



HORIZONT3000 Framework Programme 2016-2018

*Programme intervention*¹

Applicant organisation:	HORIZONT3000	
Project Desk Officer:	Petra HEROUT	
Partner Organisations:		
Programme intervention duration:	01.01.2016 – 31.12.2018	
Programme intervention –Short title	P-16-201 KNOW-HOW3000	
Programme intervention title (German):	KNOW-HOW3000 – Steigerung der Leistungsfähigkeit durch Wissensmanagement und Organisationsentwicklung	
Programme intervention title (original):	KNOW-HOW3000 – improvement of performance through Knowledge Management and Organisational Development	
Land/Region:	global	
OECD/DAC-Codes:		
Sektor	Nennung	
	OEZA/ADA	DAC-Code einfügen
	Themenbereich HORIZONT3000	
	HIV-AIDS- Querschnittsthema	

¹ By arrangement with the NGO Cooperation desk it is possible to present the entire programme in a single document by integrating information about the programme interventions in the Programme Document. In this case the programme interventions should be broken down into the categories listed in the guidelines.



Brief description of programme intervention (1 page, German)

Partnerorganisationen:

Diese überregionale Programmintervention arbeitet mit allen 45 HORIZONT3000 Rahmenprogramm Projektpartnern zusammen. Darüber hinaus sind 30 Partnerorganisationen des PE-Programms Zielgruppe dieser Programmintervention.

Projektziel und Zielgruppe(n)

Das Ziel dieser Programmintervention ist es die Leistungsfähigkeit der HORIZONT3000 Projektpartner und jener der HORIZONT3000 Mitgliedsorganisationen zu verbessern indem Dienstleistungen im Bereich Wissensmanagement und Organisationsentwicklung angeboten werden.

Direkte Zielgruppen sind 75 HORIZONT3000 Projektpartner (FIN und PE), 50 Partnerorganisationen von Mitgliedsorganisationen, 43 Fachkräfte sowie 35 ProjektreferentInnen bei HORIZONT3000 und seinen Mitgliedsorganisationen in Wien und 12 MitarbeiterInnen in VOSen von HORIZONT3000.

Hintergrundinformationen

HORIZONT3000 und seine Mitgliedsorganisationen verfügen aufgrund ihrer Diversität an Projektpartnern, Themen und Projekten über einen großen Pool an Erfahrungen und Know-How (technisch und methodisch). Das Potenzial für Lernen und Teilen von Erfahrungswissen innerhalb des HORIZONT3000 Netzwerks ist groß und Wissensmanagement wurde 2009 als eine zusätzliche Dienstleistung identifiziert, die HORIZONT3000 seinen Projektpartnern, Mitgliedsorganisationen, MitarbeiterInnen und Fachkräften anbietet.

Eine externe Review 2015 hat bestätigt, dass durch das Wissensmanagement von HORIZONT3000 – KNOW-HOW3000 – die Qualität der Arbeit der Partnerorganisation verbessert wird. Die bisher angewandten Methoden und Aktivitäten für Wissensmanagement werden deshalb (in teilweise adaptierter) Form weitergeführt.

Erwartete Ergebnisse und Aktivitäten/Maßnahmen

Erwartetes Ergebnis 1: HORIZONT3000 Partner und Projektpartner der Mitgliedsorganisationen sind befähigt, von ihren Erfahrungen oder Erfahrungen anderer Organisationen zu lernen
Hauptaktivitäten: Erfahrungsaufarbeitung, lokale/ regionale Sharing Events, spezifische Trainings, Austauschreisen, Borrow-a-TA, KNOWLYPMICS, internationales Event für Advocacy, Communities of Practice (CoP)

Erwartetes Ergebnis 2: die Internetplattform stellt in effizienter Weise Informationen und Know-How welches für HORIZONT3000 Projektpartner und Partner von Mitgliedsorganisationen relevant ist, zur Verfügung.
Hauptaktivitäten: Re-Strukturierung der Internetplattform, vierteljährliche Newsletter, Implementierung von ausgeweiteten User-Profilen; Integration von Rating-Tools

Erwartetes Ergebnis 3: die Strukturen und Prozesse von HORIZONT3000 und seinen Partnerorganisationen sind verbessert um Dienstleistungen an die Zielbevölkerung zu verbessern.
Hauptaktivitäten: CoP für Organisationsentwicklung, Anpassung und Ausweitung der OD-Toolbox, Wartung und Aktualisierung der OD-Toolbox, Integration von Wissensmanagement in HORIZONT3000 Strategie, Prozesse und PCM; Integration von Wissensmanagement und Organisationsentwicklung in Arbeitsplatzbeschreibungen von HORIZONT3000 MitarbeiterInnen und Fachkräften.



Detailed description of programme intervention²

The following points are to be adapted to the programme intervention category.

1. Connection between programme intervention and Framework Programme

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

2. Problem analysis and local/ indigenous potential

HORIZONT3000 and its member organisation have – due to their diversity of partner organisations, topics and projects/ programmes – a big pool of experiences and know-how (technical, methodological) within its network. The potential for learning & sharing within this network is big and Knowledge Management was identified in 2009 as an additional service to be established and was therefore offered to HORIZONT3000 partner organisations, employees (Technical Advisors and others), Member Organisations and other cooperation partners.

For the ADC, Knowledge Management – specifically providing relevant know-how and information, and generating and sharing good practices – is an important activity to achieve poverty reduction. Within the SDGs, Goal 17 (*Strengthen the means of implementation and revitalize the global partnership for sustainable development*) states that through multi-stakeholder partnerships the mobilization and exchange of knowledge, expertise and technologies should support the achievement of the sustainable development goals.

HORIZONT3000 has tested and consolidated a broad range of Knowledge Management activities and instruments during the last 2 phases of the ADA-Framework Programme (2010-15).

Knowledge Management, as it is understood and promoted by HORIZONT3000, is not Information Management, which focuses on a collection and distribution of data. For the HORIZONT3000 Knowledge Management – called 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.”* HORIZONT3000 has defined an Experience Capitalization Process which describes how KNOW-HOW3000 aims to identify, capitalize, document, share and adapt know-how and experiences.³

An external review of the Framework Programme 2013-15 has concluded that capacity development and knowledge management (KM) of the programme benefits the partner organizations of HORIZONT3000 and enables them to improve their work. The stakeholders that were consulted via the review acknowledge that the programme has improved the use of participative methods in their work with beneficiaries, enhanced self-reflection and efficiency. It is

² The information can be submitted in German or English. Agreement by the NGO Cooperation desk is required for other languages. The document can be supplemented through the addition of other points of relevance to the Framework Programme (see point 11).

³ For details on this process see <http://www.knowhow3000.org/en/experience-capitalization-process/>



concluded that Knowledge Management (KNOW-HOW3000) has achieved the objective of improving services that the different partner organizations supported by HORIZONT3000 provide to beneficiaries. The importance and usefulness of learning from each other is widely acknowledged and the structure for it in place.

Partner organisations from 2 regions – after getting to know each other via regular KNOW-HOW3000 activities - have proposed themselves to form thematic circles (small learning networks) on topics that are relevant for their work (e.g. on climate change in Senegal, on working with youth in Central America).

The review proposed to focus (in the next phase of the Knowledge Management programme intervention) on the activities that enhance the networks of HORIZONT3000 in the regions and to strengthen partner organizations further with targeted inputs in their thematic specialities and where they lack management capacities. Experience capitalization and systematization of experience should also be continued, as learning from these processes is high, practical and motivating. Practical suggestions for an improvement of the internet platform include more frequent communication to users, enhanced quality management of its content and a more subsidiary maintenance. In addition, its orientation towards specific user groups such as the TA could enhance utility. The international conference and experience exchange in Austria should be conceptually rethought (outcome orientation) and not bind too many resources.

A main recommendation was that the KNOW-HOW3000 programme intervention could benefit from a stronger institutionalization and a better use of the synergies with the TA programme using HORIZONT3000's potentials with having a programme to send Technical Advisors to partner organisations. These recommendations have been taken into account for the planning of the new Knowledge Management programme intervention part of this framework programme with a clear focus on regional/ local exchange and learning, a re-shaping of the supporting internet platform and a focus on Organisational Development.

Organisational Development is a key aspect of HORIZONT3000 programmes and programme interventions in all countries, especially within the Technical Advisor-Programme. A pilot project has tested and implemented a toolbox with Organisational Development-Tools, Methods and Instruments, which was the kick-off for establishing job position for coordinating the topic of Organisational Development at the HORIZONT3000 head office in Vienna and further integrate the topic into KNOW-HOW3000.

The **main problems** of HORIZONT3000 partner organisations regarding Knowledge Management (KM) and Organisational Development (OD) and the **potentials for improving services to final beneficiaries** are summarized in the following table:

Country	<i>HORIZONT3000 Partners' Problems/ Challenges regarding KM and OD</i>	Potential for improving services to final beneficiaries through KM and OD
SEN	Systematisation/other techniques not yet clear/workable for all partners, monitoring methods might need improvement – depending on partner, lack of resources/time to improve monitoring methods, lack of basement data (depending on partner).	Workshop on Systematisation (compact, maybe one day with all costs covered for partners), Workshop on simple monitoring (Excel and other) for project animators and other staff, Decrease of bureaucratic obligations during PCM for partner organisation
KEN, TZN, UGA	Limited man power, poor writing skills and low importance attributed to documenting know-how/ experiences Little exposure to innovative approaches due to lack of resources to facilitate learning visits. Fear to use participatory reflection methods (miss-understood to influence	<ul style="list-style-type: none"> • Training a documentation officer within partner organisations • Facilitate exposure and learning visits within partner organisations • Continuous training and use of participatory knowledge management methods • Guide project partners to consider KM



	<p>staff appraisal). For example fear to systematise a negative experience KM not considered as a central aspect in strategic planning but perceived as unintended positive benefit. No compatible systems in place for KM Understanding of what OD is and what OD processes comprise is subject to wide interpretations. In daily work available knowledge generated and documented even within organisations is not systematically applied by management staff of NGOs. The rationale of decision making and implementation is not related to available know-how. There is a big variety of M&E in place with unsystematic data collection and poor analysis skills within organisations.</p>	<p>in their strategic planning</p> <ul style="list-style-type: none"> • Create awareness of importance of knowledge management within partner organisations • Define standards for Organisational Development processes • ToT to create a pool of local experts for Knowledge Management and Organisational Development.
ETH	Up to now little exposure to these topics	Partner meetings, workshops and sharing information & experience
NIC, ELS, GTM	<p>Knowledge Management is not yet considered a central aspect in strategic planning, but perceived as involuntary positive benefit. Most of the partner organizations lack the skills or methodology to transmit knowledge beyond their own organization and target groups. Some of them (FUNDESYRAM, UAM, COLECTIVO N'OJ, MIRIAM, ADES, CCDA) have already begun to develop pilot initiatives in this regard.</p>	<p>Strong relation with grassroots organizations. New means of communication and education (e-learning, virtual platforms, thematic blogs, "círculos").</p>
MOZ	<p>Organizational development already has a high priority at all partner organizations of H3000, the challenges of knowledge management however have not yet been addressed actively. POs feel the need to improve or establish networking to exchange information and thematic know-how. A lot of knowledge and even good practice can be found on isolated spots.</p>	<p>Workshop(s) on participatory methods of knowledge generation would make sense. HORIZONT3000 has the possibility to identify know-how and know-how-bearers in its central thematic areas, within the province of Sofala and beyond, It can distribute such know-how and promote exchange between partner organisations and stakeholders (through exchange visits and sharing events),</p>
General	<p>Knowledge not being shared within orgs. and not with other partners. Relevant information not reaching the people in charge or those who need them to respond and adjust or change methodology, approach, etc. Knowledge bound to individuals and in case of illness or them leaving it is lost. Organizations not having clear structures, not having clear plans for organizational capacity building, for gathering, storing and keeping relevant</p>	



	information, no plans on how to move the org. forward and how to become more resilient etc.	
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The main problems of **HORIZONT3000 Member Organisations' partner organisations** regarding KM and OD and the potentials for improving services to final beneficiaries are summarized in the following table:

Country	Member Organisation DKA Partners' Problems/ Challenges regarding KM and OD	Potential for improving services to final beneficiaries through KM and OD
KEN	Lack of organizational structure, lack of internal know-how concerning knowledge transfer which constitutes a big problem due to high staff turnover; lack of documentation of internal know-how	Systematic documentation and archives could be put in place; state of the art knowledge transfer and database systems from other countries could be presented to Kenyan partners; they could be taught to use and to implement them properly.
TZN	problems with finance admin, lack of knowledge with regards to monitoring and evaluation (but also PCM in general), if data is collected, there is often no proper and systematic analysis of it and no actions are formulated to tackle challenges; access to "alternative" knowledge (e.g. different to what the state is promoting)	e.g. borrow a TA could be used for capacity building (e.g. together with local consultant for follow up), exchange visits to partners who have developed already good systems,...
ETH	Systematic data collection and analysis often lacking. Especially for church based partners' problem of staff change at level of diocesan directors, development and project coordinators. Stronger involvement of target groups needed – ownership of projects.	Potential of increased networking, best practice and experience sharing (also through systematization exercises) with well-established partner organizations. Specific trainings in areas relevant for several partners. In future, explore possibilities of TAs for Ethiopia.
NIC	Lack of documentation of internal knowledge. There are strong leaders and founders in organisations which occupy most of the knowledge, which is documented in a very weak way. Problems rise when leaders change.	In Nicaragua are some partner-organisations that practice a gender approach in rural development. There is the potential to link them with other (less gender sensitive) organisations.
ELS	Lack of pedagogic knowledge of peers and facilitators. This skill is necessary to distribute knowledge after trainings	DKA is financing a knowledge management program of a partner organisation with an internet platform about organic agriculture (FUNDESYRAM). Could be used and promoted in a broader way.
GTM	Lack of gender approach in projects for rural development, which is mostly a male dominated area. The target group lacks more of personal development to overcome traumas, than technical knowledge. Partner organisations have little experience and sensibility for this topic	



Country	Member Organisation SSL Partners' Problems/ Challenges regarding KM and OD	Potential for improving services to final beneficiaries through KM and OD
UGA	Start-Up new organisation	Specific training in OD, exchange visits and sharing events to improve the service for the beneficiaries by learning from other's experiences
GTM	Missing network with organisations working in similar areas	Stronger networks enables learning from each other and realising more efficient the projects as well as finding right strategies in the existing political and social environment

Country	Member Organisation WHG Partners' Problems/ Challenges regarding KM and OD	Potential for improving services to final beneficiaries through KM and OD
All	Loss of knowledge/ know-how with changing personnel; knowledge is not used optimally, is getting lost, is bound to individuals; no optimal collaboration with target groups;	Generating knowledge in a structured way, clear structures within organizations, roles, responsibilities etc.

The main problems of **HORIZONT3000** regarding KM and OD and the potentials for improving services to final beneficiaries are summarized in the following table:

Country	HORIZONT3000 Problems/ Challenges regarding KM and OD	Potential for improving services to final beneficiaries through KM and OD
Austria	Limited resources (personnel and financial) due to less funding from ADC Job descriptions do not reflect all work/ effort required for KNOW-HOW3000 and OD No sufficiently structured sharing/ learning between HORIZONT3000 and Member Organisations' employees	Integrate Knowledge Management into job descriptions and processes for PCM. Promote learning circles between HORIZONT3000 and Member Organisations.
VOS East Africa	Lack of a focal person for KM and OD at the VOS No sharing among programme staff of different VOS No standards for key OD processes in place	TA (or ROEA Staff Member) placement at VOS as focal person for KM and OD Synchronise working templates (e.g monitoring tools) and facilitate customised on the job training for programme staff of different VOS to enhance consistent quality service delivery Elaborate and introduce appropriate standards for documentations, compatible to KNOW-HOW3000 Internet platform Foster trainings and exchange for partners and TAs Introduce Management for Development Results (or comparable standard) as a standard for M&E and provide trainings to TAs and ROEA Staff.
VOS MOZ	Knowledge management has not yet been anchored in the TAs' logframes The number of TAs in Mozambique is	The topic needs to be discussed with partner organisations and logframes of TAs need to be enhanced with respect to knowledge management;



	so far insufficient to provide a meaningful service Analysis of the key planning documents at national and provincial, in particular regarding the sectors of agriculture, education and environmental protection and aspects of knowledge-management therein has yet to be done.	
VOS PNG		
VOS NIC	Limited resources (personnel and financial). No sharing among programme staff of different VOS	Elaborate and introduce appropriate standards for documentations, compatible to KNOW-HOW3000 Internet platform Synchronise working templates (e.g monitoring tools) and facilitate customised on the job training for programme staff of different VOS to enhance consistent quality service delivery
GTM & ELS	Limited resources (personnel and financial).	Elaborate and introduce appropriate standards for documentations, compatible to KNOW-HOW3000 Internet platform Synchronise working templates (e.g monitoring tools) and facilitate customised on the job training for programme staff of different VOS to enhance consistent quality service delivery

3. Government and sectoral policies

Connection between proposed programme intervention and government and sectoral policies in the partner countries

In **Uganda** the understanding is that each ministry develops its own detailed sector policy regarding knowledge management. Each ministry has a library and a knowledge management portal which is an online resource that integrates information resources from the Ministry and beyond, to provide a single point of access to valuable information that facilitates evidence based decision making. It is a pool of knowledge resource that is used by researchers, managers, planners and anybody whose aim is to accumulate more knowledge and use it to create a gratifying environment.

In 2003, the Uganda Ministry of Local Government developed a hand book for knowledge transfer on organisational development and assessment for lower local government. The ministry acknowledges that, the concepts of OD can provide a framework for implementing decentralisation within the Local Government systems and promote a culture for continuous reflection on performance to ensure effectiveness.

In **Central America** there are many initiatives on Knowledge Management.

Some are initiatives at the level of governments in the region, for example in El Salvador, the Ministry of Health (Ministry of Health), the Pan American Health Organization (PAHO), and the University of El Salvador (UES) support "Knowledge Management Unit in Health (UGC) and the "Virtual Course on Resource Management and Social Networks" Virtual Campus of Public Health.

Many other initiatives are multilateral bodies of the United Nations.

- The UNDP Regional Centre for Latin America and the Caribbean supported this issue with the publication of the Methodological Series Knowledge Management: Knowledge Sharing



Project Development (Guidelines to formulate plans for knowledge management in UNDP development projects in Latin America and the Caribbean Knowledge Management Unit).

- UNDP and USAID support the work "Knowledge management in public safety: a view from civil society", implemented by the Institute of Strategic Studies and Public Policies (IEEPP).
- In the same way UNICEF headquarters in El Salvador supports the program "Knowledge management and policy influence."
- The ILO promotes the Knowledge Management Program Quality and equity in vocational training and their contributions to decent work in Latin America and the Caribbean (PGdeC)
- The "Knowledge Management Network. Sustainable Development Observatories. System Experiences in Rural Development ", Inter-American Institute for Cooperation on Agriculture IICA.
- There is also the Plan of Knowledge Management and Innovation Network in Nicaragua Inter-American Institute for Cooperation on Agriculture IICA and the Red SICTA.

Other times it is a multiple partnership as ConectaDEL which is the Regional Training Program for Local Economic Development launched jointly by the Inter-American Development Bank (IDB) through the Multilateral Investment Fund (MIF) and local partner entities (ESL) in Argentina, Peru, El Salvador, Guatemala, Chile and Brazil. In El Salvador holds a Masters in Territorial Development (MDT) in the Jose Simeon Canas Central American University (UCA) that includes the Knowledge Management Network on Territorial Development in Central America and Dominican Republic RedCODET.

Finally, there are highly specialized educational centers with offerings like the center CATIE Guatemala with his project "Knowledge management innovation for sustainable rural development in Guatemala: strengthening family agriculture and the rural economy".

CATIE Nicaragua also involved in it can be considered as similar to that undertaken initiative by HORIZONT3000 in Central America: The Learning Alliance Nicaragua (*Alianza de Aprendizaje Nicaragua - ADA Nicaragua*) is a platform of organisms for research and development, international cooperation agencies and local actors created in 2008. The purpose of the ADA is to establish shared learning processes among development agencies, technical and financial cooperation, research organizations and state and private actors. In addition to CATIE Nicaragua, ADA is supported by Lutheran World Relief (LWR), Catholic Relief Services (CRS), the Foundation for Technological Development of Agriculture and Forestry of Nicaragua (FUNICA), VECO MA and Swiss Contact.

In short, there are still no adequate training centers and programs for the management of theoretical and practical knowledge at level HORIZONT3000 partner organizations in Central America. In the same way it should support the efforts initiated in networks and platforms for exchange of knowledge between the organizations of civil society and professional associations in the region.

Connection with relevant sectoral policy and ADC programme priorities (poverty, democracy and human rights, gender, environmental protection, disadvantaged groups e.g. children, elderly persons, persons with disabilities)

In terms of sector priorities, HORIZONT3000 is part of the NGO network that participated in the formulation of the ADC triannual programme 2016-2018. Since HORIZONT3000 was founded as a service agency for the task of managing public co-financing contracts for Austrian catholic NGOs, there's a traditionally high overlap in sector priorities between ADC and HORIZONT3000.

For the ADC, Knowledge Management – specifically providing relevant know-how and information, and generating and sharing good practices – is an important activity to achieve poverty reduction. Within the SDGs, Goal 17 (*Strengthen the means of implementation and revitalize the global partnership for sustainable development*) states that through multi-stakeholder partnerships the mobilization and exchange of knowledge, expertise and technologies should support the achievement of the sustainable development goals.



This programme intervention contributes to deliver improved services to marginalized population groups via strengthening learning and knowledge sharing at partner organisations.

4. Objectives and expected results

Objective of the Programme Intervention:

The partner organisations of HORIZONT3000 and its Member Organisation improve their performance through services in the area of **Knowledge Management** and **Organisational Development**

HORIZONT3000 and its Member Organisations understand under **performance of partner organisations** their “abilities, structures, processes and tools/ methods/ methodologies they use to deliver services to their final beneficiaries and contribute to changes on societal level.”

By offering services regarding Knowledge Management and Organisational Development, HORIZONT3000 aims to develop capacities/ structures to enable our partner organisations to deliver **better services** to their final beneficiaries and to better contribute to changes on societal level. Capacity development of organisations means the development of technical capacities of collaborators/ employees of partner organisations, managerial capacities, methodological capacities as well as learning and networking abilities.⁴

Expected Results (ER):

ER 1: KNOW-HOW3000 Learning & Sharing

HORIZONT3000 partner organisations and Member Organisations partner organisations are enabled to learn from their and/ or other organisations’ experiences

Learning from and sharing of Experiences on a local/ regional level was highly ranked by consulted partner organisations and TAs and recommended by the external review-team of the programme intervention. A focus will be put on improving structures/ processes and methods for KNOW-HOW3000 learning and sharing activities and generating more synergies with the Technical Advisor-programme.

HORIZONT3000 will continue to offer learning from experience via systematization processes and offer testing of other methods. Sharing of experiences and know-how will be facilitated via KNOW-HOW3000 sharing events (former conferences) and exchange visits. New knowledge/ know-how will be provided via specific trainings, where partner organisations can propose topics.

Communities of practice (learning networks) for core thematic areas of partner organisations will be promoted in order to deepen learning processes.

Borrow-a-TA will be further conceptualized and offered to best use the competencies of TAs for other partner organisations.

By reflecting on their own practice, learning from their practice as well as getting access to other experiences and know-how we assume that partners adapt their practice/ methods and improve their services for their target groups.

Target Groups for this result are: ADA-FP partner organisations, TA-Programme partner organisations, partners of Member Organisations and TAs.

⁴ An example for impact on beneficiaries is found on page 12

**ER 2: KNOW-HOW3000 Internet Platform**

The internet platform provides more effectively information and know-how relevant to HORIZONT3000 partner organisations', Member Organisations' partners and further cooperation partners' work.

The internet platform is adapted and provides information and know-how relevant to our partner organisations', Member Organisations' partners and further cooperation partners' work. Users are able to find persons in their Communities of Practice through advanced user profiles.

Downloads of documents provided at the KNOW-HOW3000 Internet platform have continuously increased, however, it was recommended to analyse again target groups of the platform in order to even more improve its usefulness. An analysis of knowledge products provided at the platform and knowledge management processes will complement the analysis of target groups of the internet platform in order to adapt it.

By accessing know-how and information via the Internet Platform we assume that TAs and desk officers get insight for our partner organisations' work and can spread ideas, methods and tools to partner organisations.

Main Target Groups of this result are: TAs, HORIZONT3000 VOS employees, HORIZONT3000 and Member Organisations Project Desk Officers as well as to a certain extent partner organisations.

ER 3: KNOW-HOW3000 Organizational Development

HORIZONT3000 and its partner organizations' structures and processes are demonstrably improved to serve their target populations' needs.

Organisational Development is a key aspect of HORIZONT3000 programmes and programme interventions in all countries, especially within the Technical Advisor-Programme. By providing access to proven tools/ methods/ instruments for Organisational Development to Technical Advisors, HORIZONT3000 and Member Organisations employees and partner organisations, HORIZONT3000 aims to improve partners' structures and processes.

HORIZONT3000 aims to extend its OD-Toolbox, a toolbox that was developed as a pilot project in East Africa. This Toolbox is a collection of proven tools, instruments and templates for all aspects of organizational development. Within the TA-Program, a big share of TAs are employed to improve organizational structures of partner organisations. We believe that our TAs and partner organisations can save time and improve quality of work by offering templates/ methods and instruments that have been proven/ used by other TAs or other organisations. Maintenance of the toolbox is assured by voluntarily assigned TAs who take over the role of toolbox-masters for certain OD-topics.

HORIZONT3000 has established a coordinator for OD-issues in Vienna who will develop and coordinate the extension of this OD-Toolbox.

Further, HORIZONT3000 will reflect on and adapt its processes to offer more efficient Knowledge Management and Organisational Development Services to its partner organisations. It was recommended that HORIZONT3000 tries to integrate KNOW-HOW3000 more into its core processes (PCM). In some regions, exchange visits are organized by partner organisations themselves without motivation or coordination from HORIZONT3000 side. Another idea is to integrate KNOW-HOW3000 questions into ToR for external evaluations of programme interventions. All this should lead to a better integration of KM aspects into our and our partners' daily business.



5. Target groups, indirect beneficiaries

Target Group of this programme intervention

75 HORIZONT3000 Partner Organisations from all HORIZONT3000 partner countries
 45 FIN Partner Organisations⁵: 29 Sector RD-NRM, 12 Sector HR-CS and 4 Sector Education;
 30 TA-Partner Organisations: 10 Sector RD-NRM, 10 Sector HR-CS and 10 Sector Education

These organisations are key target groups for activities under Result 1 as they can directly propose and participate in KNOW-HOW3000 activities (experience capitalization, sharing events, exchange visits, specific trainings, CoP, Borrow-a-Technical Advisor).

Around 50 MO-Partner Organisations

These organisations can participate in KNOW-HOW3000 activities by being informed/ invited by the respective Member Organisation project desk officer. The integration and participation of these organisations will mainly be financed by Member Organisations' budgets (specific Knowledge Management projects that are elaborated in coordination with Knowledge Management coordinator of HORIZONT3000 in the case of DKA Central America and Ethiopia or other budgets).

If Member Organisations do not have extra budget/ projects for inviting their partners to KNOW-HOW3000 activities, financing within this programme intervention is possible and will be decided from case to case between Member Organisation project officer and HORIZONT3000 regional offices. Countries: GTM, NIC, ELS, BRA, UGA, TZN, KEN, ETH, SSU, ZAF mainly in sector RD-NRM, HR-CS and education.

43 Technical Advisors (currently in the field, 2015)

Technical Advisors can directly propose and participate in trainings/ sharing during the AGMs.

If a Technical Advisor-partner organisation proposes to participate in a KNOW-HOW3000 activity and proposes a Technical Advisor as a participant, the financing of the Technical Advisor participation is possible within the KNOW-HOW3000 intervention.

Technical Advisors are a specific change lever for improving partner organisations performance as they are close to the organisations; they live/ experience the day-to-day work of partner organisations. Therefore, Technical Advisors are a specific target group for Result 2 KNOW-HOW3000 internet platform and Result 3 Organisational Development-toolbox.

Technical Advisors are important competence/ knowledge sources and via Borrow-a-Technical Advisor, their know-how should be best used for various partner organisations (HORIZONT3000 and Member Organisation). Numbers and countries see TA-Partner Organisations above

12 HORIZONT3000 VOS employees

HORIZONT3000 and Member Organisation regional offices are key change levers for improving partner organisations performance as they are in regular contact with organisations, experience and live the local context and can influence planning and implementation of partners' activities. Further, in regions/ countries where no Technical Advisors can be assigned, regional offices directly consult partner organisations regarding Organisational Development.

Therefore, they are a specific target group for the KNOW-HOW3000 internet platform and CoP (Organisational Development and others).

10 HORIZONT3000 Project Desk Officers and 8 Member Organisations with around 25 Project Desk Officers

Desk Officers of HORIZONT3000 and Member Organisation are a further change levers for improving partner organisations performance as they are in direct contact with organisations where no regional offices exist and can influence planning and implementation of partners' activities. Further, in regions/ countries where no Technical Advisors can be assigned, desk officers directly consult partner organisations regarding Organisational Development. They can

⁵ Some of these organisations also have a TA assigned, those are not counted extra as TA-Partner Organisations



forward material, templates and handbooks they can access or get to know via KNOW-HOW3000 to their partner organisations.

Therefore, they are a specific target group for the KNOW-HOW3000 internet platform, and CoP (Organisational Development and others).

Indirect Beneficiaries/ Impact Group

The indirect beneficiaries for Knowledge Management and Organisational Development (KNOW-HOW3000 programme intervention) are the target groups (direct beneficiaries) of the 75 HORIZONT3000 partner organisations (from both Framework programme and Technical Advisor programme) targeted by the global KNOW-HOW3000 programme intervention. In total this amounts to **393.000 persons** (385.000 Framework-Programme and around 8.000 TA-Programme).

The aim of this programme intervention is to improve the performance of work of partner organisations in order to deliver better services to their target groups and foster change on societal level.

Example 1 to demonstrate the intended impact of Knowledge Management on the indirect beneficiaries:

One partner organisation undertakes a systematization process (financed by KNOW-HOW3000 budget), learns from its experience on methods/ processes they apply to work with their target group (farmers). After the systematisation, the organisation adapts the way it works with farmers by adapting the languages they use for specific farmer-workshops. “*Systematization made us carry out our workshops with farmers using both the national language (Kiswahili), English and also the local language.*” (Quote from partner organisation that was interviewed during the review 2015.)

The farmers indirectly benefit from the systematization/ learning activity the organisation went through as the workshops were changed and are now also held in their local language which means they can more easily follow the workshop contents and apply them into practice.

Example 2 to demonstrate the intended impact of Organisational Development on indirect beneficiaries:

A kfb project partner organisation in Nicaragua participated in a training on financial management and project budgeting – aspects of Organisational Development. By learning and improving its financial structures and budgeting, the organisation delivered a very good proposal to BMZ in Germany and got the project financing. The beneficiaries of this organisation are benefitting from this Organisational Development training as the organisation got more funds to implement activities that improve their lives.⁶

6. Coordination with relevant actors

Please complement if there is further potential for coordination in your countries

General:

HORIZONT3000 cooperates and invites different stakeholders to KNOW-HOW3000 activities, especially sharing events. Universities, other NGOs, Local Authorities, etc. wherever necessary and possible, HORIZONT3000 aims to enable access to knowledge/ know-how relevant to our partner organisations and their target groups – if know-how is not available within the HORIZONT3000 network, outside know-how is tried to bring in.

⁶ These are only two examples, a detailed Theory of Change or impact chain will be elaborated for KNOW-HOW3000.



Global South

View examples as follow describe, how regional offices in the Global South handle this:

East Africa

In East Africa an annual Sharing Event is organised with local partners, Member Organisations, and selected international development agencies represented in the region.

International Organisations stationed in the region are invited for meetings, excursions and seminars to foster cooperation.

Mozambique

- Introduction of knowledge management in the educational forum of the provincial government of Sofalas and in the coordination group of the division responsible for cross-cutting issues (HIV / AIDS, gender, environment, hygiene and school health);
- Discuss the topic of knowledge management within the umbrella organization of all NGOs of the province of Sofala.

Central America

- collaborations with training centers such as the Faculty of Agronomy of the University of San Carlos of Guatemala (in the program intervention with CCDA), the University of El Salvador (ibid FUNDESYRAM) and the URACCAN University (ditto FADCANIC) have been initiated.

Austria/ Europe:

In Austria, HORIZONT3000 initiated together with KMA, Licht für die Welt und ÖRK a community of practice on Knowledge Management in Development Cooperation called KM4Dev Austria Group. Within this CoP, practitioners within the Development Cooperation exchange and peer-learn on Knowledge Management for Development. The CoP organises a meeting 4 times a year.

Further, HORIZONT3000 Knowledge Management coordinator is linked to various Knowledge Management think tables (SwissKMTT) and sharing communities (km4dev) in order to learn from others experiences in Knowledge Management.

HORIZONT3000 fosters cooperation with International Development Studies at the University of Vienna where also Knowledge Management is on topic of research.

The steering committee set up in 2013 for this programme intervention fosters exchange and coordination with HORIZONT3000 Member Organisation on a regular basis. The discussion and coordination have gone beyond mere programme intervention agenda into coordination on Knowledge Management aspects in general.

Within the Senegal Programme, exchange and networking with LED is central and will continue.

7. Activities according to ADC-guidelines (Pkt. 4. Grundsätze):

Capacity Development

Key concept of this global programme intervention is to build capacities of local partner organisations by offering services for Knowledge Management and Organizational Development. The 3 levels of capacity development are described in the HORIZONT3000 programme document.

Exchange of Experiences/ Sharing:

At heart of this intervention is learning from experiences and sharing of experiences and relevant information/ know-how between HORIZONT3000 partner organisations, partner organisations of Member Organisations and other cooperation partners. A special focus will be laid on use and impact of capitalized experiences and good practices and to further improve partner organisations' capacities as learning organisations.



Advocacy and Policy Dialogue (national and international level)

As a result of reflections and discussions through the review process, HORIZONT3000 and its Member Organisations decided to change the format of the international sharing event. The specific focus of the next international event within this program intervention will be on advocacy on relevant international development topics, where HORIZONT3000 partner organisations have relevant experiences and evidence to present and contribute to international/ European/ Austrian agenda.

Knowledge Management contributes to advocacy as KNOW-HOW3000 enables partners' networking with other organisations in their field of work and can improve partners' ability to speak out and set the agenda for their issues.

Further, HORIZONT3000 fosters within the community of practice KM4Dev Austria Group the international recognition of Knowledge Management within Development Cooperation by co-organizing a conference on "Knowledge for Development" which aims to discuss and elaborate Knowledge Development Goals.

Innovative approaches and methods

HORIZONT3000 tested various experience capitalization, learning and sharing methods within the last two phases of the Knowledge Management program intervention. Those that proved successful and efficient according to the review and are most demanded by partner organisations will be further consolidated and supported:

- Systematization of Experiences
- Exchange Visits between Partner Organisations
- Borrow-a-Technical Advisor
- Most Significant Change

HORIZONT3000 tested the first time in 2015 a playful method to capitalize positive and negative experiences, the so called KNOWLYMPICS – Olympic games for experience capitalization. 10 experiences (out of which 2 negative ones) were submitted and a winner was drawn. All organisations that submitted a negative experience was rewarded with an extra price – as HORIZONT3000 wanted to motivate specifically the sharing of negative experiences – which, according to Knowledge Management principles, is an important aspect of learning.

HORIZONT3000 will continue this playful approach to motivate partner organisations and Technical Advisors to discuss positive and negative experiences, capitalize them via a questionnaire (provided by HORIZONT3000) and share them within the HORIZONT3000 network.

Further, HORIZONT3000 will start to install and promote "Communities of Practice – CoP" (or in Central America called "Círculos") within the regions/ countries and/ or globally. 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 and TAs as they, through CoPs, can decide and organize themselves KNOW-HOW3000 sharing and learning activities.

8. Method and activities

a) Methods used within this programme intervention

Systematization of Experiences

HORIZONT3000 has a long-term experience in using this participatory method for experience capitalization in Latin America. In 2011 and 2012, HORIZONT3000 started to use this method as well in the African context. Information on the method is found [here](#).

**Other methods of experience capitalization**

Besides systematization as method, there are various other internationally proven methods to capitalize know-how. After Action Review (AAR) and Storytelling are two that were identified by HORIZONT3000 and proven interesting by different partners and colleagues. Information on these methods can be found [here](#) (Storytelling) and [here](#) (AAR)

Most Significant Change - MSC

Some HORIZONT3000 have already used MSC method to collect stories of change. The most significant change (MSC) method is a form of participatory monitoring and evaluation. Many project stakeholders are involved both in deciding the sorts of change to be recorded and in analysing the data making it a participatory method. The method contributes to evaluation because it provides stories and information on impact and outcomes that can be used to help assess the performance of a project/ activity. More information on the method can be found [here](#).

Sharing Event

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

Specific Training

KNOW-HOW3000 specific technical or methodological trainings are trainings organized by HORIZONT3000 or a partner organization on a very specific topic demanded by various HORIZONT3000 partner organisations. These trainings aim to complement partner organisations' work and methods, to strengthen their structures/ procedures and enable common learning.

Exchange Visit

KNOW-HOW3000 exchange visits are learning visits, where one or more HORIZONT3000 partner organisation(s) visit another project/ organisation (mainly from the HORIZONT3000 network, but also beyond) to learn from their practice and methods applied.

Borrow-a-Technical Advisor

HORIZONT3000 Technical Advisors are normally employed at one partner organisation. However, other HORIZONT3000 and Member Organisations' partners sometimes have needs for a short-term consultancy in a field of expertise of a Technical Advisor placed in the region. Via Borrow-a-Technical Advisor, TAs can provide advice to partner organisations in the region where a full-time Technical Advisor would not be necessary. The concept Borrow-a-Technical Advisor aims to use competencies of Technical Advisors efficiently and offer access to know-how and competencies for HORIZONT3000 and Member Organisations' partners.

Communities of Practice (regional, international)

Communities of practice (CoP) are groups of people who share a passion for something that they do, and who interact regularly to learn how to do it better. Communities of Practice are a widespread method to foster structured exchange and learning within Development Cooperation. For more information on the method, please click [here](#).

Within the HORIZONT3000 network, a few forms of CoP have been proposed by partner organisations and Technical Advisors.

In Central America, CoP (called círculos) have been installed for 3 topics: one for RD-NRM, one for Youth and one for Women. These CoP/ círculos embrace HORIZONT3000 partner organisations (ADA-FP and others) as well as partner organisations from Member Organisation DKA and kfb working in the field.

In Senegal, partners proposed to foster a more structures exchange for Climate Change and proposed to install a Think Tank for the issue.

In East Africa, a group of Technical Advisors has planned and implemented a pilot phase for a Toolbox-Organisational Development which is now the base for extending this toolbox to other regions.



In Austria, a CoP on Knowledge Management in Development Cooperation – called KM4Dev Austria Group – was founded in summer 2015 and has planned quarterly sharing meetings and a other joint activities.

Thematic focus for learning & sharing (processes and not punctual trainings/ sharing events)

The review recommended setting a thematic strategic focus for the next phase in order to foster learning. They argue that learning takes place in a more efficient way if trainings, sharing events and experience capitalization are within a similar field/ topic than offering various trainings and sharing events for various topics.

CENTRAL AMERICA intends to motivate partner organisations to set thematic focus. Each community of practice (círculo) could decide on a thematic focus for the next 2 years within which the KNOW-HOW3000 activities/ events will take place – this is still to be discussed. Climate Change / Nexus and human rights seem to be of the most interesting topics.

Other thematic focus reported by countries/ regions

Mozambique and Senegal will focus on CLIMATE CHANGE/ NEXUS, East Africa on Experience Capitalization (Classic Systematizations of Experiences, Training staff on the methodology of recording Most Significant Change Stories and Support project partners to improve documentation using MSCs, After Action Review and Story telling). Ethiopia will focus on systematisation of experiences, on one side by training local facilitators and on the other side by sharing information on the methodology with project partners of H3000 and its member organisations

b) Activities according to Expected Results:

R1 Learning & Sharing

Activities in Global South

A 1.1 Experience Capitalization with Systematization and other methods

A 1.1.1 Facilitation coaching and quality control of experience capitalization via systematization method

HORIZONT3000 has built local capacities in Central America, Senegal and Eastern Africa to facilitate experience capitalization via the systematization method. Further coaching of the facilitators (East Africa) or partner organisations doing systematizations (Senegal, Ethiopia, Central America) will be needed in order to assure quality facilitation and processes/ outcomes of these systematizations.

EAST AFRICA

In East Africa, two organisations will be supported to conduct systematisation in 2017. Additionally, seven systematisation facilitators have been trained and will be recommended to partner organisations who wish to conduct systematisation

SENEGAL

Follow-up on systematization method is necessary; a refresher-training for partner organisations on the method will be foreseen.

ETHIOPIA

Training of 2 facilitators for the systematization of experiences. Daniel Keftassa has been trained on the method and has already facilitated some systematizations. The aim of HORIZONT3000 together with DKA is to build up more capacities within Ethiopia for the systematization method in order to offer its partner organisations facilitation for this method in the long run.



A 1.1.2 Offering and testing other methods for experience capitalization and documentation

EAST AFRICA:

- Training staff on the methodology of recording Most Significant Change Stories
- Support project partners to improve capitalization and documentation using MSCs, After Action Review and Story telling

SENEGAL:

MSC Changes would be of interest. Other story telling methods have proved successful in Senegal so far and could be extended through training.

CENTRAL AMERICA:

In Central America, 3 partner organisations will test new methods for experience capitalization.

A 1.2 Planning and implementation of local, regional sharing events

Regional conference will from now on be called KNOW-HOW3000 sharing events. Templates for invitation, program, documentation and follow-up will be provided in all languages (A1.16). Sharing events are interactive learning events rather than conferences where a few persons give a speech.

EAST AFRICA:

2 sharing events

ETHIOPIA

1 Sharing event is planned with partner organisations of HORIZONT3000 and member organisations; ideally this event will be held at the premises of one of the partner organisations, thus opening up the option to combine with exposure to the field work.

SENEGAL:

2 sharing event on Climate Change

CENTRAL AMERICA:

In total 10 sharing events:

3 sharing events within the CoP (círculo) RD-NRM

3 sharing events within the CoP (círculo) Youth

3 sharing events within the CoP (círculo) Women

1 sharing event within the sector Education (in Nicaragua only)

Further, Central America will hold a big regional sharing event in November 2018 where results, experiences of the 3 year program will be shared, discussed and the new phase be planned.

MOZAMBIQUE

1 sharing event on "Adaptation to climate change"

PNG

1 Sharing Event on School Management in 2016

A 1.2.1 Formation of regional and thematic communities of practice

CENTRAL AMERICA

3 communities of practice (CoP, in Spanish "circulo") exist within the 2 main sectors of the program:

- RD-MNR: CoP for agro-ecology
- HR-CS: CoP for women and CoP for youth

**SENEGAL:**

Partner organisations proposed (after sharing and learning events on the topic) to install a so called Think Tank on Climate Change. This Think Tank is a kind of CoP where a clear number of persons regularly meet and discuss/ learn on a specific topic.

ETHIOPIA: this could be envisaged as partner community and interest is manageable.

A 1.3 Planning and implementation of specific trainings for partner organisations (H3 and MO)

Templates for invitation, documentation and follow-up will be provided (A.1.16). Procedures for proposing topics and planning/ implementation differ between countries/ regions.

EAST AFRICA:

Each year, a call for specific training will be sent out latest by March to all PE and Fin project partners. A selection committee will select 5 best applications per year.

Partner organisations apply for trainings, if TAs should participate as well, this is possible and should be requested by the partner organisation.

CENTRAL AMERICA:

Communities of practice of partner organisations ("círculos") decide and organize themselves which topics and which trainings (according to the strategic topic set for 2016-18). HORIZONT3000 offers templates as well as guidance and coaching on facilitation methods.

Additionally, the regional office in Managua (NIC) offers trainings for specific topics that cannot be organized by partners/ CoP like PCM, EU-cofinancing, others.

MOZAMBIQUE

2 trainings:

- Preparation of silage
- Baseline-Studies

PNG:

Still to be decided once new country director has started

ETHIOPIA

As mentioned above, training on the method of systematization of experiences. Training is planned for 1-2 additional facilitators for systematisations, selection criteria and procedures for these trainees are still to be decided

A 1.4 Planning and implementation of local, regional Exchange Visits

Templates for invitation, documentation and follow-up will be provided (A1.16). Procedures for proposing topics and planning/ implementation differ between countries/ regions.

SENEGAL:

- 1 Exchange visit on Rural Development
- Follow-Up on Exchange with Mali/ Burkina Faso on Alphabetization
- Further Exchange between partner organisations in Senegal is planned and paid by partners.

EAST AFRICA:

2 exchange visits per year, proposals by partner organisations.

e.g. a visit to Lacor and Angal hospital, learning on waste water treatment for public institutions; a visit to Radio Pacis, learning on use of Solar power for public buildings, motivate partner organisations to lobby for supply of solar power to the national grid



CENTRAL AMERICA

4 exchange visits are planned in Central America for the following topics (can still be changed according to needs/ demand of partner organisations:

GTM Etnoveterianaria, SLV Agroecologia, GTM seguridad defensora.

MOZAMBIQUE:

3 exchange visits

PNG:

Still to be decided once new country director has started

ETHIOPIA:

1 exchange visit for partner organisations, topic still to be decided

A 1.5 Planning and implementation of trainings / sharing events for TAs during AGMs

All regional offices that organize Annual General Meetings (AGM) for their Technical Advisors have an extra budget for trainings/ sharing events for TAs during the AGM. Topics can be proposed by Technical Advisors or by HORIZONT3000.

PNG

3 AGMs with sharing events/ trainings for TAs

MOZAMBIQUE

3 AGMs with sharing events/ trainings for TAs

EAST AFRICA

3 AGMs with sharing events/ trainings for TAs

A 1.6 Borrow-a-Technical Advisor

Borrow-a-Technical Advisor has been evaluated positively and should further be promoted/ consolidated. Especially for Organisational Development issues, Borrow-a-Technical Advisor is effectively used and promoted.

A concept for Borrow-a-Technical Advisor will be elaborated, including responsibilities, procedures, covering of costs, reporting etc.

Activities in Austria/ Europe

A 1.7 Coordination of experience capitalization process and products (support by TAs where reasonable)

A 1.7.1 adaptation of experience capitalization process and products

A working group will reflect on and adapt the experience capitalization process regarding users, products and use of products. The working group best consists of HORIZONT3000 Vienna, VOS, Member Organisations, TAs and partner organisations.

A 1.7.2 Elaboration of One-Page presentations for experiences, good practices and success stories

Done by HORIZONT3000 team in Vienna with possible support by TAs in regions (where appropriate). Dependent on the outcomes of A.1.10.

A 1.8 KNOWLYMPICS – Olympic games for experience capitalization

At the KNOWLYMPICS 2015, 7 organisations presented a total of 10 experiences (8 positive, 2 negative) which will be published as one-pagers on the platform. This activity is relatively easy to organize and offers motivation to partners and Technical Advisors as prizes can be won. Main prize 2015 was an exchange visit for the winner organization and material support for other participants.

**A 1.9 international event for advocacy and visibility**

A less costly event with a focus on advocacy and visibility will be organized in 2017. The topic will be closely coordinated and decided with Member Organisations (they have thematic advocacy focus where we could link the event). 4-5 partners can be invited to Vienna.

A 1.10 Thematic communities of practice (former EoE)

CoP between HORIZONT3000 and Member Organisations with meetings during Intercambio Event and virtual collaboration in between.

A 1.11 coordination of impact/ performance measurement of KNOW-HOW3000 activities

Elaboration of templates for KNOW-HOW3000 activities in all working languages by Vienna team
Proposal for Follow-Up Surveys on KNOW-HOW3000 activities and the use of learning for partner organisations' work.

A 1.11.1 Elaboration of ToC/ Outcome Mapping/ Impact Chain for KNOW-HOW3000 and respective baseline data

A 1.11.2 Elaboration and providing templates for planning and implementing KNOW-HOW3000 activities in all working languages

R2 Internet Platform**A 2.1 Restructuring of Internet Platform****A 2.1.1 establishing working group for adapted website-orientation including a survey on needs of different user-groups**

Prior to the re-structuring of the KNOW-HOW3000 Internet Platform, a small working group is established for a needs assessment (including a survey) of different user groups and suggested changes of the different parts of the platform. The working group consists best of persons of member organisations, HORIZONT3000 Vienna, Technical Advisors and VOS.

A 2.1.2 concept design for re-structuring of website

A written concept for the necessary changes is designed with findings of the needs assessment and the suggested changes.

A 2.1.3 re-structuring of website according to needs of user groups

An external programming expert will implement the changes from the concept design in close cooperation with the knowledge management team.

A 2.2 quarterly newsletter on activities on platform

As a constant source of information on changes and activities on the platform an advanced quarterly newsletter is sent out to all the registered users of the platform. This helps to introduce new users to activities and information on the platform, and keeps established users informed and in touch with the platform. Through this, users also get accustomed to use the platform as a(n) (additional) resource for their work in development cooperation.

A 2.3 implementation of extended user profiles

As a support for the communities of practice (CoP) and Borrow-A-TA, extended user profiles offer users of the platform to search for experts in certain working areas within the HORIZONT3000 network. With extended user profiles, users have the possibility to indicate their fields of expertise which they acquired through school, studies or employments they had during their life. Users have to be motivated to update their user profiles in order to make use of this supportive feature.



A 2.4 integration of tools for comments or rating of available documents

Rating tools or a commenting-possibility on downloadable content could be an option for several indicators which are hard to keep track on. These are e.g. if users read the downloaded documents or if they just download it, save it and never again open it; or, if the quality of documents is adequate for other users of the platform; or, if they apply gained insights to their own field of work or their organisations through the provided knowledge on the platform. Although there is no clear opinion throughout the KM-community on adding this kind of features to the KM-websites, it could be a useful update, but it needs a trial period to see if it's applicable to this kind of knowledge management tool.

R3 Organizational Development (OD)

CoP Organisational Development

A 3.1 Installation of CoP for Organisational Development

A clear concept for the CoP (who will participate, which roles, responsibilities) will be elaborated until end of 2015. Afterwards, a planning and budgeting of activities will happen together with respective regional offices and Member Organisations.

A 3.2 Adaptation and Extension of OD-Toolbox

By CoP for Organisational Development

A 3.3 Maintenance of Toolbox by Toolbox-Masters

Integration of KNOW-HOW3000 into HORIZONT3000 processes/ strategy

A 3.4 Integration of Knowledge Management into HORIZONT3000 strategy 2016-20, HORIZONT3000 processes (Intercambio) and PCM (PE + FIN)

The review-team recommended to better integrate Knowledge Management into existing processes and avoid creating extra processes. We would like to assess and adapt existing PCM structures, processes and templates and integrate Knowledge Management aspects. One example is that Knowledge Management questions could be integrated into ToR of evaluations.

A more structures exchange between HORIZONT3000 and Member Organisations project desk officers and advocacy team is envisaged by using existing meetings/ events (like Intercambio) to foster exchange/ learning. The concept of EoE (exchange.our.experience) will be reflected and adapted.

A 3.5 Integration of KNOW-HOW3000 requirements and Organisational Development into Job Descriptions of HORIZONT3000 employees (Vienna and VOS) and TAs

Technical Advisors are and can be a good support to plan and implement KNOW-HOW3000 activities (as Masters for the OD-Toolbox, as resource persons for sharing events, etc.). We would like to strategically assign roles to TAs for supporting KNOW-HOW3000 activities and integrate this into their logframes/ job descriptions. It was even recommended to search and hire TAs for Knowledge Management in focus regions.

Job descriptions of HORIZONT3000 Vienna and VOS-staff should reflect Knowledge Management agendas.



9. Lessons learnt in relation to planned activities from earlier programmes/projects

Recommendation of external Review	Conclusion/ Implication on program level
<p>Start off from the realities of the different involved actors and their specific challenges regarding their work and knowledge management. It is crucial for KM to identify the problems and issues that matter for people and to address those, in order to integrate KM into (daily) work processes and not to create additional burden. This is also linked to the question of who needs which instrument that was asked during the review and has some scope for further reflexions</p>	<p>A reflection on different Knowledge Management activities has been started and activities and KNOW-HOW3000 instruments will be adapted</p>
<p>Develop a theory of change for the KM interventions. This (and other strategic documents) should be available in different languages and in visualization.</p>	<p>A Theory of Change (or impact chain) for KNOW-HOW3000 will be elaborated until end of 2015</p>
<p>Identify possibilities to integrate KM into core processes and task descriptions. This includes to break down the strategic focus into its implications for H3 processes and functions</p>	<p>The KNOW-HOW3000 programme intervention takes this into consideration and has foreseen respective activities. Some activities are already integrated into HORIZONT3000 partner organisations processes/ projects. E.g. systematization processes are mostly budgeted, planned and implemented by partner organisations themselves. Thematic sharing is budgeted and implemented by Senegalese partners themselves.</p>
<p>There is a consensus in the KM for development community that conversations preferably face-to-face work best for sharing knowledge and learning. This is also in line with the results of the survey. For the next phase of the FP the review team recommends that H3, besides the ongoing efforts for the KNOWHOW-3000 internet platform, puts a focus on enabling interactions and conversations. Many development actors have focused in their knowledge management activities in the past years on creating learning and exchange networks or communities of practice.</p>	<p>Is taken into consideration within the KNOW-HOW3000 programme intervention, more budget was given to local/ regional learning and sharing and Communities of Practice will be installed and tested.</p>
<p>Further, to strengthen collaboration, H3 could also investigate the possibility for experience capitalisations on regional level. Not only systematically explore the experience of one PO, but to identify approaches that have been applied in several projects and to jointly capitalize the experiences made by different partner organisations.</p>	<p>This will be taken-up by HORIZONT3000 if regional CoP (or thematic partner circles) propose and are interested and have time to do this. However, it will not be a key activity within this programme.</p>



10. Assumptions/risks

The following assumptions are made for this programme intervention:

- A ToC or Outcome Mapping can be elaborated for KNOW-HOW3000 integrating representatives of all regions (objective)
- Resources and attention of partner organisations are not bound by other unforeseen events/ obligations. (R1)
- Communities of Practice are not affected/ hampered by competition between partner organisations (HORIZONT3000 and Member Organisation). (R1)
- The implementation of KNOW-HOW3000 activities in the Global South are not affected by the local political/ ecological and/ or economic situation. (R1)
- Good Internet Connection for Technical Advisor and Partner organisations. (R2)
- Organisational culture and processes/ resources allow for changes in partner organisations. (R3)

The following risks exist for implementing planned activities. HORIZONT3000 has foreseen activities to minimize these risks.

Risks	Strategies foreseen to minimize this risk
Facilitators for systematization or other methods not available (A 1.1)	HORIZONT3000 will further strengthen facilitators for systematization methods in regions/ countries. TAs with competences in certain methods could be searched and sent.
Partners don't have time to participate due to high work load of project implementation (A 1.8)	Planning and communication in time and integration of VOS-personnel in planning process of KNOWLYMPICS
HORIZONT3000 and Member Organisations staff are not open to take up responsibilities within CoP or don't have time/ resources to participate (A 1.10)	Recommendation came from Member Organisations' side to foster exchange; concept, tasks and roles for CoP will be discussed in steering committee of Knowledge Management programme intervention
Users don't update their profiles (A 2.3)	Introduction to KNOW-HOW3000 within preparation course. All Technical Advisors should complete their user profile before leaving preparation course in Vienna;
Technical Advisors don't take up responsibilities as masters for the toolbox (A. 3.3)	KNOW-HOW3000 and its activities as Organisational Development-toolbox are presented and discussed at preparation course in Vienna, Toolbox-Masters roles are promoted during preparation course.

11. Sustainability/capacity development

Capacity Development

HORIZONT3000 works with local partner organisations to implement the framework programme. This approach offers a very big potential for sustainability as all capacities developed through



this FP are local capacities of organisations that are anchored in their region. Through longstanding experiences and existence in all 10 partner countries, HORIZONT3000 can offer tailor-made capacity development on three levels that are followed when it comes to capacity development.

- Individual Level: farmers, women, youth and other marginalized people get access to training, productive material and know-how; this is implemented directly by HORIZONT3000 partner organisations
- Organisational Level: development and improvement of structure, technical capacities of collaborators/ employees of CSOs, farmer groups, cooperatives and other collectives; this is partly implemented by partners themselves, HORIZONT3000 coordinates and implements activities in this respect by offering specific trainings/ sharing events or networking possibilities and consulting by regional offices in order to improve managerial and financial structures. The KNOW-HOW3000 programme intervention specifically aims at improving learning and networking abilities, methodological capacities and managerial capacities of partner organisations
- Societal level: partner organisations and CSOs are supported to influence agenda setting of local governments in order to better integrate the needs of marginalized people into (local) policies/ politics/ norms or code of conducts, and to monitor policies regarding marginalized people.

Sustainability

HORIZONT3000 aims to improve learning at organisational level which leads to higher efficiency and improvement of partner organisations structures, methods or services. This has a great potential for sustainability as learning and adapting ones practices is key to sustain in a complex reality as it is found in our partner countries.

Further, through KNOW-HOW3000 activities, partner organisations strengthen their networks locally with other organisations working in the same field and can better coordinate their work, participate in consortia projects and improve their work. This contributes to organisational sustainability.

Organisational Development contributes to sustainability of organisations as it (amongst other things) aims to improve funding opportunities for partner organisations.

12. Monitoring and evaluation /Review

HORIZONT3000 directly implements, monitors and evaluates activities of the global KNOW-HOW3000 programme intervention. A monitoring plan will be elaborated and attached/ handed in the latest until end of 2015.

A recommendation of the external review was to elaborate a Theory of Change for HORIZONT3000 sectors and Knowledge Management. HORIZONT3000 takes up this recommendation and will develop (in a participatory way) a ToC or impact chain for its Knowledge Management intervention KNOW-HOW3000. Once elaborated, the ToC will be handed in. HORIZONT3000 would like to test the ToC/ impact chain approach with its Knowledge Management intervention and then decide together with its Member Organisations if other programme interventions or sectors will follow and also elaborate a ToC.

HORIZONT3000 is currently implementing an impact study in Central America within the sector RD-NRM, plus another impact study of the TA programme in East Africa. Results out of these impact studies will be discussed internally and with ADA-representatives before it is decided if impact studies should be pursued. Parallel, HORIZONT3000 has started – together with its



Member Organisation – a capacity building process to train and strengthen its project desk team regarding impact orientation.

HORIZONT3000 will elaborate a strategy and a monitoring plan for the Framework Programme which will include:

- Monitoring Plan with description of Programme Indicators, Sources of Verification, Responsibilities and Frequency of Data gathering
- Elaboration of ToC for Knowledge Management
- Table with overview on planned external evaluations and systematisations at partner organisations
- Time-frame for planning / focus of external review of the FP
- Time-frame for learning and reflection on impact studies conducted 2015 and further integration of impact orientation and/or impact measurement at HORIZONT3000

HORIZONT3000 has further elaborated and planned to actualize baseline data at partner organisations and further develop capacities of partners to plan and assign baseline data studies or gather data themselves, in order to pursue a more impact oriented approach.

13. Other points

- **Synergies with TA-Programme**

This programme intervention integrates all partner organisations of the Technical Advisor-Programme as well as Technical Advisors as target groups. This has been decided in order to better use synergies of the two big HORIZONT3000 programmes.

- **Synergies with KM-Projects of Member Organisation**

Through the steering committee for this programme intervention, coordination with HORIZONT3000 Member Organisation on Knowledge Management activities takes place. Synergies with Knowledge Management projects of Member Organisations are used and funds bundled to best offer Knowledge Management services to HORIZONT3000 and Member Organisations' partners.

14. Planned financing

	EUR	%
ADA	664.024,90	65%
Applicant (DKA, KFB, SFL, BSI, WHG) inkl. Aufschläge	352.036,15	35%
Local partners		
Other third parties (please indicate)		
TOTAL FINANCING	1.016.061,05	100%



Annexes

Annex A: Timetable

Annex B: Logical framework/planning matrix

Annex C: Gender equality assessment (for Categories I and II)

Annex D: Environmental impact assessment (for Categories I and II)

Enclosures

Programme intervention budgets (Excel file/workbook)

ANNEX B) Logical Framework

	Reason for intervention	Indicators	Sources of Verification	Assumptions ⁷
Main objective	Contribution to a visible improvement of living conditions and strengthening of rights of marginalized people in Africa and Central America.			
Project objective	The partner organisations of HORIZONT3000 and its Member Organisation improve their performance through services in the area of Knowledge Management and Organisational Development	Until end of 2018, at least 20 local partner organisations , and 15 Technical Advisors use methods and experiences that they got to know via KNOW-HOW3000 activities for their project work and/ or their organisation's work.	<ul style="list-style-type: none"> • Informations from PP-Files or from Baseline-Data planned to be gathered (integrating questions in baseline-studies to be conducted) • Reports from Partner organisations • Minutes/ Documentation of events • New project proposals/ pilot projects of partners • Action plans for Learning or Management Response after KNOW-HOW3000 activities • Follow-Up Surveys on KNOW-HOW3000 activities • Evaluation/ impact study on KNOW-HOW3000 	A ToC or Outcome Mapping can be elaborated for KNOW-HOW3000 integrating representatives of all regions

⁷ A more detailed discussion and description of assumptions will be provided once the Theory of Change has been elaborated

			activities	
Expected results	<p>1. KNOW-HOW3000 Learning & Sharing HORIZONT3000 partner organisations and Member Organisations partner organisations are enabled to learn from their and/ or other organisations experiences</p>	<ul style="list-style-type: none"> RI 1.1 Until end of 2017, 5 Communities of Practice in 3 regions have implemented joint learning and sharing activities RI 1.2 Until end of 2018, at least 20 partner organisations have completed an experience capitalization process (via systematisation or other methods). RI 1.3 Until the end of 2017, at least 2 new (local) methods for experience capitalization/ learning from experience have been tested. RI 1.4 Until end of 2017, at least 2000 persons (at least 40% women) of HORIZONT3000' and Member Organisations' partner organisations, TAs and further cooperation partners have gained new insight for their work via KNOW-HOW3000 sharing events, exchange visits, specific trainings or Borrow-a-Technical Advisor missions. 	<ul style="list-style-type: none"> Documentation of activities of CoP Documentation of experience capitalization Workshop documentations for new learning methods Reports and List of participants of KNOW-HOW3000 sharing events, exchange visits, specific trainings and Borrow-a-Technical Advisor missions. Technical Advisor logframes and reports 	<p>Resources and attention of target groups are not bound by other unforeseen events/ obligations.</p> <p>Communities of Practice are not affected/ hampered by competition between partner organisations (HORIZONT3000 and Member Organisation).</p> <p>The implementation of KNOW-HOW3000 activities in the Global South are not affected by the local political/ ecological and/ or economic situation.</p>
	<p>2. KNOW-HOW3000 Internet Platform The internet platform provides more effectively information and know-how relevant to HORIZONT3000 partner organisations', Member</p>	<ul style="list-style-type: none"> RI 2.1 Until the end of 2016, the KNOW-HOW3000 internet platform is analysed and adapted regarding to its user groups (TAs, HORIZONT3000 employees in VOS and Vienna, and Member Organisations' employees) and its support for CoP and Borrow-A- 	<ul style="list-style-type: none"> Google Analytics User Profiles Tools for comments/rating of downloads 	<p>Good Internet Connection for TAs</p>

	Organisations' partners and further cooperation partners' work.	<p>TA (user-profiles/competence-matrix)</p> <ul style="list-style-type: none"> RI 2.2 Until the end of 2018, 1.000 persons of HORIZONT3000 partner countries have used the KNOW-HOW3000 Internet Platform for at least 10.000⁸ Downloads of provided experiences, methods and other documents. 		
	<p>3. Organizational Development HORIZONT3000 and its partner organizations' structures and processes are (demonstrably) improved to serve their target populations' needs.</p>	<ul style="list-style-type: none"> RI 3.1 Until the end of 2018, 20 TAs and 20 partner organisations of HORIZONT3000 and Member Organisations use relevant tools/ instruments/ templates from the OD-Toolbox. RI 3.2 Until the end of 2017, Knowledge Management and Organisational Development is integrated into PCM of HORIZONT3000 programs (ADA-FP and Technical Advisor-Program) 	<ul style="list-style-type: none"> Reports and minutes of TAs and local partner organisations where use of OD-toolbox is evident. Adapted HORIZONT3000 ORG-Handbuch Adapted Organisational structures/ charts of partner organisations PP-Files Adapted ToR for Evaluations (FP and TA-Program) Adapted reporting format to get information on changes at organizational level (??) Adapted job descriptions of HORIZONT3000 employees (Vienna and VOS) 	<p>Technical Advisors take up responsibilities as masters for the toolbox.</p> <p>Organisational culture and processes/ resources allow for changes in partner organisations.</p>

⁸ Diese Zahl kann sich noch ändern je nach Ergebnis der bis Mitte 2016 geplanten Adaptierung/ Anpassung an spezielle User-Gruppen der Plattform

Activities	Means/ Resources	Budget in EUR	Risks
Ad Expected Result 1: Learning & Sharing			
Activities in Global South			
A 1.1 Experience Capitalization with Systematization ⁹ and other methods	Working time regional office staff, facilitation, transport, workshop, accommodation, meals, documentation	44.195,00	Facilitators for systematization or other methods not available
A 1.2 Planning and implementation of local, regional sharing events	Working time regional office staff, facilitation, transport, workshop, accommodation, meals, documentation	127.790,00	
A 1.3 Planning and implementation of specific trainings for partner organisations (H3 and MO)	Working time regional office staff, facilitation, transport, workshop, accommodation, meals, documentation	66.880,00	
A 1.4 Planning and implementation local, regional Exchange Visits	Working time regional office staff, transport, accommodation, meals	55.215,00	
A 1.5 Planning and implementation of trainings / sharing events for TAs during AGMs	Working time regional office staff, transport, facilitation, meals, accommodation	80.725,00	
A 1.6 Borrow-a-Technical Advisor	Working time regional office staff, transport, accommodation	25.695,00	
Activities in Austria/ Europe			
A 1.7 Coordination of experience capitalization process and products	Working time Knowledge Management coordinator and sector coordinator	31.695,00	

⁹ Implementation of systematization processes are mainly covered by partner organisations with their respective budgets from program interventions

Activities	Means/ Resources	Budget in EUR	Risks
A 1.8 KNOWLYMPICS – Olympic games for experience capitalization	Working time Knowledge Management coordinator and sector coordinator	25.695,00	Partners don't have time to participate due to high work load of project implementation
A 1.9 international event for advocacy and visibility	Working time Knowledge Management coordinator and sector coordinator	55.195,00	
A 1.10 Thematic communities of practice (former EoE)	Working time Knowledge Management coordinator and sector coordinator	22.495,00	HORIZONT3000 and Member Organisations staff are open to take up responsibilities within CoP
A 1.11 coordination of impact/ performance measurement and impact analysis of KNOW-HOW3000 activities	Working time Knowledge Management coordinator and sector coordinator	20.695,00	
Ad Expected Result 2 Internet Platform			
A 2.1 Restructuring of Internet Platform	Working time Knowledge Management & IT	30.445,00	
A 2.2 quarterly newsletter on activities on platform	Working time Knowledge Management & IT	30.445,00	
A 2.3 implementation of extended user profiles	Working time Knowledge Management & IT, costs for programming	30.445,00	Users don't update their profiles
A 2.4 integration of tools for comments or rating of available documents	Working time Knowledge Management & IT, costs for programming	30.445,00	
Ad Expected Result 3 Organizational Development			
CoP Organisational Development			
A 3.1 Installation of CoP for Organisational Development	Working time sector expertise Organisational Development	37.225,00	
A 3.2 Adaptation and Extension of OD-Toolbox	Working time sector expertise Organisational Development	37.225,00	

Activities	Means/ Resources	Budget in EUR	Risks
A 3.3 Maintenance of Toolbox by Toolbox-Masters	Working time TAs and sector expertise Organisational Development	37.225,00	Technical Advisors don't take up responsibilities as masters for the toolbox.
Integration of KNOW-HOW3000 into HORIZONT3000 processes/ strategy			
A 3.4 Integration of Knowledge Management into HORIZONT3000 strategy 2016-20, HORIZONT3000 processes (Intercambio) and PCM (PE + FIN)	Working time Knowledge Management coordinator, sector expertise Organisational Development	31.945,00	
A 3.5 Integration of KNOW-HOW3000 requirements and Organisational Development into Job Descriptions of HORIZONT3000 employees (Vienna and VOS) and TAs	Working time Knowledge Management coordinator, sector expertise Organisational Development	20.695,00	

Annex C) Environmental Integration Checklist

What kind of projects does it apply to?

- The checklist applies to discrete, area-based projects or programmes.
- The checklist does **NOT** apply to:
 - ❖ Support to policy/strategy development and implementation, budget/sector finance support, core-contributions to international organisations– there are other instruments to assess the environmental impact in these cases
 - ❖ Projects/programmes in the field of ADA public relations, information and education in Austria, or technical consultancies to ADA for planning and programming.

When and by whom should the checklist be filled-in?

- It should be completed **as early as possible** in the project cycle, most appropriately on the basis of a concept note or draft proposal. It should be filled in by the applicant or partner organisation – with the assistance of ADA if needed.

Filled in by / date: Petra HEROUT, 30.09.2015

1. Basic information

Project Title: KNOW-HOW3000	Project number (if known): P-16-201
Project applicant/partner: HORIZONT3000	Contact person: Petra HEROUT
Country/Region: global	Project duration: 1.1.2016-31.12.2018

2. Is the project generally eligible for ADC funding, from an environmental point of view?

Does the project does contain any activity, production, use, distribution, business or trade involving the following:

		Yes	No
2.1	Forced labour or child labour (as defined in General Conditions);		x
2.2	Pornography and/or prostitution;		x
2.3	Racist, sexist and/or anti-democratic media;		x
2.4	Production, trade or distribution of weapons and munition;		x
2.5	Production, manufacture, activities and materials deemed illegal under host country law or regulation or international conventions and agreements, or subject to international phase-outs or bans due to their high toxicity to living organism, environmental persistence, potential for bioaccumulation, or potential for the depletion of the ozone layer, such as:		
2.5.1	Ozone depleting substances, PCBs (Polychlorinated Biphenyls) and other specific, hazardous chemicals, pesticides that fall in WHO Recommended Classification of Pesticides by Hazard Class Ia (extremely hazardous) or Ib (highly hazardous),		x
2.5.2	any kind of asbestos fibers,		x
2.5.3	all chemicals listed in Annex A or B of the Stockholm Convention on POPs (Persistent Organic Pollutants),		x
2.5.4	all chemicals listed in Annex A or B of the Stockholm Convention on POPs (Persistent Organic Pollutants),		x

	2.5.5	items containing lead (with exception of car batteries and nuclear medicine), cadmium, arsenic (with exception of medical drugs) or mercury,		X
	2.5.6	radioactive material (with exception of nuclear medicine);		X
2.6	Cross-border trade in waste and waste products, unless compliant with the Basel Convention and the underlying regulations;			X
2.7	Damage to ecosystems and biodiversity, such as			
	2.7.1	Destruction of High Conservation Value areas,		X
	2.7.2	Wildlife or products regulated under the Convention on International Trade in Endangered Species or Wild Fauna and Flora (CITES);		X
	2.7.3	Unsustainable fishing methods (e.g., blast fishing and drift net fishing in the marine environment using nets in excess of 2.5 km in length);		X
	In this context, ADA refrains from any ecosystem or biodiversity offsetting mechanism.			
2.8	Introduction or promotion of genetically modified organisms (GMO); invasive alien species as well as systems and/or devices in the spectrum of synthetic biology,			X
2.9	Environment and/or climate-damaging activities, such as projects, programmes and business partnerships, that			
	2.9.1	are expected to or currently produce more than 20,000 tons of CO ₂ -equivalents annually,		X
	2.9.2	that directly promote high-carbon forms of energy (especially coal or oil).		X
2.10	Removal or damage of cultural heritage			X
2.11	Forced evictions or displacement of people (i.e. families, households, communities)			X
2.12	Large-scale acquisition of land (land grabbing)			X

➤ **If 'Yes' to any of the categories, the project cannot be (co)financed by ADA.**

3. Is the project/programme relevant for environmental scoping?

Is the project **limited** to one or a combination of several of the categories below, only?

			Yes	No
3.1.	Economic infrastructure and services	Information and communication technology, whereas no construction of facilities, manufacturing or large scale purchasing of equipment is involved		X
3.2.	Education & Training	Primary education other than the construction of school infrastructure and facilities		X
3.3.		Scholarships, conferences, workshops, and related measures, except if dealing with the subjects listed in chapter 4	X	
3.4.		Audio/visual productions and trainings, publicity materials	X	
3.5.	Governance and civil society	Promotion of democracy, civil society and/or human rights/good governance	X	
3.6.		Productions for the promotion of culture or cultural exchange		X

3.7.	Health	Training of medical staff and/or community health workers		x
3.8.		Nutrition or HIV/AIDS awareness		x
3.9.	Research	Research not concerning the subjects listed in chapter 4		x

➤ **If 'Yes' to any of the categories, you don't need to fill in chapter 4 to 6**

4. Is an environmental assessment or equivalent already available or foreseen?

		Yes	No
4.1	Does the country legislation require an environmental license (e.g. related to emissions, waste and effluents), an EIA/SEA or equivalent assessment for this type of project or components thereof? If for component(s) only, please specify Remarks:		
4.2	Is an environmental impact assessment (EIA) or strategic environmental assessment (SEA) or any equivalent assessment already been carried out - e.g. for precedent phases, or by a cofinancing partner? If for component(s) only, please specify Remarks:		

➤ **If 'Yes' to question 4.1. and/or 4.2., please attach a summary of the results of the EIA/SEA, or add a reference to indicate where relevant documentation can be accessed. You don't need to fill in chapter 5. and 6.**

5. Is a profound environmental impact assessment required?

The project/programme or components thereof may have significant, numerous and complex, negative or positive environmental effects that need profound analysis. This is likely to be the case for the following categories. Check whether one of the categories applies.

			Yes	No
5.1.	Agriculture	Introduction of alien plant/animal species		
5.2.		Reclamation/clearance/conversion of land for farming		
5.3.		Intensive industrial agriculture and livestock production		
5.4.		Irrigation and land drainage above micro-level		
5.5.		Restructuring of rural landholdings		
5.6..	Fisheries/aquaculture	Introduction of new alien fish species		
5.7.		Conversion of land/mangroves/coral reefs to aquaculture		
5.8.		Industrial fishery and aquaculture		
5.9.	Forestry	Commercial forestry for timber		
5.10.		Plantation afforestation/reforestation		
5.11.		Large-scale wood processing and treatment facilities		
5.12.	Energy	Hydro or thermal power plants and industrial facilities to produce electricity, steam, or hot water		
5.13.		Electrification schemes, construction of electrical power transmission lines		

5.14.	Water and sanitation	Large scale watershed management, development of water catchments		
5.15.		Large-scale water supply, sanitation schemes		
5.16.		Installations of substantial size for irrigation, flood prevention, or reservoirs		
5.17.		Wastewater treatment plants, sewage systems and sewage sludge disposal		
5.18.	Industry and mining	Any industrial installation related to the oil and gas, cement, metal, chemical, agro- and food, pulp and paper industry, and the pre-treatment of textiles and leather		
5.19.		Any type of installations and activities related to quarries, mining and dredging		
5.20.	Solid waste	Incineration plants, recycling plants, chemical treatment or landfill of waste		
5.21.	Transport, ports and harbours	Construction of road, railway, airport, inland waterway, port, or telecommunication facilities including expansion or upgrading		
5.22.		Dykes, moles and other coastal or maritime sea defence and anti-erosion works		
5.23.	Urban development and settlement	Facilities and Infrastructure related to settlement schemes and estates, commercial and industrial estates		
5.24.		Urban transport systems		
5.25.	Tourism	Accommodation, infrastructure and amenity provision related to holiday villages, hotel complexes, camp sites		
5.26.		Facilities for beach use, theme parks, entertainment		
5.27.		Ecological or cultural tourism in protected areas		
5.28.	Trade and economic co-operation	Promotion of trade involving tropical hardwood, protected or endangered species, hazardous materials		
5.29.		Privatisation of industry or state service institutions		
5.30.	Protected areas and conservation	Designation of protected areas, nature reserves, forest reserves, etc.		
5.31.		Development of management plans of protected areas or reserves		
5.32.	Education	Construction of numerous or large education facilities		
5.33.	Health	Construction of numerous or large health facilities		
5.34.		Activities dealing with significant amounts of chemicals, such as vaccination programs, large-scale medical drug storage		

➤ ***If 'Yes' to any of the categories, a profound analysis needs to be carried out. In consultation with the Environment desk at ADA it will be decided how the further analysis is done (i.e. if a detailed independent EIA/SEA study according to international standards or any other analysis is necessary, or if it is sufficient to follow recommendations given by the Environment Desk). You don't have to fill in chapter 6***

6. Are key aspects of environmental integration adequately considered?

The questions below will help to identify specific risks or opportunities for project/programme improvement, supplementary environmental integration work, and to determine possibly necessary monitoring and

evaluation requirements. They will indicate whether the project/programme already appropriately considers crucial criteria with respect to environmental integration and where particular attention may be required for further planning and implementation.

Please answer the questions carefully and indicate where and how these issues are captured in the project/programme outline or draft proposal.

6.1.	<p>Is the project/programme situated in or nearby environmentally particularly degraded, vulnerable or valuable areas, (e.g. areas of extreme water deficiency, areas prone to bush or forest fires, high erosion risks, wetlands or flood plains, important water catchment or recharge areas, areas of high biodiversity, areas where natural resources are a particular source of conflict)? How was this considered in the project preparation?</p> <p>Answer:</p>
6.2.	<p>Does the project/programme take into account the environmentally relevant national laws and regulations and is it in line with, national and local environmental goals, programmes and priorities?</p> <p>Answer:</p>
6.3.	<p>Are the potentially positive contributions of the project/programme to environmentally sustainable development fully considered and actions in support of such contributions foreseen?</p> <p>Answer:</p>
6.4.	<p>Was the local environmental situation critically examined and were potential negative environmental effects of the project/programme regarding the quality and availability of, or access to natural resources (such as water, soil, forest, flora, fauna, etc.) well considered? Which activities are planned to minimise potentially negative effects on the environment or to provide for restorative or compensatory measures? Does the project/programme follow the precautionary approach, (i.e. are measures to prevent environmental degradation considered even if environmental threats or damages appear uncertain)?</p> <p>Answer:</p>
6.5.	<p>Does the project/programme take into account projected environmental and socioeconomic impacts caused or aggravated by the effects of climate change? Does it reduce the vulnerability of targeted populations and promote adaptation (capacities) to the impacts of climate change? Is the information on adaptation needs based on a climate vulnerability assessment?</p> <p>Answer:</p>
6.6.	<p>Will the project activities cause significant additional Greenhouse Gas (GHG) emissions? Which measures are foreseen to reduce either existing or potential GHG emissions?</p> <p>Answer:</p>
6.7.	<p>Do the project/programme partners and all other parties concerned dispose over adequate environmental know how and capacities? Are accompanying measures foreseen in order to promote environmental awareness and knowledge and to enable the partners/parties to pass on the knowledge they have acquired?</p> <p>Answer:</p>
6.8.	<p>Is an examination of the environmental effects (and the feedback of the results of such an examination) planned during the implementation of the project/programme? Are the necessary</p>

	indicators for monitoring positive/negative effects clearly defined? Answer:
6.9.	Are the costs for measures related to environmental integration, including those for awareness raising and training, as well as for monitoring and evaluation, adequately provided for in the budget plan? Answer:

Annex D) Section I for Applicants: Gender Self-assessment concerning the contribution of a project/programme to the equality between women and men, women's and girls' human rights and women's empowerment

The gender self-assessment has to be conducted by partners at the project/programme identification or formulation stage. It is to be submitted as soon as possible or at the latest together with the final version of the project/programme document. The consideration of the following questions is required to ensure compliance with ADA Joint Principles for Crosscutting issues and Minimum Standards for Gender Mainstreaming and Women empowerment¹⁰. Partner Institutions are requested to integrate all gender related information directly in the project document. In case of non-provision of relevant information and data please provide the reasons in the questionnaire below.

Titel: KNOW-HOW3000 – Knowledge Management and Organisational Development services to improve performance of partner organisations		
Organisation/Contact person: HORIZONT3000, Petra HEROUT		
Question:	Please include information in the following sections of the project document	YES/NO
Summary		
Does the summary reflect gender aspects of the intervention?	1. Summary	no
If not why not: the main target group of this programme intervention are partner organisations, and so far, HORIZONT3000 does not have all numbers on women and men-ration of employment .		
I. Identification/Formulation Phase		
Has the national gender framework been analysed, the conclusions taken into account and described?	2.1 Relevant governmental and sector policies	no
If not why not: this is a global programme intervention being implemented in all HORIZONT3000 partner countries.		
Has information been provided on target group presented on the basis of sex/gender?	3.1 Target group	Yes, partly
If not why not: when it comes to the target group “partner organisation”, HORIZONT3000 does not have all numbers on how many women and men are employed.		
Has a gender analysis been carried out? Is the gender analysis based on relevant gender publications, studies, research, assessments? Are these reference documents listed accordingly?	3.4 Data base for analyses and design (and Annex No 4)	No
If not why not: this programme intervention focuses on improving to improve the performance of organisations through Knowledge Management and Organisational Development. Even though HORIZONT3000 monitors numbers of men/women of participants at KNOW-HOW3000 events/ activities, no specific gender approach is followed so far.		
Have systemic barriers for equal access to resources and services of women and men, including gender inequalities within marginalized groups been identified and referred to? Have obstacles to participation in decision making processes at household level and in public and to the realization of women's rights been considered?	3.2 Problem analysis and analysis of local potential, 3.3 Strategic Approach	NO
If not why not: this programme intervention focuses to improve the performance of organisations through Knowledge Management and Organisational Development. Even though HORIZONT3000 monitors gender relations of participants at KNOW-HOW3000 events/ activities, no specific gender		

¹⁰ in line with and informed by main dimensions as included in the “EU Toolkit on mainstreaming gender equality in EC development cooperation” and the “UNCT Performance Indicators for Gender Equality”.

approach is followed so far		
Have gender-sensitive indicators been developed on (impact), outcome and output level? Are the costs for gender sensitive measures as well as for monitoring and assessment adequately considered within the project budget?	4. Intervention logic and Annex No 1) Logframe Matrix, Annex No 3b) Detailed project budget	Yes, partly
If not why not: for R.2 Internet Platform, no specific data on gender can be gathered, as IP-Numbers are counted.		
II. Implementation Phase		
Has it been planned to monitor the gender-sensitive indicators and/or sex-disaggregated data on a regular basis?	5.1. Monitoring, steering and dissemination of information	yes
If not why not:		
Which mechanisms are in place to ensure that steering measures will be taken in case necessary? HORIZONT3000 tries to invite women and men as speakers to sharing events and trainings/ exchange visits.	5.1. Monitoring, steering and dissemination of information	yes
If not why not:		
III. Evaluation Phase		
Has it been foreseen to assess the promotion of gender equality, women's (girls') rights and women's empowerment?	5.2 Assessment and Evaluations	NO
If not why not: HORIZONT3000 is putting a focus on impact of learning & sharing in general, no specific focus on gender equality within learning & sharing is laid in this phase. However, in further phases, assessing this aspect of learning could be integrated.		

IV. Gender Competence and Capacity Development		
Do project/programme partners and all other relevant parties concerned dispose over adequate gender competence and capacities? Are accompanying measures (such as the involvement of a gender expert and/or specific capacity development) foreseen in order to promote gender awareness and provide knowledge and to enable partners/parties to apply and pass on the knowledge they have acquired for the implementation and for monitoring the project? Are these costs included in the budget? KNOW-HOW3000 has budget for specific trainings where partner organisations and Regional Offices of each region/ country can decide on its use (topics, methodologies, etc.), e.g. in Central America, a few trainings on self-esteem/ respect of women have been implemented within KNOW-HOW3000; further, a Community of Practice (CoP) consisting of organisations working with a special focus on women's rights and empowerment, has evolved in Central America and KNOW-HOW3000 will further support the learning & sharing within this CoP.	6.2 Organizational structure, processes and management capacities Annex No 3b) Detailed project budget	Yes
If not why not:		

Section II ADA INTERNAL GENDER ASSESSMENT

The ADA internal Gender assessment consists of **1) Gender specific comments and recommendations for monitoring and follow up** and **2) the allocation of the OECD Gender Marker**. It will be completed by the sector/program officer before the signing of the contract at the latest. Once all required information has been provided (SECTION I and SECTION II) the document will be submitted to the ADA gender advisor who will enter all relevant information in the ADA data-base.

1) Gender Specific Comments and Recommendations for Monitoring and Follow up:

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2) OECD Gender Marker Scoring¹¹:

A project/intervention is gender sensitive

- if gender equality is an objective in the program/project (and therefore has been formulated explicitly as an objective in the project document)
- if a gender analysis has been implemented before or during the identification/formulation stage (possible also at the higher level, i.e. sector or country program)
- if the findings of gender analysis have been considered in the project design, in order to identify for example barriers for equal participation of women and men in development interventions and if specific measures have been taken to overcome them or if gender experts will be involved in the project implementation and steering.

Please indicate which scoring is suitable:

The project aims to promote Gender Equality as a principal goal 2

(for specific projects/programs in which the focus on gender equality has been defined as the main objective (without which the project would not be implemented))

The project aims to promote Gender Equality as a significant goal 1

(for projects/programs, in which gender equality has been considered explicitly as an additional objective of the project)

No goals for promoting Gender Equality have been formulated 0

(for projects/programs which were found not be targeted to gender equality)

Reasons for the scoring:

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¹¹ Sector/Program officers are requested to allocate the appropriate OECD Gender marker. (<http://www.oecd.org/investment/stats/37461060.pdf>).