Rahmenprogramm HORIZONT3000 2019 – 2022

Programme Intervention

No. of Programme Intervention:	**P-19-201 KNOW-HOW3000 2019-2022**
Title of the Programme Intervention (Deutsch)	**KNOW-HOW3000** Wissensmanagement-Programm
Title of the Programme Intervention (englisch od. Spanisch od. Französisch, etc)	**KNOW-HOW3000** Knowledge Management Programme
Duration of Programme Intervention (incl. planned start & end date):	01.01.2019 – 31.12.2022
Country / Region:	Guatemala, El Salvador, Nicaragua, Senegal, Ethiopia, Kenya, Uganda, Tanzania, Mozambique, Papua New Guinea, Austria

Applicant organisation

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Local partner organisations

(Partnerorganisationen des Rahmenprogrammes HORIZONT3000 19-22 und des Programmes der Personellen Entwicklungszusammenarbeit (PEZA) HORIZONT3000 03/2018 – 02/2021)

Name:
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Address:
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Financing (inkl. Aufschläge MO)

Total costs Programme Intervention	ADC Funding	Applicant's own resources (MO)	Third-party funds if applicable (including indication of origin)
EUR 1.356.142,36 100 %	EUR 879.150,00 65 %	EUR 476.992,36 35 %	EUR… .. %

Abbreviations

AGM	Annual General TA Meeting
CA	Central America
CoP	Community of Practice
CBO	Community Based Organization
CSO	Civil Society Organization
DKA	Dreikönigsaktion der Katholischen Jungschar
EA	East Africa
ECP	Experience Capitalization Process
ELS	El Salvador
GBV	Gender Based Violence
GTM	Guatemala
KEN	Kenya
KDG	Knowledge Development Goals
KM	Knowledge Management
KM-A	Knowledge Management Associates Austria
KM4Dev	Knowledge Management for Development (Community of Practice in Austria)
K4D	Knowledge for Development Partnership
MO	HORIZONT3000 Member Organization
MOZ	Mozambique
NIC	Nicaragua
NGO	Non-governmental organization
OD	Organizational Development
ORAC	Oficina Regional America Central
PCM	Project Cycle Management
PNG	Papua New Guinea
ROEA	Regional Office East Africa
SDG	Sustainable Development Goals
SEN	Senegal
TA	Technical Advisor
TAP	Technical Assistance Programme
TZA	Tanzania
UGA	Uganda

Brief description of programme intervention (1 page, German)

Hintergrund/Kontext: Das Wissensnetzwerk von HORIZONT3000 charakterisiert sich durch eine hohe Diversität an Partnerorganisationen, Projekten, Programmen, Themen und Methoden. Der resultierende Pool an Erfahrungen und Know-how wird seit 2009 als Potential erkannt um **Lern- und Austauschprozesse zu Gunsten der Partnerorganisationen, ihrer Projekte und deren Wirkung** anzustoßen. Die vorliegende Programmintervention ist die 4. Phase des KNOW-HOW3000 Wissensmanagementprogramms von HORIZONT3000, das sich im Laufe der letzten 10 Jahre kontinuierlich weiterentwickelt hat, um den Bedürfnissen der Partnerorganisationen und den methodischen Anforderungen von Lern-, Veränderungs- und Kapazitätsentwicklungsprozessen gerecht zu werden. Dabei werden **bewährte Methoden und Ansätze zur Produktion, dem Erhalt und dem Teilen von Wissen vertieft und gefördert**, sowie auch neue getestet. Im Fokus stehen dabei das Lernen von den eigenen Erfahrungen und den Erfahrungen anderer Organisationen, die Förderung von Lernprozessen auf Organisationsebene, sowie der Zugang zu relevantem Wissen aller Akteure innerhalb des Wissensnetzwerks von HORIZONT3000.

Mit KNOW-HOW3000 werden Services ermöglicht, die die Arbeit der Partnerorganisationen **über Finanzierungsprojekte und Personaleinsätze hinaus** unterstützen. Die KNOW-HOW3000 Wissensmanagementkomponente wird in **allen Programmregionen** des vorliegenden Rahmenprogramms umgesetzt: Zentralamerika (Guatemala, El Salvador und Nicaragua), Ostafrika (Tansania, Kenia, Uganda und Äthiopien), Senegal und Mosambik. Durch die Stärkung der Kapazitäten der Partnerorganisationen in relevanten und strategischen Bereichen ihrer Arbeit und Projekte unterstützt es die Erreichung der Ziele und Resultate der jeweiligen Programminterventionen, und ist in Form eines Resultats in die jeweiligen Dokumente integriert. Darüber hinaus unterstützt es in Papua-Neuguinea und Mosambik (und teilweise auch in Ostafrika) die Umsetzung des von der ADA kofinanzierten Programms der Personellen Entwicklungszusammenarbeit (PEZA). Insgesamt wird die vorliegende Programmintervention somit in 10 Partnerländern sowie in Österreich umgesetzt.

Ziele und Zielgruppen: Das Ziel der Programmintervention ist es Lern- und Austauschprozesse innerhalb und zwischen Partnerorganisationen zu stärken um ihre Arbeit und Wirkung zu verbessern, und somit einen Beitrag zu **SDG 17.9.** (effektive und zielgerichtete Kapazitätsstärkung für die Umsetzung der SDGs) und **SDG 17.16** (Mobilisierung und Austausch von Wissen, Expertise und Technologien durch Partnerschaften zwischen Akteuren) sowie zu der 2017 formulierten **Agenda „Knowledge for Development"** und den darin enthaltenen „Knowledge Development Goals" zu leisten.

Direkte Zielgruppen sind **67 Partnerorganisationen von HORIZONT3000** (innerhalb des vorliegenden Rahmenprogramms und des PEZA Programms) sowie in etwa **50 Partnerorganisationen der Mitgliedsorganisationen** von HORIZONT3000 und andere Organisationen des HORIZONT3000 Netzwerks um ein größtmögliche Reichweite und Wirkung der Intervention zu erreichen. Darüber hinaus profitieren HORIZONT3000 **Fachkräfte im Einsatz und HORIZONT3000 Personal in Wien und den Länder-/Regionalbüros, sowie Personal der Mitgliedsorganisationen** von einigen Aktivitäten der vorliegenden Intervention und fungieren als MultiplikatorInnen der Inhalte der Internetplattform. Insgesamt werden **126 Organisationen und 755 Personen (353 Frauen)** direkt erreicht.

Indirekte Zielgruppe sind die Begünstigten erreichter Partnerorganisationen. Durch die bessere Leistung und gestärkten Fähigkeiten der Organisationen, erhöht sich die Qualität und Wirkung ihrer Projekte und somit der Nutzen für ihre direkten und indirekten Zielgruppen. **Somit werden über 3 Millionen Personen indirekt erreicht.** Darüber hinaus profitieren eine Reihe von Akteuren **indirekt von der KNOW-HOW3000 Internet Plattform**. Dazu zählen verschiedene EZA Akteure im Norden und Süden, die Zugang zu relevanten Erfahrungen und anderen Materialien erhalten.

Erwartete Ergebnisse und Aktivitäten. Die folgenden Ergebnisse werden erwartet und die folgenden Aktivitäten zu ihrer Erreichung durchgeführt:

Resultat 1: Partnerorganisationen lernen von ihren eigenen Erfahrungen und den Erfahrungen anderer Organisationen in relevanten Bereichen ihrer Arbeit. Dieses Ergebnis wird durch folgende Aktivitäten erreicht: Communities of Practice, Austauschtreffen, Lernbesuche, Systematisierungen sowie KNOWYLMPICS und andere Methoden der Erfahrungskapitalisierung.

Resultat 2: Partnerorganisationen stoßen institutionelle Lernprozesse an und wenden neues Wissen in ihrer Arbeit an. Dieses Ergebnis wird durch folgende Aktivitäten erreicht: Spezifische Trainings, Beratungen, Borrow-a-TA Missionen, Nachbereitung der Aktivitäten, Aktionspläne und anderer Methoden, welche die Anwendung von Gelerntem unterstützen sollen.

Resultat 3: Der Zugang zu kapitalisierten Erfahrungen, relevantem Wissen und arbeitsrelevanten Informationen wird durch die Internetplattform zur Verfügung gestellt und von ihren Zielgruppen genutzt. Aktivitäten die zur Erreichung dieses Ergebnisses durchgeführt werden, umfassen die technische Weiterentwicklung und das Content Management der Plattform, Kommunikation und Promotion der Plattform bei ihren Zielgruppen, die Betreuung und Weiterentwicklung der Toolbox, des TA-Bereichs inkl. e-Campus, sowie die Potenzialerhebung der Verbindung der Plattform mit einem HORIZONT3000 Intranet.

Resultat 4: Gender Mainstreaming wurde in KNOW-HOW3000 Aktivitäten integriert und gefördert. Um dieses Ergebnis zu erreichen werden für Wissensmanagement und Kapazitätsstärkung relevante Faktoren in die geplanten Genderanalysen der regionalen/Länder-Programminterventionen integriert, Gender als Querschnitts- sowie Fokusthema in KNOW-HOW3000 Aktivitäten behandelt, und die Teilnahme von Frauen an selbigen gefördert.
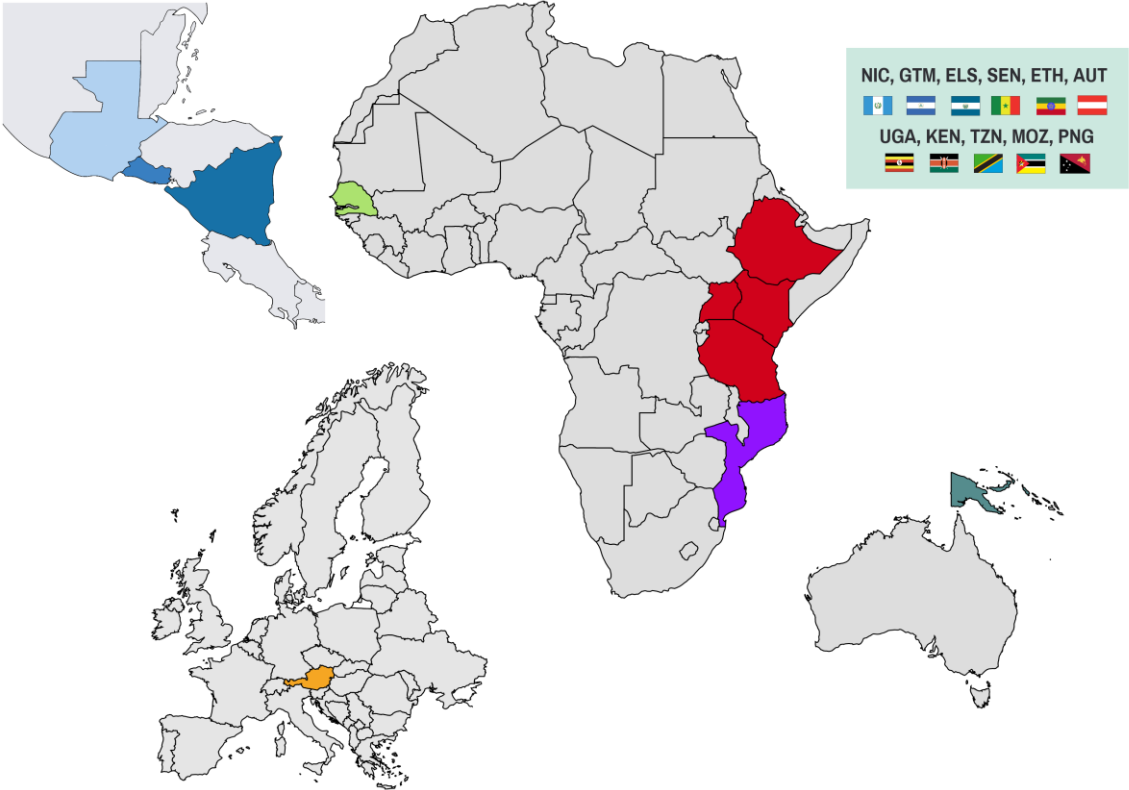
Detailed description Programme Intervention

1. Main concern of the Programme Intervention

a) Thematic focus/ contribution to Sustainable Development Goal(s)

The KNOW-HOW3000 programme intervention sets a clear focus on Knowledge Management, Capacity Development and Organizational Development. It provides partner organizations of HORIZONT3000 and its Member Organizations with the possibility to learn from their own and other organizations experiences, to increase their capacities in relevant and strategic fields of action and to strengthen their institutional performance. By improving the processes and increasing the impact of the partner organizations' work, the present programme intervention supports all **objectives of the other programme interventions to be achieved within the framework programme** and **contributes to the SDG Goal 17** (Strengthen the means of implementation and revitalize the global partnership for sustainable development), which states that, through multi-stakeholder partnerships the mobilization and exchange of knowledge, expertise and technologies should support the achievement of the sustainable development goals (**SDG 17.16**) and that an enhanced international support for effective and targeted capacity building in developing countries is needed to implement all sustainable development goals (**SDG 17.9**.).

Additionally, the programme intervention contributes to the **Agenda Knowledge for Development** and the **Knowledge Development Goals (KDG),** which complement the SDGs "by providing an integrated approach to knowledge-related challenges that directly influence the achievement of the SDGs." The Agenda for Development "presents a vision of the societal and economic value of knowledge in which the transformational power of knowledge can be harnessed for the development of inclusive, pluralistic knowledge societies."[1] This intervention is specifically oriented towards **KDG 3** (Strengthening local knowledge ecosystems), **KDG 6** (Improved knowledge strategies in development organisations) and **KDG 7** (Capture, preservation and democratisation of knowledge).

b) Geographic priority(-ies)

NIC, GTM, ELS, SEN, ETH, AUT

UGA, KEN, TZN, MOZ, PNG

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[1] Knowledge for Development Partnership (2017): Agenda Knowledge for Development. Strengthening Agenda 2030 and the Sustainable Development Goals. http://www.km-a.net/kma/wp-content/uploads/Agenda-Knowledge-for-Development-and-Statements.pdf

The KNOW-HOW3000 programme intervention is implemented in all programme regions of the framework programme: **Central America** (Guatemala, El Salvador, Nicaragua), **East Africa** (Tanzania, Uganda, Kenya, Ethiopia), **Senegal** and **Mozambique**, supporting the implementation and results of the framework programme; as well as in **Papua New Guinea**, where it supports the implementation the Technical Assistance Programme co-funded by ADA. This makes a total **10 countries**, where local KNOW-HOW3000 activities are implemented and results achieved. Some activities are also implemented in Austria.

c) Change processes to be supported

This programme intervention targets **local partner organizations** and their teams aiming at the **development of their capacities** and the **improvement of their performance** by promoting learning and sharing processes and by offering new methodological and technical insights. HORIZONT3000 understands "performance" as the structures, processes and tools, partner organizations use to deliver services to their final beneficiaries and to contribute to changes on societal level. "Capacities" refer to the technical, managerial, and methodological capacities as well as to learning and networking abilities of partner organisations and their employees.

Change processes are therefore supported on three levels:
- **Individual level**: Staff of partner organizations will be strengthened in order to promote a more effective work and increase impacts of the projects and initiatives implemented by their organizations. Project Managers, executive personnel and others will contribute to and benefit from the sharing of experiences and knowledge as well as the sensitization, training and coaching on crucial topics for their individual work as well as their organizations as a whole.
- **Organizational level**: Organizational Development through organizational learning is at the heart of this programme intervention. Through capacity development measures at the level of project teams and organizational units, and the follow-up on change processes induced by individual and collective learnings, partner organizations are equipped with stronger capacities to serve their target groups and their organizational goals.
- **Level of Society**: By strengthening CSOs and promoting cooperation and networking among them, the present programme intervention contributes to strong civil society actors who work more effectively towards just and inclusive societies by delivering meaningful services to their constituencies and engaging crucial stakeholders for societal change.

d) Innovation

The Programme Intervention constitutes the main source of Innovation of HORIZONT3000, as a variety of tools and methods have been developed within the Knowledge Management Programme so that **innovative methods and approaches** are identified, documented and shared in a systematic and structured way (see Details in Chapter 7e).

Other enabling and catalysing factors for innovation within the programme of HORIZONT3000 and directly benefitting the KNOW-HOW3000 programme intervention are:
- The **sectoral and geographic variety** of the programme, in combination with extensive opportunities for exchange of experiences among diverse actors;
- The **synergies with the technical assistance programme**, which offers external views and multiple opportunities for reflection between peer experts on topics of sustainable development;
- The **high degree of interconnectedness** of HORIZONT3000 as actor in international development, in Austria/Europe as well as within the different partner countries;

e) Strategic 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 programme 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 Programme.

Knowledge Management, as it is understood and promoted by HORIZONT3000, is not Information Management, which focuses on a collection and distribution of data. For KNOW-HOW3000, knowledge refers to **experience, know-how, capacity or skills**. As AGRIDEA (2015) described it, *"the main question regarding information is how to store and organise it, the main question regarding knowledge is how to produce, transfer, adapt it to specific contexts and share it between the right people, taking into account the socio-cultural structure and institutional setting that shape these processes. Knowledge thus includes social and human perspectives that information does not*."[2]

Since 2009, HORIZONT3000 is continuously reflecting and adapting its processes to offer more efficient Knowledge Management Services to its partner organisations and support learning processes in a systematic way. In this process, HORIZONT3000 has defined the **Experience Capitalization Process** (ECP), putting learning from and sharing of experiences at the core of its understanding of Knowledge Management.[3] Additionally, HORIZONT3000 has elaborated **templates** for documenting experiences and learnings, **guidelines** for the organization and documentation of sharing and learning events as well as follow-up and survey **tools** to promote the backflow and assessment of learnings at benefitted partner organization.

For further information on the methods and approaches used to support the production, transfer and adaption of knowledge, see the respective chapters in this proposal.

2. Problem and needs analysis and local/indigenous potentials

Due to the diversity of partner organizations, project and programmes, topics and methods, there is a rich pool of experiences and know-how in the network of HORIZONT3000 and its member organizations, but it is **necessary to provide spaces, methods and resources** to make the exchange of knowledge among and within partners possible, and to ensure that relevant information reaches the persons who need them to improve their work. Additionally, many organizations lack clear structures and plans for organizational capacity development, for gathering, storing and keeping relevant information, for developing strategies to become more resilient to staff turnover and other challenges affecting the workplace and its access to relevant knowledge. The KNOW-HOW3000 programme intervention aims to address these problems. Drawing from experiences made in previous years, it broadens proven methods and approaches, while testing new ones in order to better contribute to change processes for the benefit of partner organizations and their target groups.

The following **characteristics** shape the context of the KNOW-HOW3000 intervention logic:
- Limited impact and performance of partners due to weak capacities
- Limited access to/ availability of knowledge relevant for partner's work
- Lack of resources for organizational development and knowledge management at partners
- Lack of a positive learning culture and low tolerance towards mistakes/failures
- Abundance of knowledge/ expertise in partner community but poor documentation and sharing
- Poor exchange between partners working in similar areas and/or facing similar challenges

Result 1 and 2: The specific problems, needs and potentials in the individual programme regions regarding **Result 1**: "Partner Organisations learn from their own and other organisations´ experiences in relevant fields of their work" and **Result 2**: "Partner organizations induce organizational learning processes and apply new knowledge in their work" are the following:

East Africa:
- Many organizations in East Africa continue to have weak capacities in crucial fields of organizational development (strategic planning, financial management,...), knowledge management (documentation of know-how, learning from negative experiences,…) and monitoring and evaluation (data collection, report writing,…). These shortcomings are affecting the overall organizational performance substantially and must be addressed thoroughly.

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[2] AGRIDEA (2016): Review of the Framework Programme HORIZONT3000. Review report
[3] HORIZONT3000 (2016): Experience Capitalization Process. http://www.knowhow3000.org/wp-content/files/KM/KM%20public/Experience%20Capitalization/Process%20Description/ENG_Experience%20capitalization%20process_2016.pdf

- Experience shows, that it is necessary to support persons involved in KNOW-HOW3000 activities more actively in sharing the gained knowledge with their peers and colleagues as well as in using and applying the skills and methods learned, in order to guarantee, that processes are improved and changes institutionalized.
- Involving the same persons in a variety of activities is potentially impeding a broader sharing of knowledge within their organizations. This is why it is important to target the right persons for the rights topics.
- Especially in Ethiopia, experience shows that the impact of learnings from trainings can be limited if contents and methodologies are defined by the donors. In contrast, KNOW-HOW3000 activities are strongly driven by the demand of partners, making it flexible and responsive to emergent and important areas and skills to be strengthened at partner organisations.

Central America:
- Although there is a rich wealth of experiences and knowledge within the partner community in Central America, there are still some shortcomings concerning the availability of relevant knowledge. Reasons are weak structures for knowledge management and staff turnover which lead to the repetition of research and limited access to needed information.
- In previous phases, HORIZONT3000 successfully implemented activities to transfer knowledge and capitalize experiences but some methodological limitations remain, leading to the divergent understanding or inadequate application of knowledge management instruments and contents, which consequently results in poor quality/ success of some actions.
- Due to limited time and resources, the follow-up and monitoring of KNOW-HOW3000 activities at partner organizations is still lacking orientation towards effectiveness and usefulness, leading to weak insights on the impact of the activities on the development processes of organizations.
- In general, organizational knowledge is not developed sufficiently at partner organizations and concentration of knowledge in only a few persons or divisions is common. Available information is sometimes not used wisely, proven practices not applied to reach their full potential and capacities not developed continuously.
- It remains important and critical to articulate clearly the reasons for creating and nurturing organizational capacities, develop and make available explicit knowledge, foster learning strategies and provide tools and methods to build and maintain a knowledge culture.

Senegal
- Main needs to address in projects, project teams and partner organizations are related to networking and exchange with relevant stakeholders, organizational performance and administration, as well as capacities, methods and practices especially in the field of climate change adaption.
- A main problem related to knowledge loss is staff fluctuation in project teams, especially if only one person attends workshops, trainings, etc. This is why multiplication activities, follow-ups on the application of learnings, and the attendance of at least two persons in KNOW-HOW3000 activities will be fostered in this project phase.

Mozambique
- There is general awareness about knowledge management among partners and TAs in Mozambique but a persistent lack of understanding regarding underlying concepts, methods and benefits. This is why there is a need to further explain the benefit of knowledge management and to clarify the scope and methods of the knowledge management programme.
- While organizational development has a certain anchor within the priority setting of partner organizations and other relevant stakeholders, knowledge management and learning processes have not been identified yet as key vehicle for the same. On the other hand, there is general openness and interest among partners in dynamic learning and sharing activities, in adapting more efficient and effective practices, and in improving project and programme performance.

Papua New Guinea:

- Higher qualifications in modern technical fields as well as finance and administration are concentrated in bigger cities, the private sector, central government institutions and internationally funded institutions; and lacking in remote areas and non-profit sectors. Additionally, many organizations are suffering from the concentration of knowledge in just a few persons, a high degree of fluctuation, a lack of sustainable local ownership and a local culture, that does not encourage knowledge sharing.
- The high cost of communication in terms of time and money hinders easy exchange processes in PNG. Transport between provinces mostly requires a series of flights. Even within provinces distances can be a challenge for organizing visits and meetings. Communication via Internet is cumbersome, as availability is limited and costs are high.
- While TA assignments focus on the transfer of skills and organizational development on the level of individual institutions, KNOW-HOW3000 in PNG aims at encouraging interest and motivation for experience sharing between peers within and between provinces, working in similar areas. While knowledge sharing was initially linked to considerable involvement of TAs, it has become a perceived need also by local partner organizations themselves. This potential and the motivation to learn from each other will further be used for the benefit of the programme.

Result 3: "Access to capitalized experiences, knowledge and work-relevant information is provided by the Internet Platform and used by its target groups":

In general, feedback on the redesigned version of the Internet Platform www.know-how3000.org, re-launched in 2017, was overwhelmingly positive. Nevertheless, new challenges appeared which need to be tackled in order to further increase the acceptance of the platform as a valuable instrument to support knowledge management on a global level:

- Insufficient adjustment of the content to local and cultural characteristics and circumstances
- The need to adapt performance and size of the platform to local IT-infrastructure / internet connectivity with lower transmission rates
- Lack of interactivity in terms of user involvement / user engagement
- Irregular feedback from users on user experience and interface design
- Little promotion/advertising efforts on the benefits of the platform
- Too few documents available, especially covering sector-specific topics; users were expecting more thematic contents
- Although access rates to the platform were higher than expected, there are still possibilities to increase them

Technical Advisors are one of the main target groups of the Internet Platform and encouraged to act as multiplier of the contents available on the platform. As they are working directly with the partner organisations, they are expected to provide the available experiences and materials to where it is needed. There is still the need to motivate and engage them in raising awareness on the contents of the platform and in promoting their role as multipliers of knowledge and relevant material.

Additionally, HORIZONT3000 is in the process of assessing the need for an Intranet-Solution in order to increase and improve internal cooperation . As the KNOW-HOW3000 platform is currently substituting some of the functions an Intranet typically includes (e.g. file-transfers, instant messaging, social media profiles, e-learning/on-boarding for Technical Advisors, etc.), the integration in, or the combination with the already existing KNOW-HOW3000 Internet Platform could be a suitable solution to carry further an intranet and support the work of HORIZONT3000.

Result 4: "Gender Mainstreaming is integrated in and promoted via KNOW-HOW3000 activities":

In the previous programme phase, reaching the targeted percentage of 40% female participants in KNOW-HOW3000 activities turned out to be a challenge. Main reason for this shortcoming is the fact that in most programme regions project teams and management staff (who are the main target group of KNOW-HOW3000 activities) are predominantly male due to different reasons such as: women have

less access to higher education required for these positions; preconceptions on certain gender roles and professions persist especially in rural/remote areas; cultural norms are shaping the sharing of tasks and responsibilities within families. Female participation was only high in activities explicitly targeting gender topics and organizations dealing with women rights.

These findings emphasize the need to further sensitize partner organizations on mainstreaming gender in all topics and areas they work with and also reflect on their own organizational structure. In the present intervention phase, a greater focus shall be laid on addressing these issues, which not only have consequences on the participation ratio in KNOW-HOW3000 activities but on the organizational structures, performance and services of partner organizations in general. Gender Mainstreaming shall therefore be treated as a **cross-cutting as well as focus topic in knowledge management and capacity development activities** in all programme regions, and a **continuous reflection on women participation and women leadership** within partner organizations shall be fostered.

3. Description of the local partner organisations and of the partnership(s)

The partner community of the KNOW-HOW3000 programme intervention is composed by the totality of local partners of the different geographic programme interventions (East Africa, Centroamerica, Senegal) plus the local partners of the TA programme in Mozambique and Papua New Guinea. For a description of involved partner organizations in the different regions and countries, see the respective documents of this framework programme.

The KNOW-HOW3000 programme intervention is implemented by HORIZONT3000 and its regional and country offices. HORIZONT3000 offices in partner regions/ countries are key change levers for improving partner organisations' performance as they are in regular contact with partners, experience and live the local context and can influence the planning and implementation of project activities. In coordination with the Head Office in Austria, they plan, implement and follow-up on KNOWHOW3000 activities.

Partner organizations are strongly included in the planning and implementation of activities. They are consulted for the identification of topics for specific trainings, organize learnings visits, assume leading roles in Communities of Practice and carry out experience capitalization processes. While the importance and usefulness of learning from each other is widely acknowledged in all focus regions and the interest in and motivation for Knowledge Management activities explicitly expressed by partner organizations, time and human resources are sometimes limiting the capacity to participate in activities or implement them. It is important to stress that the KNOW-HOW3000 intervention does not have the ability in the moment to cover the personnel costs of partner organizations dedicated to attend or implement KNOW-HOW3000 activities. KNOW-HOW3000 activities constitute an additional service, which goes beyond the financial and technical support provided to partner organizations through finance projects and TA projects, and are therefore understood as voluntary benefit. This limitation sometimes negatively affects the availability for strategic issues such as organizational development and knowledge management at partners.

In **East Africa**, regular consultations of partner organizations and their project staff are informing the identification of common and pertinent needs for knowledge management and capacity development measures. This is mainly done by the Regional Office in Kampala through evaluation surveys at the end of trainings as well as during monitoring visits at the organizations. Also in Ethiopia, where there is no Regional Office, partners are strongly involved in defining the topics for the trainings. In the partner meeting 2017, needs for training areas were collectively assessed and prioritized.

In **Central America**, an event was organized in 2018 in order to consult partners for the planning of the upcoming programme intervention. This event was a success in term of achieving high involvement of partners and a realistic selection of activities and priorities. Furthermore, the meetings within the established CoPs are steered and organised by the members themselves, meaning that the topics discussed and the knowledge shared are selected and determined by involved partner organizations themselves. The sharing of responsibilities and the diversity of capacities and expertise enrich the exchange in the CoPs and other activities.

In **Senegal**, all 8 partner organizations of the programme intervention Senegal are involved in knowledge management processes in a highly participatory way. Each partner has the possibility to point out most relevant needs at local levels, which will be shared with others during a planning workshop involving all Senegalese partners. For the Community of Practice on climate change, which was created in the last programme phase and will continue to operate in the present one, partners decided to elaborate a steering committee comprising all partner organizations and HORIZONT3000 representatives in order to ensure a good operation, a meaningful participation, and a strong commitment of the involved actors.

In **PNG**, the most important instrument to identify needs are sharing events and communities of practice, as they are used to discuss partner's challenges, evaluate past processes, shape forms of cooperation, and set priorities and focus areas for future events. They can also be used to test methods and topics, as it was the case with the presentation of adult education techniques which resulted in the planning of future borrow-a-TA missions to a number of partners in the previous programme phase.

In **Mozambique**, the TAs act as main actors in identifying capacity needs together with their partner organizations. In parallel, individual partner organisations also pro-actively propose exchange visits with regard to selected subjects of interests and share documents which they deem of interest for others. Furthermore, the strategic/ sectoral focus of the Technical Assistance Programme determines the selection of topics covered via KNOW-HOW3000 activities in Mozambique.

4. Government and sectoral policies

a) Alignment of the Programme Intervention with government and sectoral policies in the partner countries

In **Uganda**, the Ugandan National NGO Policy issued by the Ministry of Foreign Affairs in 2010 includes the strengthening of NGOs and CSOs as key issue, while Knowledge Management implicitly plays a meaningful role. The NGO Policy is set within the context of the Constitution of the Republic of Uganda and the Public Private Partnerships Principles (PPPs). The broad aim of the National NGO Policy is to set out a framework that strengthens the relationship between the NGO sector and the Government, and enhances capacities and effectiveness in the areas of service delivery, advocacy and community empowerment. Furthermore the EU funded Civil Society Support Programme is worth mentioning in this context, which aims to strengthen CSO platforms and the overall environment for CSOs.

Although, there is no direct link between the KNOW-HOW3000 programme and government initiatives in **Central America**, thematic linkages with ministries, sate actors and universities exist in the areas of organic agriculture, agroecology and human rights. Worth mentioning in this context is also the IICA (Instituto Interamericano de Cooperación para la Agricultura), who intends to establish an archive for the capitalization of experiences, the CEAAL (Consejo de Educación Popular de América Latina y el Caribe), whose online library for the systematization of experiences is probably among the most comprehensive libraries existing on the topic, as well as CLACSO (Consejo Latinoamericano de Ciencias Sociales), who is an international non-governmental institutions with 654 research and study centres in 51 countries in Latin America and other continents, including the Centre for Inter-American Studies, University of Graz and the Institute for Intercultural and Comparative Research in Vienna, Ideaz.

In **Senegal**, capacity development at CSOs is in general weak even though local CSO networks like CONGAD, FONGS and a platform of international NGOs exists. The purpose of these groups is to facilitate a link to government institutions. Similarities of the KNOW-HOW3000 programme in Senegal can be drawn to the capacity building project Jokkale conducted by the platform of international NGOs, which addresses EU funding and implementation lines. At the moment, HORIZONT3000 has no knowledge on specific governmental policies addressing knowledge management at CSOs or related topics.

While there is no comprehensive national concept for the development of NGOs/CBOs in **PNG**, HORIZONT3000 has contributed over the time to the activities of institutions, programmes and

networks, who work towards capacity development and organizational development, such as NGO Skills Development Project, KumGie Consult, Fund Accounting Forum, MODe, Ginigoada and NGO-Pro. Additionally, HORIZONT3000 is cooperating extensively with church structures (especially in the education sector), as they tend to be more effective and stable than state institutions. It also involves members of the public service in its capacity development activities and contributes to activities organised by the public sector in order to improve cooperation and knowledge sharing.

Knowledge management has not yet been included specifically in government policies or initiatives in **Mozambique.** HORIZONT3000 identified the International Fund for Agricultural Development (IFAD) as relevant stakeholder in the field, whose country programme 2018-2022 for Mozambique focuses on inclusive rural transformation and includes an explicit knowledge management component. The aim of knowledge management described in the IFAD country programme is to help Mozambique build a credible knowledge base of practical and actionable know -how. It is intended to establish a contact with IFAD and clarify if valuable links or synergies in this field might exist and be used. Furthermore it is planned to work together with the provincial government of Nova Sofala in mapping NGOs and their activities and in setting up a data base which will allow for better coordination between the provincial government and civil society, and in the long run might also create a valuable basis for knowledge management aspects.

b) Alignment with programmatic specifications of the ADC /specific activities

- **poverty reduction and promotion of democracy and human rights**

The general aim of HORIZONT3000 is to improve the living conditions of marginalized people through strengthening their capacities on several levels. The provision of relevant know-how, the strengthening of capacities, and the generation and sharing of good practices in development work are important activities in order to reduce poverty and inequalities and achieve more inclusive and just societies. By fostering the partner organizations' learning processes and capacities, the KNOW-HOW3000 programme intervention contributes to improved services to marginalized and disadvantaged populations. It supports the implementation of the programme interventions Central America, East Africa, Mozambique and Senegal and their **contributions to SDG 1: end poverty**, and aims at increasing the impact reached by partner's activities towards the promotion of better livelihoods and human rights.

In the sector **Rural Development – Natural Resource Management**, food security, water and sanitation as well as climate change adaptation or mitigation (resilience), contributing to livelihood-oriented poverty reduction are among the key areas of the overall framework programme and partner organizations' work. Community-driven development programmes encourage villages, urban neighbourhoods and other household groups to address basic needs and to develop capacities to sustainably increase rural families' income. In the sector **Humans Rights – Civil Society**, the overall framework programme through involved partner organizations addresses essential needs of its target groups, like defending human rights and striving for a life without violence for disadvantaged groups, reducing inequalities and promoting peaceful and inclusive societies.

- **Consideration of gender, environmental protection, social standards, integration of disadvantaged groups: children/adolescents, persons with disabilities, others…**

The KNOW-HOW3000 programme intervention contributes directly to better integrate **cross-cutting themes** into partner organization's work such as Gender and Environment by providing the space for exchanging experiences in those topics. Furthermore, the present intervention phase targets directly and explicitly a greater **gender equality** when it comes to the access to relevant knowledge, and the recognition of individuals and organizations as knowledge imparters and knowledge mediators. This is done mainly through the promotion of women participation in KNOW-HOW3000 activities and the sensitization on gender issues through KNOW-HOW3000 activities as a cross-cutting issue as well as a focussed topic.

By supporting the implementation of the programme interventions in Central America, East Africa, Mozambique and Senegal, it also supports their **contributions to SDG 5: gender quality** within the sector Human Rights – Civil Society, as well as the achievement of the **specific gender results**

integrated in all programme interventions. The gender analysis to be carried out in the regions and countries will include data relevant for knowledge management and capacity development, and related recommendations will inform the KNOW-HOW3000 programme design during the intervention. Besides women and girls, also other disadvantaged groups are benefitted systematically through the engagement of HORIZONT3000 and its partner organizations in the sector Human Rights – Civil Society, such as children and adolescents, persons with no safe access to land, and in some cases, also persons with disabilities.

Besides being one of the cross-cutting issues, environmental protection is also included in several activities carried out by supported partner organizations in the sector Rural Development – Natural Resource Management. Capacity development in sustainable access to water, wastewater treatment, sustainable energy sources, strengthening the resilience of ecosystems to cope with more or less extensive climate change effects like changes in rain patterns, floods, droughts, etc. are fields of action associated with the area of environmental protection and climate change adaptation or mitigation. Therefore, HORIZONT3000 and its partner organizations are not only contributing to the **SDG 6, SDG 13, SDG 15 and SDG 2,** but also working towards taking into account the water, energy, and food security nexus.

HORIZONT3000 strives to respect existing social standards in the countries of programme interventions. Throughout the strategic analysis (Strategische Prüfung) by ADA, more analysis will be done and more details will be given.

5a. Objectives and expected results

Programme Intervention Objective(s):

Overall objective: Strengthened capacities and improved performance of development organizations

Specific objective: Enhanced learning and sharing processes within and among partner organizations in order to support their work and its impact.

Expected Results:
1. Partner Organisations learn form their own and other organisations´ experiences in relevant fields of their work.
2. Partner organizations induce organizational learning processes and apply new knowledge in their work.
3. Access to capitalized experiences, knowledge and work-relevant information is provided by the Internet Platform and used by its target groups.
4. Gender Mainstreaming is integrated in and promoted via KNOW-HOW3000 activities

Objectives and expected results contribute to the **SDG 17** and the **KDGs**, especially:
- SDG Target 17.9: Support the achievement of the SDGs through the mobilization and exchange of knowledge, expertise and technologies through multi-stakeholder partnerships

- SDG Target 17.16: Enhance the international support for effective and targeted capacity building in developing countries to implement all SDGs
- KDG 3: Strengthening local knowledge ecosystems through collaboration and context-based communication, based on local realities and local knowledge

- KDG 6: Improved knowledge strategies in development organisations with a recognition of the organization's role in knowledge systems and strengthening local knowledge
- KDG 7: Capture, preservation and democratisation of knowledge and equal opportunities to easily access and use knowledge.
- Result 4 additionally contributes to **SDG 5:** Achieve gender equality and empower all women and girls.

Furthermore, the KNOW-HOW3000 programme intervention supports the achievements of results and objectives of the other programme interventions within this framework programme. It therefore

constitutes **Result 4 in the Programme Intervention Central America and East Africa** and **Result 6 in the Programme Intervention Senegal** (see respective documents of this framework programme).

5b. Activities according to results

Result 1: Partner Organisations learn form their own and other organisations´ experiences in relevant fields of their work.

In the previous project phase 2016-2018 a major effort was put on the promotion of learning networks linking people and organizations working in similar fields and facing similar challenges. This was done mainly via the elaboration and testing of Communities of Practice (CoPs) and the promotion of sharing events and learning visits on specific topics. These instruments are going to be continued and especially CoPs further strengthened and extended to other regions.

Experience capitalization processes have proven to be of high benefit for the partner organizations, as they make lessons learned from successes and failures explicit and usable for future practices, as well as shareable with stakeholders and other organizations who work in similar fields. Thus, systematization of experiences and other methods will be promoted further in most partner countries.

Activities to support Results 1 are therefore: Communities of Practice, Sharing Events, Learning Visits, Systematizations, KNOWLYMPICS and other methods for experience capitalization.

- A.1.1. Experience capitalization via Systematization, KNOWLYMPICS and other methods: Capitalizing experiences means to collectively reconstruct and document what has happened, reflect on it and draw lessons learnt. The method "Systematization of experiences" is one participatory method that HORIZONT3000 promotes within its KNOW-HOW3000 experience capitalization process. Other methods include questionnaires gathered via KNOWLYMPICS (a Knowledge Sharing Game giving partner organizations the possibility to win prizes for sharing their experiences), Most Significant Change Stories, After Action Reviews and others.

- A.1.2. Communities of Practice: Communities of Practice (CoP) are groups of people who share a passion for something that they do, and interact regularly to learn how to do it better. CoPs enable stronger networks, structured exchange, and learning processes among organizations operating in similar working fields.

- A.1.3. Sharing Events: KNOW-HOW3000 sharing events are local or regional face-to-face-events in which participants present and discuss their undertakings, activities and experiences within a previously set topic or area of work in order to learn and improve their practice.

- A.1.4. Learning Visits: With exchange visits or learning visits, one (or more) HORIZONT3000 partner organisation visits another organisation and their projects to learn from their practice and methods applied.

Result 2: Partner organizations induce organizational learning processes and apply new knowledge in their work.

Another main area of action is the development of capacities regarding crucial managerial capacities on organizational and project levels. In this regard, more strategic approaches will be applied by identifying main capacity needs and by focusing on continuous learning processes in order to deepen outcomes at partner organizations.

In order to foster the application and backflow of new learnings to the organizations, persons reached through implemented activities are going to be encouraged to actively reflect about the use and applicability of their learnings for their specific work. This can be done via action plans and other methods. Follow-up support is crucial to be successful in this field and Technical Advisors for Knowledge Management bring in an important contribution to these processes.

Activities to support Result 2 are therefore: Specific Trainings, Consultancies, Borrow-a-TA missions, Follow-up support, Action Plans and other methods to support the application of learnings:

- A.2.1. Specific Trainings: Specific trainings are trainings either organized by HORIZONT3000 for a group of partner organizations or by partner organisation themselves targeting its staff on a very specific topic complementing the partner organisations' work and methods, strengthening their structures and procedures, and enabling common learning.

- A.2.2. Consultancies: In contrast to specific trainings, consultancies, as understood in this intervention, enable more continuous Capacity Development measures facilitated by an expert for one or a group of partner organization(s) and can involve coaching and mentoring activities, face-to-face and distance/remote consulting services.

- A.2.3. Borrow-a-TA: HORIZONT3000 and Member Organisations' partners sometimes have needs for a short-term consultancy in a field of expertise, but the assignment of a full-time Technical Advisor would not be necessary. The concept of Borrow-a-TA aims to use competencies of TAs efficiently and offers access to know-how and competencies for more partners.

- A.2.4. Action Plans and other methods: Action Plans for Learning, Follow-up Surveys and other methods can be very useful to motivate partners to multiply newly gained knowledge within their organization, to test new learnings in their work, and to deepen organizational learning processes initiated through implementing or participating in capacity development and knowledge management activities.

- A.2.5. Follow-up Support: The quality implementation of knowledge management activities as well as the support of partners to use learnings further in their organizations and beyond individual learning activities requires time, expertise and resources at both the partner organization and HORIZONT3000. In order to move towards a continuous and personal support, rich in methodological expertise, synergies with the TA Programme are used and TAs for knowledge management and exchange are assigned in some regions/countries.

Result 3: Access to capitalized experiences, knowledge and work-relevant information is provided by the Internet Platform and used by its target groups.

On the KNOW-HOW3000 Internet platform knowledge products of partner organisations (good practices and learning from failure experiences) are shared with the general public. Registered Users have access to various collections of documents covering central working areas of HORIZONT3000 and its partners, which are offered by different persons working within the HORIZONT3000 knowledge network. Registered users can also look for experts in certain technical fields (e.g. when planning a Borrow-a-TA mission) and participate in discussion forums with colleagues within Communities of Practice.

Moreover, the platform acts as a communication and information point for Technical Advisors before and during their assignment. A special area for TAs is integrated, where they find all the information and documents they need for preparing for and working in the field. These contents are provided by the Department of Technical Assistance in Vienna as well as by the Programme Officers and the Heads of the Country and Regional Offices. The TA-Area will further be promoted and, if necessary also developed further to upcoming needs. One new feature is the possibility for TAs to up- and download relevant documents produced during TA assignments.

The TA area is also linked to the ToolBox for Organisational Development, (OD) which is a collection of tools, documents and templates for various topics concerning organisational development. The objective of the Toolbox is to make relevant material for OD available to TAs and project partners in order to facilitate and improve directly or indirectly their operation and processes.

Activities to support Result 3 will keep the Internet Platform running, up-to-date, attractive and relevant for its target groups:

- A 3.1 Technical development and maintenance: eliminating errors or software conflicts of installed plug-ins; planning and implementation of small extensions or changes of the platform for a better

usability/ user experience; regularly collecting feedback from user groups; cooperation with the external programmers and translating the users' needs towards the programmers

- A 3.2 Content Management: Site Management, Document Management and management of other contents (Info-Slider, Videos, Descriptions, Newsletters, etc.), User Management, Forum Management, visualizations and graphical designs, preparation and creation of user manuals and guidelines, Monitoring of data streams, site-Access, user traffic, downloads of files, etc.

- A 3.3 Server Management and System Administration: budgeting, billing, accounting, and communication with server host, updating and server management together with external service provider

- A 3.4 Communication and promotion: of the Internet Platform and its support for the Knowledge Management Programme in general, and specifically the benefits in using its functions, via e.g. creating and sending out Newsletters; introducing new Users personally and remotely (via telephone, skype, etc.) on how the platform works; special trainings for power user in the country offices, etc.

- A. 3.5. Power User: Identification of users in the regional/country office and/or TA communities who have a high IT-affinity and interest to work with the platform; training and support of power users so they can promote the contents of the platform, help other users with navigation and functions and support TAs to upload relevant material produced during their assignments

- A 3.6 Management of the Toolbox OD: coordination and communication with ToolBox Masters, promotion of the toolbox among TAs, file and user management

- A 3.7 Management of the TA area and eCampus: coordination with the department of Technical Assistance in providing relevant information and functions for TAs and creating interactive e-learning videos for TAs before and during they attend the preparation course for their assignment; videos and other material are available for all employees of HORIZONT3000

- A.3.8. Intranet for HORIZONT3000: Assessment of the potential to combine the KNOW-HOW3000 platform – or one or several functions of it - with an intranet-portal for the employees of HORIZONT30000 yet to be developed in the future. This could involve a database on partner organizations, IT supported reporting systems and stakeholder relationship management, and/ or the linkage of data of several web-solutions and databases, HORIZONT3000 operates with.

Result 4: Gender Mainstreaming is integrated in and promoted via KNOW-HOW3000 activities

- A.4.1. Gender Analysis: Integration of assessments concerning knowledge management, capacity development and gender mainstreaming on organizational level in the gender analysis, which are carried out in Senegal, Central America, East Africa and Mozambique.

- A.4.2. Gender-sensitive Capacity Development: In all activities to be carried out under Result 1 and Result 2, women are specifically encouraged to participate and Regional and Country Offices are requested to treat gender as a cross-cutting issue and focus topic in local KNOW-HOW3000 activities.

Below see activities to be carried out and focus topics to be addressed per programme country/region. All country/regional offices are setting **strategic thematic focusses** for the capacity development and knowledge management activities in order to make learning processes more efficient.

East Africa:

- Experience Capitalization: HORIZONT3000 has built local capacities in East Africa to facilitate experience capitalization processes via the systematization method. Facilitators were trained at selected partner organizations and have accompanied systematization processes. The method has been found valuable by partner organizations in terms of generating knowledge and learning

from experiences, and will therefore continue to be promoted in the present programme phase. It will be assessed if new facilitators should be trained and how to retain and engage already trained facilitators, as some of them have left the HORIZONT3000 partner community and/or have not actively engaged with the method for a certain period of time.

- Community of Practice: At the moment one active Community of Practice (CoP) exists in East Africa which is related to the Enabling Rural Innovations project and composed by its partners. The CoP method is envisioned to be introduced under KNOW-HOW3000 in the field of ecological rehabilitation, involving partners who have been supported by HORIZONT3000 in the past and, to some extent, continue to be supported by its Member Organizations. These partners (mainly hospitals) experience various challenges in the maintenance of already established ecological infrastructures and could benefit from continuous experience exchange and networking in this field. A first step will be to discuss the concept of CoP with them and assess if it meets their needs.

- Specific Trainings and Sharing Events: Specific Trainings, which almost always also include sharing and exchange sessions between its participants, will focus on two prioritized areas in the present programme phase: Organizational Development and Monitoring & Evaluation. The following topics will be treated specifically: Project Cycle Management, Monitoring & Evaluation, Financial Management, Leadership & Governance, Resource Mobilisation, Strategic Planning, Report Writing & Documentation and Risk Management. Some of those topics will involve re-fresher sessions in order to deepen the outcomes regarding crucial topics. In addition, training and sharing components are organized in the Annual General Meeting (AGM) of HORIZONT3000 Technical Advisors (TAs). Topics for these capacity development and/or learning and sharing initiatives among TAs are proposed by HORIZONT3000 or TAs themselves.

- In Ethiopia, specific trainings and sharing events will focus on the topics: resource mobilization, handling of donor relations and public relations; how to manage effectively relations with the government; how to achieve organizational sustainability financially and in leadership; and/or how to deal with Climate Change. These areas were defined as relevant by partners in an exchange meeting in the last intervention phase. Additionally, a learning visit will be organized based on upcoming needs.

- Learning Visits, Consultancies and Borrow-a-TA: These activities are going to be used to complement the trainings and to support learning processes in mentioned fields. The aim is to react flexibly to the needs of partner organizations and to support those who need it most in their work at a certain time.

- Follow-up support and methods: The present intervention phase will focus on enhancing the impact and sustainability of implemented capacity development measures by engaging participants more actively to share new knowledge and skills in their organizations, to implement new methods and learnings after trainings and to support the institutionalisation of learnings and knowledge in the policies and processes of their organizations. A TA in the field knowledge management as well as action plans for the implementation of learnings will support this effort.

- Internet Platform: The platform supports all the above activities in East Africa by presenting capitalized experiences and systematization reports, supporting exchange and communication within communities of practice, enabling the sharing of documentations of events and trainings, providing templates and methods for the organization and follow-up of KNOW-HOW3000 activities and offering TAs and other persons in the region relevant material for their work.

Central America

- Experience Capitalization: In Central America, the systematization method is a well-established method and applied by HORIZONT3000 as an alternative to external evaluations. Within the KNOW-HOW3000 programme intervention, partner organizations are provided the possibility to carry out systematization processes steered by the organization itself and without the facilitation of an external expert. In the present intervention phase, 3 systematizations are going to be carried out, 1 per country, 1 per year, 1 per focus topic: rural families, women and youth.

- Communities of Practice and Sharing Events: The Communities of Practice (CoP) on the topics "rural families", "women" and "youth", which were established in the previous programme phase, are going to be continued and strengthened. Each CoP will meet once per year. The topics for each meeting were discussed with and commonly agreed by its members in a consultation meeting in 2018. Additionally 3 regional sharing events will take place, 1 on gender mainstreaming on organizational level, 1 on agroecology and human rights as cross-cutting topics, and 1 in order to close the intervention phase and exchange learnings made in course of the same.

- Specific Trainings and Learning Visits: During the first 3 programme years, specific trainings will take place once per year on regional level and 3 per year on country levels (9 in total). Needs and priorities for the trainings were discussed with the partners in a consultation meeting in 2018 and include the following: climate change, solidarity-based economy, prevention of violence against women and youth, food security and sovereignty, systematizations, baseline, gender and masculinities, among others.

- Consultancies and Borrow-a-TA: These services are being offered to partners as additional service and according to upcoming needs.

- Follow-up support and methods: The focus of this intervention phase is to promote the quality and the connectivity of activities. This requires additional methodological support through a TA in the field Knowledge Management and a close coordination within the local HORIZONT3000 team, who will meet twice a year. In order to better follow-up on the above described activities, innovative methods shall be applied to promote learning and multiplication processes and better coordinate activities of partner organizations.

- Internet Platform: The platform supports all the above activities in Central America by presenting capitalized experiences and systematization reports, supporting exchange and communication within communities of practice, enabling the sharing of documentations of events and trainings, providing templates and methods for the organization and follow-up of KNOW-HOW3000 activities and offering TAs and other persons in the region relevant material for their work.

Senegal

- Experience Capitalization: In Senegal systematizations as well as other methods for experience capitalization were strategically promoted in the previous intervention phase. Most partner organizations built the capacities to carry out systematization and other experience capitalization processes within the organizations. In order to strengthen and consolidate the built capacities and to disseminate outcomes of these processes, re-fresher workshops will be organized, good practices shared within the partner community and other tools such as films and newsletters applied.

- Community of Practice, Sharing Events and Specific Trainings: In the previous intervention phase, a Community of Practice on Climate Change was successfully established by Partner Organisations, strengthened and consolidated as an association. This platform consists of representatives from all 8 partner organizations in Senegal as well as other stakeholders. It has a clear structure and a steering committee responsible for the planning and implementation of activities. In the present intervention phase, exchange meetings will continue to be carried out, as well as workshops and trainings on Climate Change adaption and resilience for its member organizations. The platform members also plan to carry out advocacy events on the right to water and the access to seeds and land, as well as to promote new technologies of renewable energy.

- Learning Visits: In order to promote learning from each other, partner organization will conduct mutual learning visits and visits to other organizations beyond the partner community on specific topics of high interest for the programme intervention Senegal.

- Internet Platform: The platform supports all the above activities in Central America by presenting capitalized experiences and systematization reports, supporting exchange and communication within communities of practice, enabling the sharing of documentations of events and trainings,

and providing templates and methods for the organization and follow-up of KNOW-HOW3000 activities.

Papua New Guinea

- Community of Practice and Sharing Events: In PNG KNOW-HOW3000 activities will continue to focus on improving the financial school management with the intention of institutionalizing learnings from the HORIZONT3000 School Management Programme at partner organizations, the public sector and tertiary institutions, so that they are applied even after the end of corresponding TA assignments. The main instrument to reach this aim will be sharing events (1 per year) and supporting the cooperation within the Community of Practice on School Management, which was established in the year 2017. This topic, along with other topics drawn from thematic shifts of the TA Programme in PNG (especially towards the "green sector"), will also influence the learning and sharing components at the Annual General Meeting (AGM) of HORIZONT3000 Technical Advisors.

- Experience Capitalization: Within the Technical Assistance Programme it is planned to capitalize the experience of the HORIZONT3000 School Management activities in various provinces via the systematization method.

- Borrow-a-TA: This service is being offered to partners as additional service and according to upcoming needs.

- Internet Platform: In PNG, internet access is a challenge due to high costs and connectivity. Nevertheless, TAs will be encouraged to promote the use of the platform, especially in sharing relevant documents and media produced during their assignments, and making them permanently accessible to other TAs and their local partners and counterparts.

Mozambique

- Experience Capitalization: A pool, administered via a call for proposal mechanism will allow partner organisations and/ or their TAs to pro-actively hand in proposals for the capitalization of organisation's experiences via various methods.

- Community of Practice: The CoP method is envisioned to be introduced among TAs and partner organization in the human rights sector with thematic focus on psychosocial support, gender and inclusion. Working groups will be formed, steering measures established and 2-3 workshops across provinces with national partners organized.

  Sharing Events and Learning Visits: Sharing Events are planned annually and linked to the Annual General Meeting (AGM) of HORIZONT3000 Technical Advisors. Focus topics will be aspects within the water-food-energy NEXUS and climate change. Participants will be TAs, representatives of partner organisations as well as other relevant governmental and non-governmental stakeholders. Additionally, one to two national and/or international learning visits per year will be organized, also addressing the areas of rural development, food security, water management and alternative energy.

- Specific trainings: Trainings will be organized on fundraising, continuing a training cycle that started in the previous intervention phase. Other topics for trainings will address M&E including baseline studies, as well as knowledge management methods. Trainings mainly target partner organizations, with TAs and other stakeholders being invited for specific topics.

- Follow-up support and methods: The assignment of a TA in the field knowledge management is envisioned in order to promote learning and sharing processes of high quality, the promotion of knowledge management methods within the TA and partner community, and the follow-up on learning processes.

- Internet Platform: TAs will be encouraged to promote the use of the platform, especially in sharing relevant documents and media produced during their assignments and through experience

capitalization activities, and making them permanently accessible to other TAs and their local partners and counterparts. These will include especially documents on Human rights, food security, resource conservation, education and cross-cutting issues.

Austria

- Sharing Event and Community of Practice Knowledge Management: The KM4Dev Community, founded by HORIZONT3000 and other Austrian Organizations will continue to meet and exchange experiences on Knowledge Management within the Development and Humanitarian field in Austria. A steering group of 2 persons is appointed annually in order to coordinate and host meetings and keep the community alive. Additionally, HORIZONT3000 will organize an event on the KNOW-HOW3000 programme in Vienna, with the participation and contribution of partner organizations. The event has the objective to boost the discussions on knowledge management in development cooperation, to present the learnings HORIZONT3000 gathered in 10 years of experience in the field and to achieve a greater visibility of the programme within in the Austrian expert audience.

- Other Communities of Practice: Besides the KM4Dev CoP, also the previously established international CoP on Climate Change will continue and intensify its cooperation in the course of this intervention phase. The CoP on Gender was integrated in the gender group existent in one Member Organization of HORIZONT3000 (DKA), which was opened to other member Organizations.

- Relevant working groups and other events: Exchange and networking with experts in the field of Knowledge Management and technical solutions for Knowledge Management in other NGOs, companies and institutions (MOs, consultancies, training institutes, private and public sector) is important in order to represent HORIZONT3000 within the broader Knowledge Management Community and to be up to date with developments in the field.

- Internet Platform: the platform provides space for exchange for Communities of Practice (e.g. the KMK4Dev CoP) and also connects all the relevant stakeholders working in the field of knowledge management. Besides, other users from cooperation partners like universities also are provided with user accounts to include them into the knowledge network of HORIZONT3000. In addition, all the users can access the knowledge base of all the documents that are provided by the platform for free and use them for their own work.

6. Target groups, direct and indirect beneficiaries

Direct Beneficiaries

Result 1, Result 2 and Result 4: The main target group of these results are **partner organizations of HORIZONT3000** within the ADA framework programme and the ADA Technical Assistance Programme. Additionally, partner organizations of other funding lines of HORIZONT3000, **partner organizations of the Member organizations of HORIZONT3000**, HORIZONT3000 Technical Advisors, local HORIZONT3000 staff and HORIZONT3000 cooperation partners are included as target groups in certain activities in order to broaden the reach and impact of the intervention, and/or to increase its quality and benefit for targeted organizations.

Result 3: The main target group of the internet platform are **HORIZONT3000 Technical Advisors, programme coordinators in Vienna, programme officers in the Regional and Country Offices and project officers of the Member Organizations of HORIZONT3000**. All of these act as contributors as well as multipliers of the contents of the platform. They are encouraged to share the material, documents, handbooks and templates for organizational development and sector-specific topics, available on the platform, with the various partner organisations. This approach is based on the experiences and lessons learned in the previous intervention phases. Nevertheless, also partner organizations are targeted directly to a certain extent, as access to the restricted area at the platform is provided to all partners upon request via individual User Accounts per person.

Direct Beneficiaries (projected to 4 years)	Org.	Total	Women	Men
Partner Organizations				
Central America Partner Organizations	14	87	51	36
East Africa (incl. Ethiopia) Partner Organizations	28	172	71	101
Senegal Partner Organizations	8	73	15	58
Mozambique Partner Organizations	9	75	37	38
PNG partner organizations	8	78	27	51
Partner organizations of Member Organizations (and other affiliated partners to HORIZONT3000)	50	75	30	45
Subtotal	117	560	231	319
Programme staff and Technical Advisors				
Central America TAs	-	16	12	4
East Africa TAs	-	48	32	16
Mozambique TAs	-	22	12	10
PNG TAs	-	18	10	8
Programme staff Regional/Country Offices	-	22	14	8
Programme staff (incl. TAP) Vienna	-	19	12	7
Project desk officers Member Organizations	9	50	30	20
Subtotal	9	195	122	73
TOTAL	126	755	353	402

Numbers of beneficiaries within partner organizations are based on the members of project teams related to the present ADA framework and/or TA programme and projected to 4 years, while multiplication of knowledge and impact of change processes is expected to occur also beyond these teams, benefitting the organization as a whole. Numbers of TAs are based on the quantity and gender ratio of current assignments and projected to 4 years. Number of project desk officers and partner organizations from Member Organizations are estimated and based on experiences made in the previous programme phase.

Estimated Indirect beneficiaries

The indirect beneficiaries of this programme intervention are the **target groups of reached partner organizations within this framework programme and, in some regions, the Technical Assistance Programme**. Through enhanced performance and service delivery, the organization's projects improve and their impacts on direct and indirect target groups increase. Therefore, **more than 3 Million persons** benefit indirectly of the KNOW-HOW3000 programme intervention.

Concerning the **internet platform**, all stakeholders, who have access to relevant material beyond the HORIZONT3000 knowledge network described above, are considered indirect target groups. This involves personnel at partner organizations, public and private donors, different kinds of cooperation partners (Universities, other NGOs, etc.), and other interested persons. During the last years, more than 1.000 persons accessed the platform annually; access rates can hardly be predicted for the future.

7. Methodology regarding the priorities according to the Funding Guidelines

c) Capacity Development

The main goal 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 networking abilities of partner organizations in order to support and improve their work with target groups in their fields of actions. A special emphasize is put on further improving partner organisations' capacities to learn as organizations and teams, to capitalize experiences, and to exchange knowledge in an effective way.

For specific activities and applied methods, see chapter 5b.

d) Exchange of experience and transfer of knowledge

Exchange of experience and the transfer of knowledge are at the heart of this programme intervention. Specific methods are applied in order to foster the sharing of knowledge and exchange of experiences between partner organizations, such as Communities of Practice, Sharing Events and Learning Visits. The created spaces of exchange are not limited to the HORIZONT3000 partner community, but in many cases extended to partner organizations of HORIZONT3000 Member Organizations and closely affiliated institutions of HORIZONT3000 partner organizations. A special focus will be laid on the use and impact of capitalized experiences and good practices.

For specific activities and applied methods, see chapter 5b.

e) Advocacy and policy dialogue on local, regional and national level

HORIZONT3000 and its partner organizations have been working with elements of a policy dialogue for a long time and many partner organizations implement advocacy activities to reach their objective of structural changes in society, for the benefit of disadvantaged groups. Depending on the intended objective, the policy dialogue and advocacy work can be on local, regional and/or national level.

In this context it can be stressed, that Sharing Events 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.

Also other capacities and skill relevant for advocacy and policy dialogue work can be strengthened through knowledge management and capacity development measures implemented in this programme intervention, such as participatory methods for community engagement, self-positioning and communication for setting policy agendas, as well as increased understandings in crucial advocacy fields like climate change, agroecology, women rights and human rights.

f) Support of the development policy dialogue and the political discourse

HORIZONT3000 supports a policy dialogue on development cooperation mainly in Austria and Europe, especially via its networks, like the international and national networks of catholic organisations CIDSE and KOO and the Austrian Network Global Responsibility and WIDE. Through these networks its members jointly engage Austrian policy making on development cooperation.

Further, HORIZONT3000 fosters the recognition of Knowledge Management within Development Cooperation through its engagement in the KM4Dev Austria group, its networking with experts in the field and the organization of a visibility event on Knowledge Management in Austria.

g) Innovative approaches and methods

In previous phases of the KNOW-HOW3000 programme intervention, various methods for experience capitalization, learning and sharing were tested. Among the methods, which have proven to be the powerful, according to the review and demands by partner organisations, are the following:

- Systematization of Experiences
- Most Significant Change Stories
- Learning Visits between Partner Organizations
- Borrow-a-Technical Advisor

Further approaches **and methods to increase innovation** include:

- KNOWLYMPICS – Olympic Games for experience capitalization was first tested in 2015 and is a creative approach for experience capitalization, which has been realized again in 2017 and 2018 and will be repeated in this intervention phase. Organisations are especially

encouraged to submit negative experiences, since the sharing of negative experiences, according to Knowledge Management principles, is an important aspect of learning.

- Communities of Practice – CoPs were introduced to partner organizations in the year 2016 and are further promoted within the regions and countries and in Austria. CoPs are a proven method within Knowledge Management to foster structured learning & sharing amongst organisations/ persons with similar thematic background. It further promotes accountability of Sharing & Learning amongst partner organisations as they can decide on and organize more autonomously sharing and learning activities.

Intellectual Capital Report: In 2017/2018, HORIZONT3000 elaborated, for the first time, a review of the institutions intellectual capital and its use in organisational processes and services. The report clarifies the relationships between different types of human, relational and structural capital and describes various determinants that influence the intellectual capital. The exercise provided learnings on necessary investments in institutional capacity-building and has the potential to become the key quality management tool for HORIZONT3000 in the future.

Additionally the **KNOW-HOW3000Internet Platform** is comprised of specifically designed and custom-made functions, adapted to the needs of the several KNOW-HOW3000 instruments. These functions will be consolidated and further refined to meet newly occurring needs and challenges:

- Knowledge Products: the specific Design of the one-pagers ("Experience At-a-glance") and the more detailed documents ("Experience In Detail") aim at capturing the contents of individual experiences. Their design helps the readers to catch the information they need.
- Communities of Practice: spaces specifically designed to support CoPs comprise an interface for the exchange of files and a discussion board for each CoP.
- Expert Search: Advanced and extensive User Profiles of Technical Advisors showing the location of their assignment and their technical skills help to find the right persons for a "Borrow-a-TA"-assignment.
- TA-Area: This space provides work-relevant information, guidelines, handbooks, FAQs, etc. for all Technical Advisors needed during his/her assignment. It is designed as a "one-stop-shop" for all administrative and organisational questions the TAs might have while they are working in the field.
- eCampus: The HORIZONT3000 eCampus is a space at the KNOW-HOW3000 platform for digital learning contents for the preparation of TAs. Learning Contents are presented via interactive videos, including small quizzes, links to several areas at the platform and other features.
- Intranet: This space on the platform substitutes an actual Intranet as long as of HORIZONT3000 has not implemented one. It comprises a user-friendly interface allowing quick and easy up- and downloading of files. Other file-sharing tools like Dropbox or Google Drive are not needed any more.
- H3-friends: This area supports the Returnee-Strategy of HORIZONT3000 and is designed for all Returnees (former TAs), who would like to stay connected to HORIZONT3000 and to other former TAs. It was set-up in the first half of 2018 and still needs further development.

Additionally, HORIZINT3000 started discussions on setting up an **Intranet-Portal for the internal Knowledge Management** of HORIZONT3000. Transferring or combining some of the already existing functions of the KNOW-HOW3000 Platform with a future Intranet-Portal could be an enhancement for the effectivity of HORIZONT3000, allowing the organisation to elaborate more on IT-supported processes in its everyday work. Related possibilities and priorities are going to be assessed in the course of this intervention phase.

h) Added value of the Framework Programme / programme approach

In general, the **programme approach** is considered to be more effective than investing resources through a series of stand-alone interventions in one or more countries or regions. Because of synergies and other mutually complementing effects of a programme, the overall impact to be reached with a programme is supposed to be far higher than with a mere sum of single interventions.

KNOW-HOW30000 is implemented in all partner countries of the framework programme and supports all other programme interventions by improving the performance of the HORIZONT3000 partner organizations and their services and interventions in the target communities and societies. This is why KNOW-HOW3000 elements are integrated as a **crosscutting area** in the programme interventions Central America, East Africa and Senegal. This approach not only links them to the KNOW-HOW3000 programme intervention, but also to each other**.**

As a result, the KNOW-HOW3000 programme intervention constitutes a crucial area of intervention of this Framework Programme. Each local partner organisation benefits not only from the direct support received within a specific regional or country programme intervention, but can also benefit from learning visits, specific trainings and has access to a multitude of relevant methods and instruments experienced by other partner organisations within the same region or sector and analysed, documented and shared through the earlier described knowledge management activities.

Other elements that add synergies and complementarities to this programme are:
- The fact that HORIZONT3000 works through country- and regional offices in the partner countries which build additional links of information exchange and support between partner organisations;
- The fact that HORIZONT3000 itself is a network of Austrian development NGOs, each of which maintains cooperations with a great number of partner organisations beyond this framework programme, meaning that there is a high potential for leverage of knowledge management effects beyond the number of partner organisations that benefit directly from the programme.
- The fact that HORIZONT3000, in most of its partner countries, has synergies with other Austrian NGOs, thus enhancing the effects of the Austrian support beyond the group of partners that benefit directly from this programme.
- The fact that HORIZONT3000 can feed in many experiences and lessons learned from this programme into the development cooperation discourse in Austria and Europe.

i) Synergies with other programmes co-funded by ADA

In the previous programme phase, the recommendation to **further integrate the TA-Programme** in KNOW-HOW3000 has been taken up by HORIZONT3000, with partner organisations of the TA-Programme directly benefitting from KNOW-HOW3000 activities, and TAs both contributing to KNOWHOW3000 activities and benefitting from them. This approach will further be continued and intensified. Furthermore, in Mozambique, PNG as well as East Africa, the KNOW-HOW3000 programme specifically supports the implementation and results of the Technical Assistance Programme co-funded by ADA.

In addition, **TAs in the area of knowledge management** are supporting the quality implementation of knowledge sharing and learning processes, and foster internal knowledge management at individual partner organizations, if the need for this kind of support is assessed by partners and the respective regional or country offices.

TAs also play a crucial role as target group and contributors to the **internet platform**. They are encouraged to provide relevant information to other TAs via the platform and to share relevant contents with their partner organizations. Also the Toolbox for Organisational Development is spearheaded by TAs, with "toolbox masters" managing specific thematic areas for the benefit of others.

Finally the **Borrow-a-Technical Advisor** instrument was successfully consolidated as a knowledge management instrument in all focus regions of the TA-Programme. It is directly linked to the TA-Programme, both regarding its organization and budgeting for it.

8. Networking and coordination with relevant actors

HOROZONT3000 cooperates and invites different stakeholders to KNOW-HOW3000 activities like communities of practice and sharing events. This is decided from case to case by the country or regional offices and depends on the objective and topic of the activity. Inviting universities, other NGOs and local authorities can strengthen knowledge networks and improve the quality and diversity

of contributions in exchange sessions. It also broadens the reach and increases the impact of the activity, and, if state actors are involved, can be used as platform for advocacy and policy dialogue.

In **Senegal**, close networking relationships are sought with the Ministry of Environment, Ministry of Agriculture, the national platform on Climate Change CCASA as well as other NGOs working in the area of climate change, such as RIKOLTO.

In **East Africa**, synergies and potentials for cooperation with the Knowledge Cities and K4D partnership, strengthened under the Business partnership funded by ADA, will be explored.[4] The HORIZONT3000 regional staff involved in implementing the KNOW-HOW3000 project will use these platforms to strengthen the local capacities of HORIZONT3000 in knowledge management, as well as to cooperate in raising awareness on Knowledge Management and Development in East Africa and refer certain partner organizations to services offered by the Knowledge Cities.

In **PNG**, relevant stakeholders are generally involved in capacity development and knowledge sharing activities. In the area of education particularly representatives of government (national, provincial level and below), universities and other NGOs are invited in the quality of resource persons, as partners in a dialogue or as recipient/trainee.

In **Mozambique**, non-governmental actors, government agencies, international and national donor organizations are regularly invited to KNOW-HOW3000 workshops and meetings, if topics within their programme portfolios are treated. In the past this networking approach has resulted in new cooperation and proved to increase the exchange between like-minded organisations/ institutions.

In general, HORIZONT3000 cooperates closely with its **Member Organizations** in order to include their partner organizations in KNOW-HOW3000 activities in all programme regions, as well as 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. If Member Organisations do not have budgets/ projects for funding the participation of their partners in KNOW-HOW3000 activities, financing within this programme intervention is possible and is decided upon from case to case in consultation between the Member Organisation's project officers and HORIZONT3000.

In **Austria** HORIZONT3000 is one of the core members of the KM4Dev Community, that was founded in 2015 by HORIZONT3000, KM-A, Light for the World and the Austrian Red Cross. It 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. Further, the HORIZONT3000 Knowledge Management coordinator is linked to various Knowledge Management think tables and sharing communities in order to learn from others' experiences in the field.

9. Risk analysis and measures for reduction

Description of the risk	Probability	Measures for mitigation / reduction	Measures in case of occurrence
General			
Sharing events/ trainings/ exchange visits are poorly prepared, facilitated or followed-up	Medium	Guidelines for sharing events/ trainings, and templates for learning action plans available to guarantee good methodological preparation and follow-up	methodological and expert support by TAs for knowledge management
Organisational culture or resources don't allow for changes in partner organisations.	Medium	Assess if additional support on learning topics is needed in order to apply contents within an organizations, meet the identified need in time	Strengthen follow-up through personal contact

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[4] Title of the Business partnership project: Knowledge for Development – Establishment of two Competence Centres for Knowledge Management Services in Kampala, Uganda, and Nairobi, Kenya

Political instability, and security issues in some regions	High	Flexible planning of activities	Re-scheduling of activities
East Africa			
Challenging time resources at ROEA to implement high quality activities and follow up on them	Medium	Reassess responsibilities for the programme intervention within the ROEA and elaborate a good sharing of tasks. Move overall coordination of KNOW-HOW3000 in East Africa to the TAP programme officer	Seek support by the TA for Knowledge Management to fill gaps and improve quality of activities and related contents for the platform
Partner organizations cannot digest and implement new knowledge/ methods	Medium	Plan sessions on how to address this in each training and motivate participants to multiply and apply new learnings; involve two persons per organization in a training to enable the exchange on learnings within each organization	Provide hands on support as part of monitoring visits and / or, if needed, in additional visits
Partner Organizations don't send the right persons to trainings or other activities	Medium	Brief Partner Organizations in advance on the objective and target group of each training as clearly as possible; continue to critically review applicants to trainings and reject some if found to attend many trainings and/or not relevant to the contents.	Provide excellent documentation material which is meaningful also to persons who did not participate
Facilitators for systematization or other methods not available	Medium	Map available facilitators and assess need to train new ones, use TAs with competences in certain methods for other methods	Rely on the facilitators who are still interested in supporting systematizations; seek support by the TA for Knowledge Management
Central America			
Lack in time/ resources and different priorities at partner organizations	Medium	Timely and appropriate planning of activities, considering the available resources at partners	Communicate and demonstrate the benefit of knowledge management
Knowledge Loss due to staff fluctuation	High	Implement systems to feed individual knowledge into organizational knowledge; and strategies for effective change management	Assure good reports on project and KNOW-HOW3000 activities
Not enough focus put on following up on activities and their impact	Medium	Establishment of a KNOW-HOW3000 Committee in the Regional Office, who assesses the impact, effectivity and quality of activities	Adapt the monitoring system
Learnings don't go beyond individual levels	Medium	Implement methods to follow-up on, support in, and incentivize organizational learning processes	Adapt indicators and methodologies of activities
Senegal			
Lack of women involved in KNOW-HOW3000 activities	High	Advocacy for gender and women participation with partner organizations and beneficiaries	Awareness raising / sensitization prior to activities
Weak utilization of new learnings and	Medium	Regular monitoring of the outcomes of trainings and	Follow-up and support of partner

methods		workshops; assess usage of action plans, surveys, etc.	organizations on tools and methods
Papua New Guinea			
Priorities of partners are not reflected in planned activities and/or partners cannot make full use of a sharing activity due to missing information	Medium	Request priority topics at least 4 weeks prior to a sharing event (include examples to enable choices/prioritization) and provide an agenda at least 2 weeks prior to the event (include items the partner may contribute to during the event)	Reserve enough space for unexpected topics, provide a good post-event communication, and documentation reflecting the questions that may have arisen
Important partner representatives do not attend a sharing event due to other commitments	High	Timely planning, considering foreseeable important commitments, Inform the superior (e.g. bishop) on the event and get his support	Arrange the participation of a substitute, guarantee information flow and communication of outcomes to initially invited person
Learnings or planned actions are not being implemented	Medium	Guarantee the transfer and sharing of relevant and applicable knowledge and motivate partners	Send a reminder/follow up at an appropriate time after the event.
Mozambique			
Weak capacities and lack in adequate equipment at partners for some instruments	Medium	Timing, format and instruments adapted to local conditions,; assess possibilities to budget for adequate equipment	Additional support of partners through TAs
Little methodological knowledge on knowledge management at partners and TAs	Medium	Trainings and sharing of information on Knowledge management methods and their benefits; support by a TA assignment on knowledge management.	Establishment of a working group on knowledge management to support and spread related activities
Internet Platform			
Access rates to the platform drop	Low	Send out regular newsletters and provide new material relevant for users, ensure continuous support users and get gather regular feedback, on the platform. Ensure high quality of user experience.	Advertise often the benefits of the platform as a valuable instrument for Knowledge Management
Loading speed of platform is too low for the internet connection in some regions/countries	High	Improve infrastructure for good internet connection of regional and country offices, try to raise awareness at partner organisations of importance of a good internet connection;	Get regular feedback from users on website speed
Communities of Practice do not use respective spaces on the platform	Medium	Ensure high levels of interactivity of users for the respective spaces of the communities of Practice (Upload, Download, Communication)	Advertise more often benefits of the platform and CoP spaces
Partner Organization do not provide new experiences, lack of resources for the elaboration of knowledge products	Low	Plan KNOWLYMPICs in periods when partners are not expected to have many other commitments (reports etc.); plan KNOWLYMPICs only when the Knowledge Management team is supported by an intern	Assess partner's interest and use of KNOWLYMPICS

Technical Advisors			
TAs don't act as multipliers (facilitators and distributers) of the information and know-how available on the platform	Medium	Introduction to the platform and their responsibilities in the TA preparation course; continuous promotion of platform during assignments, include staff of regional and country offices in raising awareness of benefits of platform	Approach them with specific contents that could be relevant for their organizations
TAs don't take up responsibilities as masters for the toolbox.	Medium	Introduction to the OD-toolbox during the TA-preparation course, promote the toolbox and benefits of the platform as a topic at TA meetings in the regions/countries	Send mails to remind TAs to remind Masters of their duties
AGMs lack adequate time and methods for capacity development and knowledge sharing	Low	Strong cooperation of responsible persons for KNOW-HOW3000 and AGM/ TAP activities in the regional offices; methodological support by TA for Knowledge Management	Re-programming; remind TAP staff that AGMs shall meet capacity development purposes

10. Lessons learned in relation to the planned activities from earlier programme /projects if applicable)

Findings, Lessons Learned	Conclusions/Consequences
Internet Platform	
It is necessary to adapt performance and size of the Internet Platform to local IT-infrastructure / internet connectivity with lower transmission rates (which will be hard to tackle, as other well-known websites are also very slow in remote areas).	Send out regular Feedback Surveys on User Experience including performance of the website, website speed, transmission rates, Additionally, secure low size of transmitted data, reducing images sizes, plugins, java databases, etc.
Newsletters are crucial in order to promote the use of the platform; It is important to address relevant topics and areas in which the users of the platform are working in, explicitly in order to make them read the newsletters	Change contents of Newsletters from the news on functions of the Platform to news on new and helpful documents, experiences, lessons learned documentations, etc.
Senegal	
It is important to have a participatory body in order to lead, steer and monitor the activities of the Climate Change platform. A clear definition of roles and responsibilities as well as the elaboration of action plans is beneficial for a good running of the platform.	The steering committee of the platform will further be strengthened in order to monitor activities and communicate towards internal and external actors and stakeholders.
To ensure a comprehensive Climate Change platform all important actors must be involved including political leaders and research institution.	The platform will continue to interact, invite and cooperate with other stakeholders in order to reach its objectives.
East Africa	
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.	It will be ensured that trainings don't try to cover too many topics and give more time for important topics. Also having several shorter workshops that focus on one training theme at a time can be a good solution for the future.
Follow-ups are important in order to assess the extent to which the participating institutions have embraced the learnings of the training.	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.

Central America	
Members of CoPs should define their specific group objectives and directions themselves. A CoP must have enough space to act, engage and even fail in order to nurture its self-organizing nature.	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.
Differences in size and competences of partner organizations lead to different possibilities for their engagement in KNOW-HOW3000 activities.	Possibilities and resources of partner organizations will continue to be taken into account when defining their responsibilities and roles in CoPs.
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.	Specific indicators for assessing the effects of CoP engagement measured by systematically anecdotal evidence will be discussed.
Mozambique	
Sharing events involving high level stakeholders and local NGOs leads to more visibility in public and creates awareness of the work of HORIZONT3000 among partners and government institutions.	At least in certain intervals, it should be considered useful and beneficial to involve high-level actors in Knowledge Sharing activities
Professional moderation is key for sharing events in order to have a good time management and interventions on remarks, if necessary.	It is important to reserve funds to hand the moderation to expert facilitators and ensure a smooth running of sharing event
Papua New Guinea	
It is beneficial for the activities to involve local/provincial authorities.	Local/ provincial authorities should always to be invited to learning and sharing events
Networking and sharing events are appreciated and made use of by those who implement related projects, project leaders seem to be more reluctant to share and adapt their chosen course.	Implementing staff always needs to be included in sharing event, as they are more receptive to new contents and benefit from treated topics with the potential to ease their work.

11. Sustainability

In this framework programme – as in all other programmes, too – HORIZONT3000 strives for sustainability in its ecological, institutional and economic dimensions. **Participation** of local partners and beneficiaries is a key requirement for sustainability: Those stakeholders will commit to and identify with a programme only if they participate and have a say in the formulation of the respective objectives, results, and activities. Thus, HORIZONT3000 favours bottom-up procedures in planning, implementation, monitoring and evaluation of programmes and projects, wherever possible. Within the different sectors, various aspects of sustainability have particular relevance:

Through the KNOW-HOW3000 activities, described in this document, HORIZONT3000 aims to improve learning at organisational level and develop capacities of local organizations, which leads to higher efficiency and improvement of partner organisations structures, methods or services and to to sustainable benefits for the organizations and their target groups. This has a great potential for sustainability as learning and adapting ones' own practices is key to sustain in a complex reality as it is found in our partner countries.

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. Additionally, the strengthening of local networks among organisations working in the same field leads to a better coordination of their work.

12. Monitoring and evaluation

General Monitoring & Evaluation of the FP and its programme interventions is located at and steered by HORIZONT3000 (regional offices and Vienna). This includes monitoring visits as well as coaching partner organisations regarding project cycle management.

HORIZONT3000 directly implements, monitors and evaluates activities of the global KNOW-HOW3000 programme intervention. On-going monitoring of activities within this programme intervention is integrated in regular monitoring processes in the respective intervention areas by regional and country offices. In Senegal, Mozambique and PNG, country directors assume the main responsibility for planning and implementing local KNOW-HOW3000 activities. In the regional offices East Africa and Central America, assigned programme officers assume this responsibility in constant coordination with their peers through steering and management meetings. Planning and implementing is also done in in coordination with partner organizations and, where applicable, TAs, as described in previous chapters.

Further, the following steering bodies in Vienna monitor project results on a regular base: Project management team; Project team involving all sector and programme coordinators in Vienna; and Steering Committee Meetings involving representatives from Member Organizations, who contribute to the project. 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.

HORIZONT3000 is working on a Theory of Change for the KNOW-HOW3000 programme intervention. In the related process, all programme staff in Vienna and all regional/country directors participated in order to involve the perspectives from all programme regions. Partner Organizations were not involved directly as the potential benefit was not expected to compensate for the required resources.

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

13. Visibility and public awareness raising

The Austrian Development Cooperation (ADC) is mentioned in any official written communication, in media and at public events. In Austria, all programme interventions and their financing are published on the website www.horizont3000.at **(official HORIZONT000 Website),** on maps.knowhow3000.org (**interactive project map**), and www.know-how3000.org, (**KNOW-HOW3000 Internet Platform**) as well as in our **newsletters**, **brochures**, **training manuals** or **annual reports**. Visibility is also ensured during **regional and international conferences**, **events** and **trainings**.

HORIZONT3000 presents its approach and experience on knowledge generation and sharing in detail on 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 knowledge management approach in a comprehensive way for internal and external presentations. The documentations of KNOW-HOW3000 activities carried out in the partner regions and countries are uploaded to the internet platform (www.know-how3000.org/)

14. Other points

n/a

ANNEXES:

1. Time schedule
2. Logical Framework
3. Budget

Annex 1) Time Schedule

Programme intervention/activities	1st year 1st	2nd	3rd	4th	2nd year 1st	2nd	3rd	4th	3rd year 1st	2nd	3rd	4th	4th year 1st	2nd	3rd	4th
A.1.1. Experience Capitalization (systematization and other methods)		X	X	X		X	X	X		X	X	X		X	X	X
A.1.2 – 1.4. Communities of Practice, Sharing Events, Learning Visits		X	X	X		X	X	X		X	X	X		X	X	X
A.2.1. – 2.3. Specific Trainings, Consultancies, Borrow-a-TA		X	X	X		X	X	X		X	X	X		X	X	X
A.2.4. – 2.5. Action Plans and other methods, Follow-up Support		X	X	X		X	X	X		X	X	X		X	X	X
A 3.1. – 3.2. Technical development and maintenance, Content Management,	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A.3.3. Server Management and System Administration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A 3.4. – 3.5. Communication and promotion, Power User	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A 3.6. – 3.7. Management of the Toolbox OD and the eCampus	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A 3.8. Intranet HORIZONT3000 (Assessment of Potentials)	X	X	X	X	X	X	X									
A.4.1. Gender Analysis	X	X	X	X												
A.4.2. Gender-sensitive Capacity Development			X	X	X	X	X	X	X	X	X	X	X	X	X	X

Annex 2) Logical Framework

Overall objective	Strengthened capacities and improved performance of development organizations				Contribute to SDG target 17.9. and 17.16. and the Knowledge Development Goals (especially KDG 3,6 and 7)	
	Reason for intervention / Intervention Logic	**Planned indicators, including # of beneficiaries**			**Sources of verification**	**Assumptions/ Risks**
		Indicator	**Baseline**	**Target**		
Specific objective(s)	Enhanced **learning and sharing processes** within and among partner organizations in order to support their work and its impact.	O.I.2. By the end of 2022, 67 partner organizations in 10 Countries recognize the importance of knowledge management (spec. learning from experience and sharing of knowledge).	-	67 partners	• Reports from Partner organisations • Action plans for Learning and Follow-Up Surveys for after KNOW-HOW3000 activities • Evaluation of the programme intervention	By delivering services in the area knowledge management, capacity development and organizational development, benefitting partner organizations employ their increased capacities and knowledge to improve their work and services they deliver to "their" respective beneficiary groups.
		O.I.1. By the end of 2022, 67 partner organizations in 10 countries successfully integrate relevant knowledge and learnings into their work.	-	67 partner		
Expected results including attribution to SDG target(s)	R1: Partner Organisations **learn from their own and other organisations´ experiences** in relevant fields of their work.	I.1.1. By the end of 2022, 19 partner organizations in 8 countries have capitalized (identified, documented and shared) relevant experiences via Systematizations, questionnaires and other methods (e.g. videos/interviews/storytelling, MSCs,...).	-	19 partners	• Product of experience capitalization processes (Systematization reports, MSCs, Experience	Facilitators for systematization or other methods not available, partners do not provide new experiences,

		I.1.2. By the end of 2022, 45 partner organizations in 10 countries gained new insights for their work through learning and sharing processes within continued and new Communities of Practice and Sharing Events.	-	43 partners	documents,…) • Reports, participants' list and surveys of CoP meetings/ sharing events • Documents shared within a CoPs via the platform • Documentation of activities in Austria	Partners cannot make full use of sharing events due to missing information or documentation on the event, reluctance of sharing knowledge or a lack of adequate methodologies or poor facilitation for sharing
		I.1.3. By the end of 2022, HORIZONT3000 has further contributed to the exchange and mutual learning among development organizations in Austria by participating in CoPs and hosting events.	-	1 event 2 CoPs		Lack of time resources of CoP facilitators and members
	R2: Partner organizations induce organizational learning processes and **apply new knowledge** in their work.	I.2.1. Until the end of 2022, 42 partner organizations in 9 countries have improved their capacities, methods and/or approaches through learnings in specific trainings, consultancies, learning visits and Borrow-a-TA missions.	-	42 partners	• Reports and participants' list of exchange visits, specific trainings, consultancies, Borrow-a-TA missions, AGMs. • Technical Advisor logframes and reports • Action plans for Learning and Follow-Up Surveys for KNOW-	Partner Organizations don't send the right persons to trainings or other activities;
		I.2.2. Until the end of 2022, 33 partner organizations in 8 countries/regions have documented initiatives to implement new knowledge and methods via follow-up surveys, Learning Action Plans and other methods.	-	33 partners		Limited application of new knowledge, lacking implementation of multiplication measures and poor documentation of learnings due to conflicts of priorities, missing resources or a an organizational culture hampering change at partner

				HOW3000 activities		organizations
		I.2.3. Until the end of 2022, 84 TAs (54 women) have improved their advisory and supporting services in organizational development and other areas through knowledge exchange in AGMs and other activities.	-	84 TAs		AGMs lack adequate time and methods for capacity development and knowledge sharing
	R3: Access to capitalized experiences, knowledge and work-relevant information is provided by the **Internet Platform** and used by its target groups.	I.3.1. At least 1.500 persons per year of HORIZONT3000 partner countries and Austria have used the KNOWHOW3000 Internet Platform as a source for relevant information, files and documents.	1000 persons per year	1500 persons per year	• Google Analytics • User Profiles • Newsletter • Uploaded documents • Discussions in CoP spaces • User and TA Surveys • Annual reports of TAs • Minutes of KNOW-HOW3000 debriefing with TAs	Loading speed of platform is too low for some regions, Communities of Practice do not use designated special spaces on platform, TAs don't take up their role as multipliers
		I.3.2. Until the end of 2022, 100 knowledge products (good practices and learning from failure experiences) and related material have been downloaded at least 1.500 times per year.	65 products	100 products		Lack of resources for the elaboration of knowledge products
		I.3.3. Until the end of 2022, 5.000 documents, tools, guides and learning material produced or gathered by HORIZONT3000 are available for TAs via the internet platform (either in the ToolBox for OD or other areas).	3000 docu-ments	5000 documents		TAs do not provide relevant material, produced during their assignments

		I.3.4. Until the end of 2022, the toolbox for OD and other files/documents on the platform have been used by TAs during their assignment.	To be assessed	75% of all TAs		TAs don't take up responsibilities as masters for the toolbox.
	R4: **Gender Mainstreaming** assessed and promoted via KNOW-HOW3000 activities.	I.4.1. By the end of 2019, assessments concerning knowledge management, capacity development and gender mainstreaming on organizational level were integrated in the gender analysis carried out in Senegal, Central America, East Africa and Mozambique; and inform the implementation of the intervention.	-	1	• Study Documents and Management Response • Reports and participants' list of KNOW-HOW3000 events	Consultants don't elaborate in-depth on knowledge management aspects due to lacking expertise
		I.4.2. By the end of 2022, 10 KNOW-HOW3000 activities specifically targeted gender mainstreaming in 5 countries/regions and led to greater awareness in partner organizations.	-	10		Regional/Country Offices don't take up Gender topics
		I.4.2. In the 4 years perspective of this programme, women constitute at least 40% of participants in trainings, sharing events, etc.	34%[5]	40%		Lack of women involved in KNOW-HOW3000 activities

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[5] Source: Progress report 2017

Activities	Means/ Resources	Budget in EUR	Risks
Result 1 - Partner Organisations learn from their own and other organisations´ experiences in relevant fields of their work			
Activities in the South			
A.1.1. Experience Capitalization (systematization and other methods)	Personnel costs Vienna and Regional/Country Offices, facilitation, transport, venue, accommodation, meals, material	54.604,79	Facilitators for systematization or other methods not available
A.1.2. Communities of Practice	Personnel costs Vienna and Regional/Country Offices, facilitation, transport, workshop, accommodation, meals, material	242.441,36	Partners cannot make full use of sharing events due to missing information or documentation on the event, reluctance of sharing knowledge or a lack of adequate methodologies or poor facilitation for sharing
A.1.3. Sharing Events			
A.1.4. Learning Visits			
Activities in Austria/ Europe			
A.1.1. Experience Capitalization (KNOWLYMPICs and knowledge products)	Personnel costs Vienna and Regional/Country Offices, Knowledge Management Internship	30.536,54	Partners do not provide new experiences, Lack of resources for the elaboration of knowledge products
A.1.2. Communities of Practice in Austria/Europe	Personnel costs Vienna, external inputs, material	27.036,54	Lack of time resources of CoP facilitators and members due to other commitments and priorities
A.1.3. KNOW-HOW3000 Sharing Event in Vienna	Personnel costs Vienna, venue, transport, accommodation, meals, material	51.389,64	
Result 2 - Partner organizations induce organizational learning processes and apply new knowledge in their work			
A.2.1. Specific Trainings	Personnel costs Vienna and Regional/Country Offices, facilitation and consultancy fees, transport, workshop, accommodation, meals, material	223.240,22	Partner Organizations don't send the right persons to trainings or other activities;
A.2.2. Consultancies			

Activities	Means/ Resources	Budget in EUR	Risks
A.2.3. Borrow-a-TA	Personnel costs Vienna and Regional/Country Offices, TA projects, material	0,00[6]	
A.2.4. Action Plans and other methods		64.640,22	Conflicts of priorities, missing resources or a an organizational culture hampering change at partner organizations
A.2.5. Follow-up Support	Personnel costs Vienna and Regional/Country Offices		
Result 3 - Access to capitalized experiences, knowledge and work-relevant information is provided by the Internet Platform and used by its target groups.			
A 3.1 Technical development and maintenance	Personnel costs Vienna and Regional/Country Offices, costs for programming	69.937,38	Loading speed of platform remains low in some regions due to bad internet connection. Conflicting priorities and limited interest at programme and sector coordinators as well as TAP department for the contribution of contents. Newsletters are not opened by users. TAs and Regional Office don't identify Power Users or Power Users don't take up their roles. TAs don't take up their role as multipliers, as contributor with materials or/and as Toolbox Masters. HORIZONT3000 does not have the means and/or budget to establish an intranet
A 3.2 Content Management	Personnel costs Vienna and Regional/Country Offices, Knowledge Management Internship, translation services, graphic design	52.737,38	
A 3.3 Server Management and System Administration	Personnel costs Vienna, costs for system administration and webhosting	40.737,38	
A 3.4 Communication and promotion			
A 3.5. Power User			
A 3.6. Management of the Toolbox OD	Personnel costs Vienna and Regional/Country Offices, Knowledge Management Internship	163.686,90	
A 3.7. Management of the eCampus			
A 3.8. Intranet HORIZONT3000			

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[6] Funded in the Technical Assistance Programme

Activities	Means/ Resources	Budget in EUR	Risks
Result 4 - Gender Mainstreaming assessed and promoted via KNOW-HOW3000 activities.			
A.4.1. Gender Analysis	Personnel costs Vienna and Regional/Country Offices	100.764,76	Consultants for the studies don't elaborate in-depth on knowledge management aspects
A.4.2. Gender-sensitive Capacity Development			Regional/Country Offices don't take up Gender topics

Annex 3) Budget – (Dateien im Excel Format)