing Event on “Sustainable Development and solid waste Management”: 35 persons (23 men and 12 women) from 14 NGOs (partner and affiliated organizations) and government institutions were informed and sensitized for sustainable development and waste management. - Exchange Visit: 15 persons (14 men and 1 woman) from 7 NGOs (partners and affiliated organizations) capacitated for the production of hay and silage for animal breeding; 6 participants are multiplying gained knowledge in 11 communities of the project region of ESMABAMA - Learning Visits at ESMABAMA, 3 health centres and 1 farming school: 45 persons (27 men and 18 women) capacitated in the field physiotherapy; 7 men capacitated for the construction of biogas plants and rainwater harvesting tanks. <p style="text-align: center;"><u>PAPUA NEW-GUINEA</u></p> <ul style="list-style-type: none"> - Sharing Workshop on institutionalizing school management programmes:³ 6 TAs and 2 local staff (3 men and 5 women) increased their insights on different approaches, challenges and solutions in school management. - Sharing Workshop on the PNG TVET (Technical Vocational Education and Training) sector: 5 TAs (all male) increased their knowledge on the present status and trends in the TVET sector. 	<p>40% female participants was not reached</p>	<p>Participation of women will further be promoted in all regions</p>

³ Organized with other funds, participation of HORIZONT3000 TAs funded via KNOWHOW3000



	<p>via 6 specific trainings (and consultancy) (18 persons/ 12 women in Central America; 39 persons/ 12 women – in Papua New Guinea, 108 persons/ 37 women in East Africa).</p> <p>Additionally, 16 partner organizations benefitted from the capacity development via Borrow-a-Technical Advisor missions.²</p>	<ul style="list-style-type: none"> - Project Cycle Management Training: 39 persons (27 men and 12 women) from partner organizations, affiliated institutions and TAs increased their knowledge on PCM. <p style="text-align: center;"><u>CENTRAL AMERICA</u></p> <ul style="list-style-type: none"> - To follow-up on the seminar “Update of Baseline Data”, carried out in the framework of P-13-230, partner organizations were supported by a distance consultancy from March to December 2016. 18 persons (6 men and 12 women) from 15 organizations participated in the seminar and were supported by a consultant in its aftermath. - In Central America 4 TAs carried out 6 Borrow-a-TA missions, benefitting 4 partner organizations <p style="text-align: center;"><u>EAST AFRICA</u></p> <ul style="list-style-type: none"> - 4 specific trainings in methodological approaches to improve internal processes, systems and procedures at partner organizations: 1 on systematization with 26 participants (11 men and 15 women), one on medical waste management with 20 participants (17 men and 3 women), 1 on organic farming with 34 participants (31 men and 3 women), 1 on Organizational Development with 28 participants (12 men and 16 women) - 6 exchange visits in order to facilitate learning processes on the topics: dairy products, civic and human rights education, income generating activities and livelihood programmes, agro-ecosystems, watershed protection and climate smart agriculture innovations, indigenous health sciences, with 41 participants (28 men and 13 women) - In the final sharing event of the Consortia Project on Policy Dialogue⁴ 17 partner organizations of HORIZONT3000 and its Member Organizations participated as guest learners in order to interact with the consortia partners, exchange experiences and 	<p>The Update of baseline data in Central America could not be concluded in 2016.</p>	<p>The consultancy will be continued and concluded in 2017</p>
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² For more information on Borrow-a-TA missions, see Programme Report Technical Assistance 2016

⁴ Partly funded by the Policy Dialogue Consortia Project; participation of HORIZONT3000 and Member Organization’s partner organizations funded via KNOWHOW3000



		<p>gain new insights. In total 71 persons participated (40 men and 31 female); 33 guest learners (21 men, 12 women).</p> <ul style="list-style-type: none"> - In East Africa 11 TAs carried out 16 Borrow-a-TA missions, benefiting 12 partner organizations and 2 groups of partners (Policy Dialogue Consortia partners and ERI partners). 		
<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>Until the end of 2016, the KNOW-HOW3000 internet platform was analysed and a concept for its adaptation finalized. Restructuring and redesign of the internet platform has started, facilitating user groups a more focused and thematically structured access to information. CoPs are supported via own areas and the Borrow-a-TA through a new instrument.</p>	<ul style="list-style-type: none"> - Interviews with key users and representatives of targeted user groups - Elaboration of a concept for a restructured and redesigned internet platform - Re-structuring and redesign of the platform in coordination with an external programming expert - Implementation of extended user profiles and CoP areas - Implementation of an internal area (Intranet) for Technical Advisors 	<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 2016, the internet platform was accessed about 4.000 times in HORIZONT3000 partner countries. More than 350 Persons logged in via their user accounts.</p> <p>In 2016 files offered at the platform were downloaded about 35.000 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 and document management 		



Result 3. Organizational Development: HORIZONT3000 and its partner organizations' structures and processes are (demonstrably) improved to serve their target populations' needs.				
<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>Until the end of 2016, in total 8 Technical Advisers and Partner Organizations used 33 documents and templates from the OD-Toolbox. 213 tools and templates for 9 thematic areas of OD are available at the platform.</p>	<ul style="list-style-type: none"> - Revitalization and Promotion of the Toolbox for Organizational Development (OD) - Identification of 6 masters and 3 resource persons who manage the thematic areas of the OD-Toolbox and act as ambassadors for the OD expertise within HORIZONT3000 - Restructuring of the filing-structure of the OD-toolbox, screening and reassessment of documents and templates 	<p>In PNG and CA the OD-toolbox was hardly used, due to difficult and expensive access to internet (PNG) and due to fact that most documents are in English (CA).</p>	<p>Continue promotion of the toolbox and the elaboration of tools in all working languages. Inform on the possibility to download the toolbox for offline use.</p>
<p>RI 3.2 Until the end of 2017, Knowledge Management and Organisational Development is integrated into PCM of HORIZONT3000 programs (ADA-FP and Technical Advisor-Program)</p>	<p>Until the end of 2016, Knowledge Management has been integrated into the HORIZONT3000 strategy 2016-20. The assessment of partner organizations is updated and revised in order to raise the quality of partner assessments and TA-assignments and to serve as a M&E tool for HORIZONT3000.</p>	<ul style="list-style-type: none"> - A working group for Knowledge Management was formed to inform the HORIZONT3000 strategy development process. - At the annual Intercambio in Vienna KNOWHOW3000 was discussed and evaluated with a lessons learned workshop and an impact model workshop.⁵ - Revision of the templates for the assessment of partner organizations in all HORIZONT3000-working languages for both Financial Projects and the Technical Assistance Programme - Update of the Borrow-a-TA concept and related templates, updated processes/templates shared with regional/country offices, HORIZONT3000 Member and Partner Organizations. - Promotion of templates for event organization and follow-up on KNOWHOW3000 events in all focus regions/countries (templates for invitations, programs and documentation, as well as a survey template to assess the impact of KNWOHOW3000 activities) - Selection of a TA for Knowledge Management and Knowledge Exchange in Central America. 		<p>Integration of Knowledge Management in PCM processes (ToRs for evaluations) and Job Descriptions (TAs and staff) planned for 2017/18 TA assignment for Knowledge Management and Knowledge Exchange in East Africa planned for 2018</p>

⁵ Based on the discussions and findings at the impact model workshop, the project proposal was complemented with assumption and risks as well as activities and methods to mitigate those risks. Adapted proposal will be sent to ADA.

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. KNOWHOW3000 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 Environmental Protection by offering exchange of experiences for those themes. In Mozambique a successful sharing event on sustainable development was held. In Central America a CoP was established focussing on women rights. The Community consists of women's organizations and women participants. A second CoP within the human rights sector focuses on youth, and consists of organizations who promote youth rights and their social/political participation. The CoPs on rural families and climate change strongly consider environmental aspects and promote 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 and Policy Dialogue in the North and South.

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 KNOWHOW3000 activities. People with disabilities are being integrated whenever possible, and special needs addressed, if necessary (e.g. covering the costs for the accompanying person of a blind participant at the sharing event in Kampala).

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 2016, see Chapter 1 and 2.

- **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 some regions, the ability to advocate for the partner organizations' target groups and to engage in political dialogues were strengthened specifically through KNOWHOW3000 activities:

In **East Africa**, the 7 partners of the Policy Dialogue Consortia Project shared their valuable experiences in the field of Policy Dialogue with guest learners at the final sharing event of the Policy Dialogue Pilot Phase held in October 2016. Guest learners comprised Partner Organizations of HORIZONT3000 and its Member Organizations, who are eager to improve their competencies in the field of advocacy, lobbying and Policy Dialogue. Experiences were shared and recommendations

formulated in order to support participants in engaging more effectively with political actors when advocating for their target groups' needs and interests.

In order to ensure that the Community of Practice in **Senegal** constitutes a comprehensive platform on Climate Change, the need was identified to focus on advocacy towards political leaders and research institutions in charge of this thematic at national level. Therefore, the University of Dakar and some Ministries were involved in the Community. This strengthens the cooperation with the academic and public sector and therefore improves the reach and impact of the platform.

In **Austria**, HORIZONT3000 together with the Community of Practice KM4Dev and in close cooperation with KM-A, fostered the recognition of Knowledge Management within Development Cooperation on an international scale by contributing to the elaboration of the Knowledge for Development Agenda (6 statements on Knowledge for Development were gathered within the HORIZONT3000 knowledge network). The agenda was presented at the international Knowledge for Development Conference, held in Vienna in September 2016.

- **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 (see chapters "Problems encountered and modifications").

In some project regions, such as for example the province Sofala in **Mozambique**, possibilities to access affordable capacity development measures are limited and rare for individuals and organizations, which leads to a high appreciation of the possibility to learn from sharing events, exchange visits and trainings.

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. 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 was formed and is responsible for the monitoring of activities.

In **East Africa** the call for proposals for trainings and exchange visits by partner organizations works very well, as partner organizations define their needs and at the same time propose measures to meet them. This leads to a greater ownership at partner organizations.

In **Papua New-Guinea**, church partners have appeared to be quite interested in the contents of organized workshops. The attendance was generally good, however, participation of women was varying and must be promoted further (see chapter "Lessons learned / outlook").

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

In order to strengthen its knowledge network and to achieve the best possible benefits for partners, important stakeholders from affiliated organizations, government institutions and academia are involved and/or invited in/to sharing events/trainings. In 2016, networks and cooperation were strengthened in the following regions:

In **Mozambique**, educational and government institutions were involved in the sharing event on sustainable development and solid waste management in order to improve its quality and broaden its impact. Representatives from the Provincial Directorates for Land, Environment and Human Development, for Education and Human Development, and for Agriculture and Food Security participated. The cooperation with governmental institutions, especially with education authorities and certain provincial directorates are characterized by mutual appreciation and trust.

In **Papua New-Guinea**, the University of Goroka and a major public TVET-institution were involved in KNOWHOW3000 activities. As the TA projects are directly interacting with education authorities at

provincial and national level, those are also reached through the capacity development measures. At all events theory and practice of public frame setting and other public activities were an important part of capacity development.

In **Senegal**, HORIZONT3000 and its partner organizations cooperate with the Ministries of Environment and Agriculture in order to successfully build and develop the Community of Practice on climate change, in accordance with the national policy on the issue. In this regard, the responsible person for the national platform on climate change (CCASA) was invited to the first workshop. He presented the national platform and pointed out strategic links between the national and local levels in terms of mitigation measures.

In **Austria** HORIZONT3000 is one of the core members of the CoP KM4Dev. KM4Dev Austria is an open group, informing and inviting other Austrian development and humanitarian organizations. Among the organizations and institutions that already participated in meetings are: KM-A, Light for the World, Austrian Red Cross, ADA, Care, DKA and AGGV.

- **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 knowhow being at the heart of the intervention. In 2016 almost all activities, which are offered via the KNOWHOW3000 programme were applied: Sharing Events, Communities of Practice, Specific Trainings, Exchange/ Learning visits, Borrow-a-TA, internet platform and OD Toolbox (for a visualization of the KNOWHOW3000 concept and services, see pictogram attached).

Further, HORIZONT3000 is continuously reflecting and adapting its processes to offer more efficient Knowledge Management and Organisational Development Services to its partner organisations. In 2016 knowledge management was integrated in the HORIZONT3000 strategy 2016-2020, tools for follow-up on knowledge management activities were provided to the regional and country offices, the internet platform was re-evaluated and re-structured and the OD-toolbox was revitalized.

- **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.

The productivity and effectiveness of the programme interventions of HORIZONT3000 and the local partner organisations is enhanced through the combined approach of the co-financing framework with the ADC. For more information see chapter 4 in the report of the framework programme “Added value of programme approach”.

Target groups reached

In 2016, 419 persons (148 women) benefited from activities in the south such as sharing events, exchange visits and specific trainings. In total, 93 organizations (HORIZONT3000 and Member Organizations’s partner organizations as well as closely affiliated organizations, e.g. former, future or indirect partners) were reached (MOZ: 12, PNG: 11, SEN: 8, EA: 29, CA: 33).

The target groups of benefitted 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
Mozambique		
Learning Visit: An expert for biogas plants and rainwater harvesting tanks from Brazil capacitated local technicians and workers to implement a biogas plant and a tank for rainwater harvesting in the mission of Estanquinha, benefitting a population of around 500 people indirectly	ESMABAMA and the farming school of Estanquinha)	7 men
Learning Visit: An expert for physiotherapy from Brazil capacitated the health staff in the missions of Estanquinha, Barada and Mangunde, benefitting a population of 1.500 people indirectly	ESMABAMA and the health centres of Estanquinha, Barada and Mangunde	27 men, 18 women
Exchange visit: Partner organizations and affiliated organizations were capacitated for the production of hay and silage for animal breeding by visiting the NGO "Tillers" International" and other institutions in Manica; 6 participants are multiplying gained knowledge in 11 communities of the project region of ESMABAMA	ESMABAMA and the farming schools of Barada, Estaquinha and Mangunde, ADS (Acção Social para o Desenvolvimento), Caritas Chimoio, Farming School of Mareira	14 men, 1 woman
Sharing Event on Sustainable Development and Solid Waste Management with partner organization, affiliated organizations and government institutions	ESMABAMA and farming schools of Barada, Estaquinha and Mangunde, ADS, Caritas Beira, Caritas Chimoio, UCM and HORIZONT3000 TAs	23 men, 12 women
Papua New Guinea		
Sharing Workshop on institutionalizing school management programmes in 4 provinces ⁶	HORIZONT3000 TAs	3 men, 5 women
Sharing Workshop on present status and on-going development in the PNG TVET (Technical Vocational Education and Training) sector	HORIZONT3000 TAs	5 men
3 PCM Training workshops on the principles and tools of PCM and their integration in the organizations' work	CEA Madang, Archdiocese Madang, CEA Bougainville, Health Agency Bougainville, THP Bougainville, SJC Mabiri, Diocese Buka, , Mercy Works, Catholic Health Agency Kiunga, Infrastructure Office Kiunga, Diocese Kiunga and HORIZONT3000 TAs	27 men, 12 women
Senegal		
Sharing Event: Workshop for building the Community of Practice on Climate Change; beneficiaries of the Senegal programme, as well as political and academic actors benefit indirectly by the CoP	ASAFODEB, SYMBIOSE, Caritas Kaolack, ENDA Santé, APROVAG, SAPPAT, CAREM, INTERPENC	15 men, 2 women
First Meeting of the Steering Committee of the CoP Climate Change	SYMBIOSE, APROVAG, CAREM, ENDA Santé, ASAFODEB	8 men ⁷
Central America		
Regional Sharing Event: First meeting of the Community of Practice Rural Families focusing experience and knowledge sharing on ethno-veterinary in Quetzaltenango, Guatemala	Guatemala: UAM, CCDA, PS-Quché, PTNV-I, PT-Xela, El Salvador: FUNDESYRAM, FSM, ADES, CLUSA, MAOES, FUNDAHMER,	16 men, 7 women

⁶ Organized with other funds, participation of HORIZONT3000 TAs funded via KNOWHOW3000

⁷ Not included in sum as same participants as in the sharing event

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	Nicaragua: FADCANIC, UNCRISPROCA	
Sharing Event: First meeting of the Community of Practice Women focusing on political frameworks, women rights, challenges and good practices in San Salvador, El Salvador	Guatemala: UDEFEGUA, Grupo der Mujeres Mayas Kaqla/ Proyecto Miriam; El Salvador: ANDRYASAS, CFDL; Nicaragua: SI Mujer, Asociación de Mujeres Nora Astorga, Casa de las Mujeres Bocana de Paiwas, Asociación Mary Bareda, FEM	11 women
Sharing Event: First meeting of the Community of Practice Youth at the international „Education for Life“ event in Quetzaltenango, Guatemala	Guatemala: COL-NOJ, Casitas Biblicas; El Salvador: ADES, FUNDE; Nicaragua: URACCAN, CECIM, AMUCOBU, FUNARTE, SI Mujer, AEIJSA, AMC	8 men, 6 women
Distance/online consultancy on “Update of the Baseline Data for the Interventions in the ADA-Framework-Programme in Central America” – March until December 2016	Guatemala: COL-NOJ, Proyecto Miriam / Grupo de Mujeres Mayas Kaqla, UAM, PS-Quiché, UDEFEGUA; El Salvador: FUNDE, ADES, FSM, FUNDESYRAM; Nicaragua: Asociación de Mujeres Nora Astorga, Casa de Mujeres Bocana de Paiwas, FADCANIC, UNCRISPROCA, URACCAN, CECIM	6 men, 12 women
East Africa		
Exchange Visit: RUDDO visits DECESE in order to learn new aspects on civic and human rights education, as well as designing training packages and follow ups.	RUDDO, DECESE	4 men, 1 woman
Exchange Visit: Caritas Tororo visits Caritas MADD0 in order to exchange ideas and learnings on income generating activities, livelihoods programme, human rights, justice and peace.	Caritas Tororo, Caritas MADD0	6 men, 7 woman
Exchange visit: PACHEDO conducted a visit to the GIZ Moroto Office in order to learn on Watershed Protection, Livelihood Improvement and Climate Smart Agriculture Innovations, exchange experiences, successes and challenges and strengthen partnerships.	PACHEDO	8 men, 1 woman
Exchange Visit: THETA Uganda visits the Institute of Traditional Medicine of Muhimbili University of Health and Allied Sciences, Dar es salaam, in order to learn about good practices for the establishment of an Institute of Indigenous Health Science	THETA	3 men, 1 woman
Learning Visit: Caritas MADD0 visits the the 12th African Dairy Conference and Exhibition in Rwanda, providing answers to the main questions confronting MADD0 Dairies, which benefits the entire staff of the organization and the dairy farmers it works with indirectly	Caritas MADD0	2 men, 1 woman
Learning Visit: Caritas MADD0 visits a student programme on Organic Agriculture involving 4 universities (Makerere University, University of Nairobi, Bahir Dar University and Sokoine	Caritas MADD0	5 men, 2 women

University of Agriculture) in order to learn how to assess the health status of an agro ecosystem. 40 students benefitted by learning on the ERI approach and sustainable rural development.		
Specific Training: MCFp and its network members (CCI + GBV Networks) received training on the systematization method 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)	11 men, 15 women
Specific Training: The staff of the Angal St. Luke's Hospital and 6 other hospitals received training on medical waste management. The invitation of other hospitals in the area enabled room for sharing experiences among peers, making the training very rich for all participants.	Angal St. Luke's Hospital, Nyapea, Holy Family Hospital, St. Joseph's Hospital Kitgum, Lacor, St. Mary's Hospital, Pope John's Hospital Aber, Dr. Ambrosoli Hospital Kalongo, Rubaga Hospital	17 men, 3 women
Specific Training on Organizational Development for TAs and ROEA staff focussing on tools for organizational assessment, change management and experience exchange.	HORIZONT3000 TAs and ROEA staff	12 men, 16 women
Specific Training: MAYAWA held a training and field visit for its farmer groups in order to promote improved agricultural practices and organic farming techniques.	MAYAWA	31 men, 3 women
Sharing Event: Partner organizations of HORIZONT3000 and its Member Organizations participated as guest learners in the final sharing event of the Consortia Project on Policy Dialogue ⁸ in order to interact with the consortia partners and expand their knowledge on Policy Dialogue concepts and methods.	CIDI, Rescue Dada Centre, WEGCC, Kigoma Justice and Peace, New Life Mwangaza Rehabilitation Centre, MSDP, RUDDO, JPIIIPC, TOAM, CHEMA, PACHEDO, Caritas MADDO, Kawempe Home Care, Kyanga Diocese, UWONET, YES, HURINET	21 men, 12 women
Sum	93 organizations from 9 countries	271 men 148 women

The Internet Platform was accessed in the year 2016 by about 15.200 persons. Analyses showed that it has been accessed between 100 and 1000 times from each partner country, about 4.000 times in total (Google Analytics):

BRA: 106	TZA: 967	SSD: 907	KEN: 854
UGA: 383	ETH: 274	PNG: 161	SEN: 118
MOZ: 109	ELS: 41	NIC: 94	GTM: 60

Files offered at the platform were downloaded about 35.000 times (installed download counter software recorded an increase from about 34.000 downloads in the end of 2015 to 69.000 downloads in the end of 2016). Unfortunately, this amount of downloads has to be treated with caution, because analyzation tools are not able to show, who exactly downloaded content and how many partner organisations were downloading these files.

Additionally the following activities were carried out in Austria:

Establishment of the Communities of Practice on Climate Change and Policy Dialogue	HORIZONT3000, DKA, Welthaus Graz and kfb	2 men, 5 women
Regular Meetings of the Community of Practice KM4Dev; in addition to the core members, 37	HORIZONT3000, KM-A, Light for the World, Austrian Red	2 men, 3 women

⁸ Partly funded by the Policy Dialogue Consortia Project, participation of HORIZONT3000 and Member Organization's partner organizations funded via KNOWHOW3000

guests have been invited to meetings in 2016	Cross	
Redesign and restructuring of the Internet Platform (+ Revitalization of the OD Toolbox)	HORIZONT3000 Programme Coordinators, Regional/Country Offices, HORIZONT3000 TAs	15.000 Visitors, 400 registered users

Lessons learned / outlook

- **Experience from implementation of programme intervention**

Papua New-Guinea:

- Combining learning/exchange on particular topics with learning on instruments (e.g. SWOT analysis, PCM) has worked out well and should be repeated.
- Participation of women in KNOWHOW3000 activities needs to be promoted and discussed with partners. Potential female participants should possibly be suggested to partners actively.
- If financially feasible, it is recommended to always involve local (in PNG: provincial) authorities, while not offering special benefits (sitting allowances) for their participation.

Mozambique:

- Partner organizations show a big interest and active participation in KNOWHOW3000 exchange visits and sharing events, if appealing and relevant topics are being selected.
- Sharing and Trainings should be combined with multiplication activities if the topic is of big interest and relevance for the partners.

Senegal:

- To ensure a comprehensive platform on Climate Change, all important actors must be involved including political leaders and research institution.
- The participatory process to develop the Community of Practice and its activities worked out well. It is important to have a steering committee responsible for the monitoring of activities and the communication towards actors and stakeholders.

Central America:

- Differences in size and competences of partner organizations lead to different possibilities for their engagement in KNOWHOW3000 activities. This must be taken into account when defining responsibilities of partner organizations (for example their roles in CoPs).
- The meetings of the 3 CoPs were very different concerning the design and documentation of the event. It became clear that there are different understandings of the concept among partner organisations.

East Africa

- Using the synergy with the Policy Dialogue Consortia Project was very fruitful as this topic is very relevant for many project partners. The sharing Event offered new approaches for many partners active in lobbying and advocacy.
- The participants at sharing events should be encouraged to share their insights with the organizations and platforms they are working with in order to ensure and spread its impact.

Austria/ General

- In some regions DKA has its own knowledge management fund and uses it to facilitate the participation of its partners at KNOWHOW3000 events. This possibility constitutes an asset benefiting both the quality of KNOWHOW3000 events, and the reach of their impact.
- Follow-up surveys are a great tool to evaluate events and trainings and to make impacts of capacity development more visible and traceable.
- Some Country/Regional Offices need more support in order to assure a high quality of trainings and sharing events. Badly organized trainings – may it be due to limited time/human resources, or due to limited methodological and organizational knowledge – lead to weaker learning results.

- **Outlook for next reporting period**

- Follow-Up on KNOWHOW3000 activities (surveys, documentation of learnings) will further be promoted in all regions/countries.
- Guidelines for the organization of Sharing Events will be elaborated in order to support regional and country offices in the implementation of KNOWHOW3000 events.

- In East Africa, the clustering of partner organizations will be continued in order to elaborate CoPs. The partners implementing the ERI project constitute a project-based CoP, other possibilities and groups will be discussed with partners.
- The topic Policy Dialogue will further be promoted within KNOWHOW3000 as the interest and need of partners in East Africa is big. The initiated learning process should therefore be continued, as Policy dialogue is a time intensive task and also involves learning by doing.
- In Senegal the training on systematization was postponed to the beginning of 2017. Newly trained partners will implement their learnings in 2017 and 2018. Also there will be a follow-up workshop on systematization and other methods for experience capitalization.
- In Central America the Communities of Practice will continue to meet annually. Also the Baseline-Consultancy will be continued and concluded with feedback workshops in 2017.
- Documents produced by TAs, which can be relevant for other TAs and partner organizations will be systematically gathered and shared via the platform.
- In East Africa and Central America a TA-assignment to support knowledge management and knowledge exchange among partners is planned in order to improve the quality of internal and inter-organizational knowledge management.
- Concerning the internet platform, the evaluation of the redesign and the implementation of further adaptations will be important activities.

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

Problems encountered and modifications

Change in external circumstances/ conditions	Resulting problems in implementing the programme intervention	Required changes for programme intervention/ program planning & implementation
Papua New-Guinea		
Problematic health status of Country Director and delays in immigration procedure for her temporary replacement.	Absence of an experienced managing person for the preparation and implementation of the KNOWHOW3000 event at the Annual General Meeting in PNG.	Assignment of responsibilities to several TAs and local staff regarding the preparation, implementation and facilitation of the event. Tight planning and supervision from overseas.
Senegal		
Busy timetable of project partners due to delays in the beginning of the new programme.	Postponement of scheduled Workshop on the systematization methodology	Workshop conducted in early February 2017
East Africa		
Change of personnel and structure within the Regional Office East Africa with limited detailed handover	Transition challenges and delays after hand-over of tasks and change in responsibilities	Specify responsibilities, reporting and accountability processes; reinforcement of human resources for KNOWHOW3000 activities planned for 2018 (TA assignment to support partners in knowledge management and knowledge exchange)
Central America		
Work overload, as well as lack of human resources for the implementation of KNOWHOW3000 activities in the Regional Office and partner	Delay in the implementation of activities; lack of support for partner organization in the implementation of activities. Most partner organizations could not conclude the Update of their	Re-planning and revision of the priorities of partner organizations; reinforcement of human resources for KNOWHOW3000 activities is planned for 2017 (TA assignment to support partners in knowledge management and knowledge

organizations	Baseline Data in 2016, as this activity was not part of their previous planning and therefore, they lacked necessary resources.	exchange); Continuation and conclusion of the Baseline data initiative in 2017
Limited knowledge about the concept of Communities of Practice among partner organizations	Different understanding of the concept and different methods/approaches in related activities.	Further accompanying, supporting and monitoring the processes of the CoPs
Lack of access to internet at partner organizations at the Caribbean Coast in Nicaragua	Limited access of some partner organizations to a systematic distance/ online consultancy	Organizing face-to-face-sessions in order to deal with the communication problems via internet
Austria/ Global		
Difficult access to internet in Papua New Guinea and lack of Spanish documents in Toolbox	The OD-Toolbox was mostly used in Eastern Africa and Mozambique, while in Papua New Guinea and Central America TAs did scarcely use it.	Further promotion of the toolbox and the elaboration of tools in all HORIZONT3000 working languages; Inform on the possibility to download the toolbox for offline use
Lack of time resources in the Knowledge Management Team	Delay in launching the new platform	Platform launched in the beginning of 2017

Risks and mitigation measures

Description of risk	Measures/ strategies to minimize
Papua New-Guinea	
Missing resource persons for planning and implementation of events due to transport or other unexpected problems („land of the unexpected“).	Core resource persons available at location of the event
Central America	
Implementation of activities in order to meet initial planning without having the necessary resources for quality preparation, documentation and evaluation	Realistic planning based on the priorities of the partner organizations and the possibilities of the Regional Office
Limited openness of government institutions to set up/ strengthen alliances	Maintaining lobby activities in these spaces
Austria/ Global	
Sharing events/ trainings/ exchange visits are poorly prepared and facilitated.	Guidelines for KNOW-HOW3000 sharing events/ trainings available to guarantee good methodological and logistical preparation
Limited implementation of follow-up measures (surveys, documentation of learnings) due to lack of human/time resources in Regional/Country Offices	Follow-Up on KNOWHOW3000 activities and its importance promoted in all regions/countries; Support for Regional Offices via TA assignments
Platform: Technical Advisors don't update their profiles	Introduction to KNOW-HOW3000 and the internet platform within preparation course. Completion of profiles promoted during preparation course; Send reminder to update profiles per Mail.
OD Toolbox: Technical Advisors don't take up responsibilities as masters for the toolbox	Introduction of KNOW-HOW3000 and the OD-toolbox at preparation course. Toolbox-Master roles promoted during preparation course Send mails to remind them of their duties and in order to motivate them.

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 of Communities of Practice another step has been undertaken in 2016 to foster the ownership of learning and sharing processes at partner organizations.

Monitoring/evaluation

On-going monitoring of activities within this program 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 enables 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 2016 HORIZONT3000 organized an impact model workshop, where Programme and Sector Coordinators, Regional and Country Directors as well as representatives of HORIZONT3000 member organizations participated. It was decided not to develop a theory of change but to use a results-based management model in order to complement this programme intervention. As the implementation of the intervention has already started, this was assessed to be more helpful for the programme, as it fits better into the logical framework. In groups intermediate outputs, actors and measures to support these outputs were discussed.

Based on the discussions and findings at the impact model workshop, the project proposal was complemented with assumptions and risks as well as activities and methods to mitigate those risks. The adapted proposal document will be sent to ADA.

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

Visibility and public awareness raising

HORIZONT3000 presented its approach and experience on knowledge generation and sharing in detail at the KNOWHOW3000 internet platform, as well as at KM-A Knowledge Management Trainings and in KM4Dev Austria Group meetings. The HORIZONT3000 approach to knowledge management

has been visualized in a pictogram (see attachment), which is used as a poster for both internal and external representation.

Further, in the year 2016 there were 3 contributions in the HORIZONT3000 blog directly related to this programme intervention: 1 on the benefit of learning from failure, 1 on the regional sharing event in Central America 2015, 1 on the KM4Dev Community.

Synergies with Technical Advisor (TA) program

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

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 KNOWHOW3000 activities. In Mozambique 3 TAs and their partner organizations participated in KNOWHOW3000 activities. At the Annual General Meeting (AGM) of the TAP programme in Mozambique and Papua New Guinea knowledge management activities were implemented, such as the sharing workshop on Vocational Education and Training in PNG, where 5 TAs participated, and the Sharing Event on Sustainable Development in Mozambique, where 3 TAs were involved in the organization and realization of the event.

In East Africa a series of TA partner organizations benefitted directly from KNOWHOW3000 exchange visits, trainings and sharing events, such as: MAYAWA, MCFp, THETA, PACHEDO, CIDI, TOAM, Kawempe Home Care, UWONET and HURINET.

The Toolbox for Organisational Development is spearheaded by Technical Advisors. Through the revitalization and promotion of the toolbox in 2016, the responsibilities for mastering and the possibilities for using the toolbox were extended from East Africa to other regions.

The redesign of the internet platform included the set-up of an internal TA-area (Intranet), where HORIZONT3000 Technical Advisors can find important information concerning their preparing for and during their assignment, and can also communicate with Vienna staff and other TAs. TAs are one of the main target groups of the internet platform and responsible for sharing provided information and knowledge products with their partner organizations.

Finally, 16 partner organizations benefitted from 22 Borrow-a-Technical Advisor missions carried out by 15 TAs in Central America and East Africa.⁹

Other points

Below, find a few quotations of direct beneficiaries from Mozambique on the Exchange Visit on the production of hay and silage for animal breeding, gathered and translated from Portuguese to German by Lydia Kummer, Country Director Mozambique:

- *“Es gibt für uns interessante und wichtige Möglichkeiten, das Futterangebot für Wiederkäuer zu verbessern, man muss nur wissen, wie man das macht und das habe ich durch den Erfahrungsaustausch zur Silage und Heubereitung in der Praxis kennenlernen dürfen...”;*
- *“Die Techniken zur besseren Versorgung der Rinder in der Trockenzeit werden seit Jahren in Manica, praktiziert und ich habe erst jetzt von diesen Möglichkeiten, durch meine Teilnahme am Erfahrungsaustausch, Kenntnis erhalten...”*
- *“Die Fortbildung war sehr interessant und hilft uns sehr, unsere geplanten Aktivitäten im Rahmen der Fortbildungen für der am Finanzierungsprojekt teilnehmenden Kleinbauern praxisorientiert zu gestalten.“;*

⁹ For more information on Borrow-a-TA missions, see Programme Report Technical Assistance 2016

- *„Wir sind motiviert, für unsere eigene Organisation ein Projekt zu erarbeiten, um unseren Kleinbauern die möglichen Techniken der Futterkonservierung nahe bringen zu können“.*

Below, find a few quotations of direct beneficiaries from East Africa on the sharing event in Kampala on CSO engagement in Policy Dialogue, gathered through an online survey in the aftermath of the event.

- *“My understanding of what policy dialogue is, how and when to engage in policy dialogue, was broadened. This was really good for me and my work.”*
- *“I really learnt a lot from this workshop and I am looking forward to apply all the knowledge and skills I learnt.”*
- *“Learnings shared were practical, giving opportunity to borrow from what has worked best from others.”*
- *“My expectations were fully met and beyond - it was refreshing to re-learn and un-learn.”*
- *“The objective was achieved since capacities were build. To me the event was useful and enabled us to all levels of engagement in policy dialogues we can work on.”*
- *“The pool of organizations that participated in the sharing event had a vast range of experiences in their respective areas of work which supported not only experience sharing on CSOs engagement in policy dialogue but also sharing on the wider impact of policy dialogue in the operations of humanitarian organisations.”*