

EVALUATION REPORT

EVALUATION OF KNOW-HOW3000
PROGRAMME - THE KNOWLEDGE
MANAGEMENT PROGRAMME OF
HORIZONT3000 IN EAST AFRICA

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EXECUTIVE SUMMARY

This report is an Evaluation Report of the Knowledge Management (KNOW-HOW3000) Programme in East Africa (Uganda, Kenya and Tanzania). The goal of the evaluation was to assess the fulfilment of goals and achievement of the expected results of the KNOW-HOW3000 Programme in East Africa, implemented from 2016 to 2018. The programme, which contains a set of activities, methods and approaches aiming at the generation, preservation and sharing of knowledge, is a three-year recurring programme, funded by the Austrian Development Agency and the Member Organisations of HORIZONT3000. The objective of the 2016 – 2018 programme was: “The partner organisations of HORIZONT3000 and its Member Organisations improve performance through services in the areas of knowledge management and organisational development.”

A participatory approach was used in the evaluation involving interaction and involvement with the HORIZONT3000 liaison team at the Regional Office of East Africa (ROEA) and in Austria. A combination of qualitative and quantitative methods were used to collect data from a total of 126 persons in East Africa and Austria. The findings from the evaluation were categorised according to the five evaluation criteria – relevance, effectiveness, efficiency, impact and sustainability – with cross-cutting themes of design, implementation and results embedded within the findings.



Participants during the Validation Workshop to share Preliminary Findings in Kampala, Uganda on August 31, 2018

Findings

The evaluation findings are categorised according to the five evaluation criteria – relevance, effectiveness, efficiency, impact and sustainability.

Relevance

Under this criterion, the evaluation revealed that partner organisations had a vague understanding of concept of KM and a few (38%) were aware of the KNOW-HOW3000 programme goal. Importantly, the majority of partner organisations (87%) indicated that they were “mere” recipients and “not active participants” in the KNOW-HOW3000 programme, which was delivered mainly through trainings. However, 93% of the partner organisations found these trainings relevant to them because they were equipped with various skills, ranging from financial management, project management to policy dialogue, which ultimately helped their organisations improve their services. The overreliance on training as the main method of KM was nonetheless inappropriate because KM involves much more than knowledge acquisition.

Effectiveness

The evaluation revealed that the capacities and performance of organisations improved in East Africa as a result of the programme, according to 93% of partner organisations' respondents interviewed. The main areas of improvement included: financial reporting, project management, proposal writing, budget management, staff management, advocacy, policy dialogue and governance. These improvements were mainly due to the training given to partner organisations combined with learning/sharing events. Though the programme had several KM instruments, the trainings were found to be the most useful,

when combined with local/regional sharing events. However, the weak link for trainings was that there was no direct corroboration to KM tailored to the needs of the partner organisations, because there was no ripple effect for integration of KM into the organisations. In fact, most of the knowledge gained from trainings was simply shared briefly in staff meetings and there was no overall monitoring of post-training in the KNOW-HOW3000 programme.

In addition, the internet platform was not used widely and therefore not very effective – 70% of respondents from partner organisations were not aware of the platform. This can partly be explained by the fact that partner organisations were intended as secondary audience for the platform with the priority audience being the TAs. Similarly, the organisational development toolbox was also used infrequently and the primary users – TAs – found both these tools as “slightly” or “moderately” useful.” Nonetheless, the TAs ((either on long-term assignment or Borrow-a-TA (BATA)) were found to be useful as they created positive synergies with the KM programme.

“The evaluation revealed that the capacities and performance of organisations improved in East Africa as a result of the programme,.....”

Efficiency

Under this criterion the scope was limited only to the interviews conducted with staff at the ROEA and Vienna, Austria in addition to a budget analysis. The findings show that despite the limited staffing at the ROEA, most of the KNOW-HOW3000 activities were still planned and implemented successfully, while the programme incorporated cost-sharing measures. The use of BATA was particularly useful because it created cost-saving measures. An analysis of the budget confirmed the findings under the relevance criterion that trainings were the biggest component of the budget. Interestingly though KNOWLYMPICS costs were quite minimal, they were found to have a high impact. The exchange/learnings visit costs were also not high but found to be beneficial and raises the possibility of funding more such visits in future. Overall, the findings show that the resources were used efficiently, especially given the staff limitations at the ROEA.

Impact

Though the time frame was felt inadequate to determine the impact, anecdotal evidence suggests that the programme contributed, to among others: improved ability of partner organisations to provide services to beneficiaries; reinforced policies and practices of organisations; improved governance and management structures; and greater likelihood of longer-term sustainability of organisations. In addition, the positive unintended outcomes outweighed the negative unintended outcomes from the programme.

Sustainability

The partner organisations' feedback on this criterion revealed that they may not have understood how KM needed to be sustained within their organisations, as most responses focused on sustainability of their organisations. However, since most were beneficiaries of training, they opined that the knowledge gained would be sustained through the already trained staff – but this contrasts with the challenge of staff attrition mentioned by respondents, which negatively impacts knowledge retention in partner organisations.

Conclusion

It is important to note that KM is a fairly new field and the KM spectrum ranges from knowledge acquisition to knowledge organisation and eventually knowledge distribution, which has similarities to KNOW-HOW3000's concept of “Experience Capitalisation.” However, the application of capitalisation methods itself was limited to only several organisations in East Africa in the period under review and so it could not be considered to be a wide-spread adoption of the full KM steps.

What the evaluation has shown is that KNOW-HOW3000 has been strong on knowledge acquisition, mainly through training as the main KNOW-HOW3000 tool, but weak on indirect knowledge acquisition and has focused less on knowledge organisation and distribution. It is instructive to note that there is greater potential to achieve the needs of the programme through other tools.

Recommendations

These are mainly proposed under each evaluation criteria:

Relevance

The following recommendations are made:

- (i) To ensure the programme is found meaningful among partner organisations, there is need for HORIZONT3000 to incorporate proper understanding of KM plus the programme's aims and objectives;
- (ii) A more systematic assessment of the knowledge gaps of partner organisations is needed to better match KM activities to the partners' needs; and
- (iii) KNOW-HOW3000 also needs to find a better balance between being a knowledge “provider” and a knowledge “broker” by exploring participatory approaches to transfer power and decision making to partner organisations.

Effectiveness

The main recommendation is that KNOW-HOW3000 needs to move away from being primarily a “training tool” and be able to offer its full range of its services that have the potential (e.g. exchange visits, BATA, Experience Capitalization) through better promotion of the full portfolio, budget allocation and delivery. HORIZONT3000 should consider developing a theory of change for the knowledge management program, baseline indicators and monitoring framework so that they are tailored to the needs of the organisations.. There is also need for regular monitoring to ensure uptake of the tools is followed through. This can best be done through using TAs with specific KM skills.

Efficiency

The above recommendation of having TAs with KM skills will help address the gap of staff limitation.

Impact

A proper and rigorous impact assessment study is recommended.

Sustainability

Partner organisations need to be helped to restructure their governance and management structures in ways that can help embed KM into their organisations. This aspect is intrinsically tied to ensuring relevance of the programme.

Lessons Learnt

These are summarised as follows:

- Exchange/learning visits have the potential to spur organisations to learn;
- Exchange visits are a good entry point for partnerships and networks;
- The TAs (whether under the long-term TA assignment or BATA) are pivotal in bridging gaps in organisations especially if they are used specific to KM;
- There is wide internet coverage in Africa through use of mobile telephony but the project is yet to exploit this as a medium for learning;
- Technical Advisors are key to organizational Development (OD) because of the skills and expertise they have.
- Trainings have been useful to help organizations restructure; and
- The entire process of KM from knowledge acquisition to organisation and distribution is quite important if the performance of organisations is to be improved.

ACKNOWLEDGEMENTS

We are grateful to HORIZONT3000 for the opportunity to undertake the evaluation of the KNOW-HOW3000 Programme in East Africa. We are particularly grateful to Kristina Kroyer, Project Coordinator Knowledge Management, Jennifer Okusia, Senior Programme Officer – Finance Projects and Caroline Ngunga, Flying Technical Advisor, for their leadership and coordination throughout the entire evaluation, which ensured a smooth process from the start to the finish.

We also convey our sincere gratitude to all the partner organisations' and member organisations' representatives who participated in the evaluation, through attending the outcome harvesting workshop in Kampala, Uganda or being respondents in the key informant interviews and/or responding to the online survey. We also appreciate the Technical Advisors (TAs) for participating in this evaluation, as their feedback was invaluable to supplementing the information from the other respondents.

Admittedly, there were many other people who were also pivotal in ensuring the success of the evaluation and it is not possible to mention all of them but their contributions, however small is appreciated. It is the insightful feedback of everyone who participated in the evaluation that ensured the assessment embodied a participatory approach.

And finally, we will eternally be grateful to God for His mercies, faithfulness and everlasting love!

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ABBREVIATIONS

BATA	Borrow-a-TA
BOSCO Uganda	Battery Operated Systems for Community Outreach Uganda
CHEMA	Community Habitat Environmental Management, Tanzania
CRC	Cultural Research Centre, Diocese of Jinja, Uganda
DESECE	Development Education Services for Community Empowerment, Kenya
FGD	Focus Group Discussion
HURINET	Human Rights Network, Uganda
KII	Key Informant Interviews
KM	Knowledge Management
MCFp	Mathare Children's Fund Panairobi, Kenya
MHOLA	Mama's Hope Organisation for Legal Assistance, Tanzania
MSDP	Mukuru Slums Development Project, Kenya
PACHEDO	Partners for Community Health and Development Organisation, Ugand
ROEA	HORIZONT3000 Regional Office East Africa
TA	Technical Advisor
UCC	Uganda Children's Centre, Uganda
UWONET	Uganda Women's Network
YARD	Youth Association for Rural Development, Uganda

1. INTRODUCTION

This document is the final report for the Evaluation of KNOW-HOW3000 Programme in East Africa, which is the Knowledge Management Programme of HORIZONT3000 in East Africa. The overall objective of the evaluation was to assess the fulfilment of goals and achievement of expected results of the KNOW-HOW3000 Programme in East Africa (Uganda, Kenya and Tanzania), implemented from 2016 to 2018. Consequently, the evaluation assessed the design, implementation and results of the KNOW-HOW3000 Programme, with a key focus on evaluating Result 1: learning and sharing. The findings of the evaluations are meant to contribute to internal learning (improving) and accountability towards HORIZONT3000 stakeholders (proving) and provide programmatic recommendations for the next phase of the programme. The evaluation was carried out by a team of three consultants from mid-July to October 2018 and covered the full three year period of the project.



Presentation by a participant during the Outcome Harvesting Workshop in Kampala Uganda held August 30 to 31, 2018

2. BACKGROUND

KNOW-HOW3000 – the Knowledge Management Programme of HORIZONT3000 – is a three year recurring programme, funded by the Austrian Development Agency and the Member Organisations of HORIZONT3000. It contains a set of activities, methods and approaches aiming at the generation, perseverance and sharing of knowledge. The programme implemented from 2016 – 2018 was the third phase of the programme and was implemented in Austria and all the countries where HORIZONT3000 works in East Africa, West Africa, Papua New Guinea and Central America.

The objective of the 2016 – 2018 Programme was that: *“The partner organisations of HORIZONT3000 and its Member Organisations improve performance through services in the area of Knowledge Management and Organisational Development.”*

To achieve the above objective, the Know-How3000 Programme expected to achieve three results, namely:

1. **KNOW-HOW3000 Learning and Sharing:** HORIZONT3000 partner organisations and member organisations' partner organisations are enabled to learn from their and/or other organisations' experiences;
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.
3. **KNOW-HOW3000 Organisational Development:** HORIZONT3000 and its partner organisations' structures and processes are demonstrably improved to serve their target populations' needs.

The KNOW-HOW3000 Programme was overseen by a Project Coordinator based in Vienna, Austria and the programme component implemented in East Africa at the Regional Office based in Kampala, Uganda.

The objective of the 2016 – 2018 Programme was that:
“The partner organisations of HORIZONT3000 and its Member Organisations improve performance through services in the area of Knowledge Management and Organisational Development.”

3. METHODOLOGY

The overall objective of the evaluation was to assess the fulfilment of goals and achievement of three expected results of the KNOW-HOW3000 Programme in East Africa (Uganda, Kenya and Tanzania) but with a focus on assessing Result 1: learning and sharing. We noted that the KNOW-HOW3000 programme lacked baseline data and an explicit Theory of Change. Towards this end, we proposed the Theory of Change that “An investment in knowledge management and organisational development amongst the partner organisations contributes to an improvement of organisations' performance and subsequent delivery of services to their beneficiaries.” Consequently, we tested this theory/hypothesis to determine to what extent the programme has progressed towards its intended outcomes/results, drawing out lessons learnt and giving programmatic recommendations.

From the foregoing, the evaluation objectives were to:

1. Assess the programme against the OECD-DAC criteria of: relevance, efficiency, effectiveness, sustainability and impact.
2. Assess the extent to which the programme has progressed towards its intended outcomes as given in programme plans and against logframe indicators.
3. To address the project's key learning questions and summarise lessons learnt from implementation in East Africa, and, make recommendations

for key stakeholders as to how they can best continue to work towards the programme's goal.

The above-mentioned evaluation objectives were operationalized through 18 questions as detailed in the evaluation matrix (Annex I), which forms the basis of the findings of this report.

The evaluation team adopted a participatory approach that involved interaction and involvement with the HORIZONT3000 liaison team (at the Regional Office of East Africa and KNOW-HOW3000 Project Coordinator in , Austria), partner organisations through visits to the three East African Countries and member organisations of HORIZONT3000. The team used a combination of qualitative and quantitative methods to collect data from a total of 126 persons in East Africa and in Austria as follows:

- 1 outcome harvesting workshop in Uganda with 17 (6 female and 11 male) participants from nine partner organisations – Caritas Maddo, Caritas Tororo, Bosco Uganda, YARD, UWONET, UCC, CRC, HURINET and PACHEDO.
- 45 semi-structured interviews with 11 representatives of HORIZONT3000 (10 programme staff and 1 technical advisor), 32 staff from partner organisations and 2 staff of member organisations of HORIZONT3000. 56% were male and 44% were female as shown in table 1 below.

- Three focus group discussions were held – one FGD with 12 (5 female and 7 male) community beneficiaries of DESECE in Kenya and 2 FGDs in Tanzania with 4 staff of CHEMA and 7 staff of Diocese of Rulenge.
 - 21 responses to an online survey of partner organisations were received.
 - 20 responses to an online survey of technical advisors (TAs) were received. Survey questions used are found at annex 5.
 - 1 case study and 1 snapshot of different aspects of KNOW-HOW3000 as found in Section 4.4 of this report.
 - 1 validation workshop to share preliminary findings with in-country stakeholders in Kampala, Uganda at the tail end of the outcome workshop.
- The list of workshop participants and persons interviewed is found at annex 2. Of note, some people who were interviewed also participated in outcome and/or validation workshops. Table 1 below shows the summary of the 45 respondents who were interviewed.

Country	Gender		Category / Designation of Staff		
	Female	Male	Management	Project Staff	Admin. Staff
Kenya	4	8	4	8	0
Tanzania	8	13	3	13 ¹	5
Uganda	5	0	1	4 ²	0
Austria	3	4	1	6 ³	
Total	20	25	9	31	5

Table 1: Categorization of Key Informant Interviews held

“An investment in knowledge management and organisational development amongst the partner organisations contributes to an improvement of organisations' performance and subsequent delivery of services to their beneficiaries.”

¹ Including 1 interview with a TA.

² All the interviews were at the Regional Office of East Africa, including 1 interview with a representative from DKA, a HORIZONT3000 Member Organisation.

³ Including interviews with two Austrian-based Member organisations.

Strengths

There were several strengths to the methodology and one key strength was the use of a participatory approach to the evaluation, which was ensured throughout the evaluation process from planning to the final report drafting. The mixed methods approach also was another strength allowing the team to reach slightly more than half of the KNOW-HOW3000 Programme partner organisations who participated in KNOW-HOW3000 Programme activities via both country visits and online surveys. The team was able to visit partner organisations in all three countries strengthening the evaluation findings. The team of evaluators had varied skills and perspectives and this allowed a contextual understanding of the two regions – East Africa and Europe.

Limitations

The evaluation team was unable to reach as many partner organisations as possible due to the budgetary limitation, and consequently only one outcome harvesting workshop was held in Kampala, Uganda instead of the envisaged three workshops in Kenya, Uganda and Tanzania. The evaluation used a purposive study design that comes with some limitations in terms of representativeness of the sample. The response of the online survey by partner organisations was some 50% of all participating partner organisations of KNOW-HOW3000 programme and it was anticipated that the responses would be higher. Although partner organisations had participated in KNOW-HOW3000 activities, not all were aware that they were part of a larger knowledge management (KM) programme and therefore the evaluation team had to be careful not to miss any consequent results.

4. FINDINGS

The evaluation findings are categorised according to the five evaluation criteria – relevance, effectiveness, efficiency, impact and sustainability – with cross-cutting issues of assessing the design, implementation and results embedded within these findings.

4.1. Relevance

Under this criteria, the evaluation sought to understand if the learning and sharing was important and appropriate for improving partners' performance, if the planning incorporated cross-cutting topics and if implementation involved partners across East Africa.

The evaluation first sought to establish if the partners of HORIZONT3000 understood what KM is and by extension, the aim of KNOW-HOW3000 Programme, since these aspects are vital in ensuring the relevance of a programme/project. The findings show that partner organisations had a vague understanding of the concept of KM⁴. In addition, out of the 32 respondents from the partner organisations interviewed, only 38% were aware (either directly or indirectly) of the KNOW-HOW3000 programme goal. The rest (62%) were not aware or simply understood the goal(s) of the training they attended as participants.

It is important to note the above because the majority of respondents interviewed (87%) and those who participated in the outcome harvesting workshop indicated that their organisations were “mere” recipients and not

“active participants” in the KM programme. Two-thirds of the respondents (67%) participated in training, while 27% stated they had no specific role – only a limited 7% were actively engaged as co-trainers. The main method of KM in the programme for partners was through training. How relevant were these trainings to partner organisations? Nearly all partner organisations (93%) interviewed stated that the trainings were relevant to them because they were equipped with various skills – such as financial management, project management, policy dialogue – which helped them acquire knowledge and ultimately in achievement of result 1: learning and sharing.

However, the overreliance on training as the main method of KM was found to be inappropriate because KM involves much more than knowledge acquisition – it also involves knowledge organisation and distribution. Consequently, the trainings do not overall help organisations collect, store and distribute knowledge from their projects but only provides information and skills to those trained and potentially those who benefit from sharing by their colleagues. Whilst these trainings stimulate and create a culture of knowledge generation at the partner organisations, the guidance on how to apply and monitor the use of the knowledge to advance the service delivery and objectives of the institutions was lacking. These findings above indicate weak connection in the relevance of the other KNOW-HOW3000 instruments, because of the overreliance on training as the main instrument of KM.

⁴ The Aristotelian view of Knowledge management (KM) categorizes KM into three stages: knowledge acquisition; knowledge organisation; and knowledge distribution. Therefore, without the abilities to acquire, represent, store, retrieve, and apply knowledge in a way that positively affects the operations of our organisations, we are not engaging in KM (David G. Schwartz [2006] *Encyclopaedia of Knowledge Management*).

Some partner organisations commented on the appropriateness of the training agenda. Although the training was generally well appreciated, there were questions as to how the training participants and the themes were selected and their appropriateness for respective organisations. There was feedback by 60% of respondents that the training content needs to be improved. In addition, feedback from member organisations of HORIZONT3000 suggests that planning for trainings was limited since only a rough schedule existed with a list of the foreseen training available but no dates were indicated. Consequently, member organisations felt they were limited in terms of planning for the trainings or suggested participants.

The above are pointers to the weak involvement of partner organisations in the planning and implementation of the KNOW-HOW3000 programme. As alluded to above, the partners were recipients and not generally involved in the programme.

Cross-cutting topics (such as gender equality, poverty reduction, democracy and environmental issues) were only considered in the planning and implementation of KM activities in a limited way. Examples were seen where these issues were touched on (for example democracy linked to governance training or gender equality to “do no harm” training) but no widespread coverage seen.

4.2. Effectiveness

Several evaluation issues were assessed: Improvement of performance of partner organisations; determining which knowledge management instruments were effective; usage of knowledge management by partner organisations to enhance organisational performance; usage of internet platform and organisational toolbox by technical advisers to engage with partners; and effectiveness of the synergies in the technical assistance programme.

The capacities and performance of the partner organisations improved in East Africa as a result of the programme, according to 93% of the respondents from the partner organisations interviewed. 80% of surveyed staff of partner organisations reported improved delivery of activities/services for beneficiaries as a benefit of the knowledge management programme, followed by improved know-how (70%) and sharing /learning (70%) between staff in their respective organisations. As highlighted by staff interviewed or surveyed, the main areas of improvement include: financial reporting, project management, proposal writing, budget management, staff management, advocacy and policy dialogue, operations (e.g. beneficiary selection) and governance. All these positively contributed to the achievement of result 1, particularly on the aspect of learning.

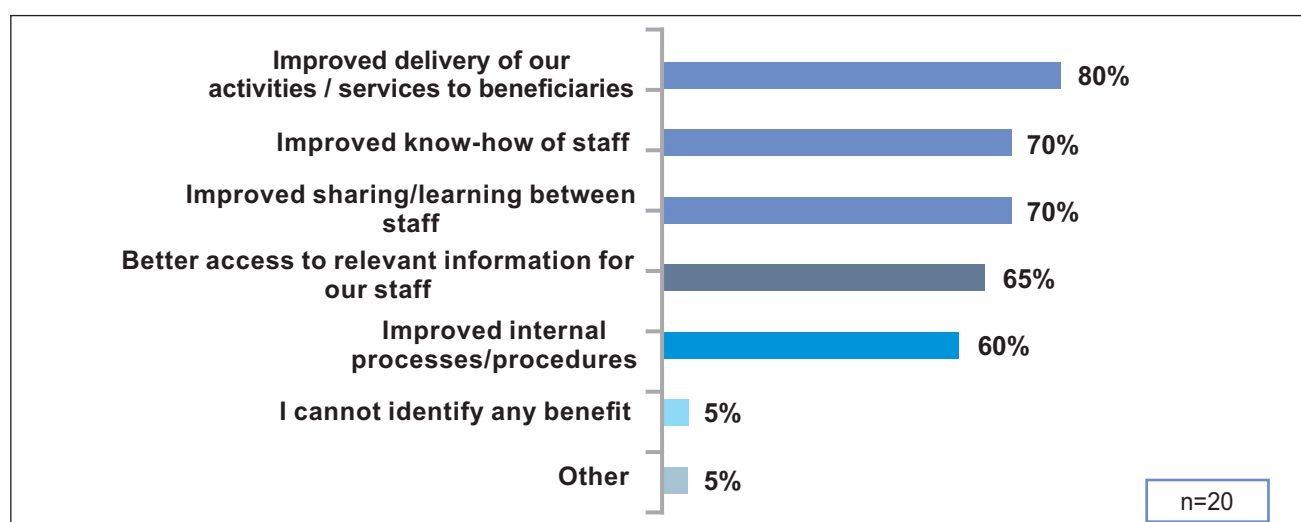


Figure 1 : Benefits from knowledge management (partner organisation survey)

Most of the above improvements were mainly due to the training given to the partner organisations combined with the learning/sharing events. Also, the input of TAs (whether long-term TA assignment or Borrow-a-TA (BATA) was key to building capacities of the partner organisations according to staff who were interviewed and surveyed.

As alluded to in Section 4.1 above and in the figure below, the trainings were the most useful instruments⁵ for partner organisations, though this was done as a combination of local/regional sharing events and specific technical and methodological trainings. As stated by the partners, effective training content included: policy dialogue; monitoring and evaluation; financial management (including QuickBooks); program management; do no harm; organisational governance; and systemization methodology.

These trainings were rated very useful by the staff of partner organisations (86% - “Very useful” in the survey), but the weak link found is that there was no direct corroboration to KM tailored to the needs of their organisations. In some cases, the training did respond to the immediate skills needs of individual staff, such as ability to use the QuickBooks software – but it didn't have any “ripple effect” for integration of KM in organisations. Also, some partners and member organisations commented that there needs to be a better systematic identification of knowledge gaps in partner organisations at the start of programme engagement with HORIZONT3000 and/or annually. Participation

in the KNOWLYPICS was also rated highly (82% - “Very useful”).

For other activities/instruments, about half of surveyed partner staff had not participated in them, although exchange visits and BATA were rated highly by those who benefited from them, reflected in their feedback both in the surveys and interviews. Those partner organisations visited who had participated in experience capitalization via systemization indicated that the process was useful to their organizations and provided a high rating of 86.7%. These organizations adopted the knowledge from the systemization trainings to support their organizations programs. For instance, MCFp used the process to improve communication with their beneficiaries and HakiArdhi used the process to improve on their field monitoring and evaluation – both organisations rated the systemization process very highly.

90% of the respondents interviewed indicated that all the KNOW-HOW3000 instruments used were effective. However, this could simply refer to the training received, because as stated in section 4.1 above, the partner organisations’ were merely recipients and did not understand the distinction of various instruments used in the programme. From the above, it is clear that training was the most effective instrument, followed by exchange/learning visits and BATA in that order.

⁵ The instruments used in KNOW-HOW3000 Programme included: (1) Experience Capitalization (systemization or other methods) to gather experiences; (2) Exchange/Learning Visits to another or from another partner organisation; (3) Local/Regional Sharing events; (4) Borrow-a-Technical Advisor (short-term assignment); (5) KNOW-HOW3000 Internet Platform; (6) Specific Technical and methodological Training; and (7) Toolbox for Organisational Development.

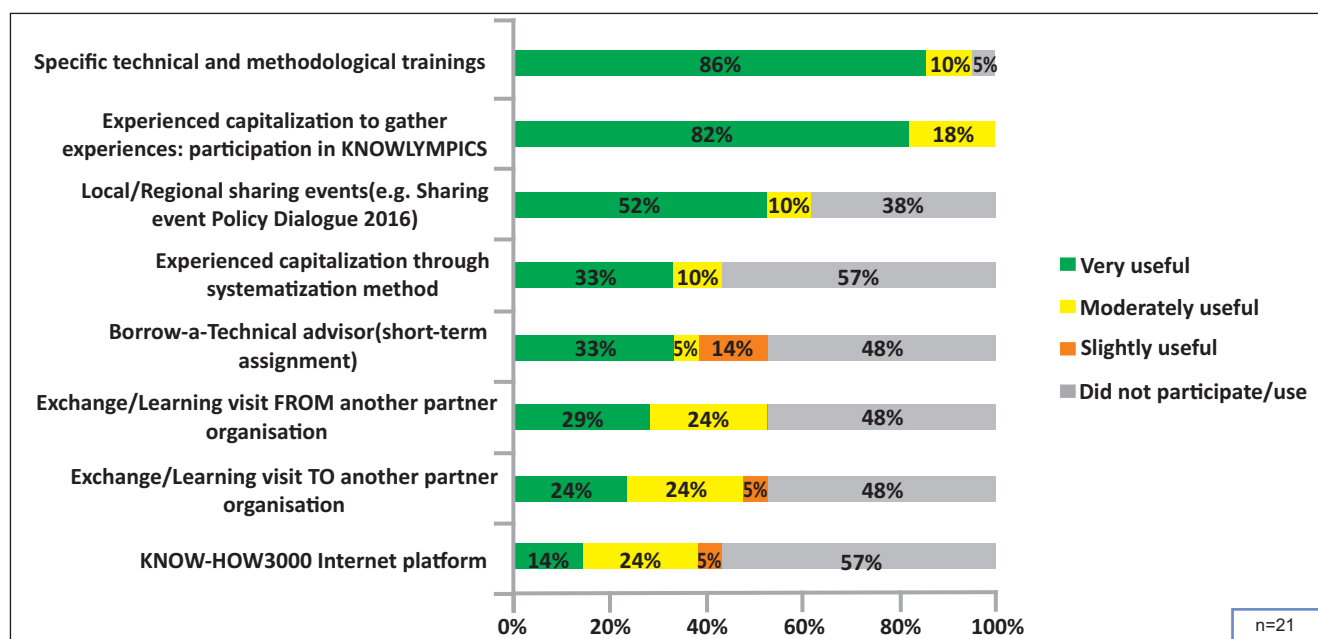


Figure2: Usefulness of knowledge management activities (partner organisations survey)

Usage of knowledge gained:

Within this domain, the evaluation assessed if there is evidence to show contribution of the programme to achievement of the programme objectives (strengthened capacities and improved performance of partner organisations). The findings indicate that because of the emphasis on trainings, most staff (90%) stated that they shared the knowledge from the trainings in staff meetings and subsequent trainings in their organisations.

How effective was this method of sharing? 70% of surveyed partner organisations indicated that the knowledge gained was used to improve their internal learning and sharing between staff. However, the partner and member organisations indicated that monitoring in relation to the overall impact of training on the organisations was currently limited. The responses from the interviews were categorized and showed that the knowledge gained from the various trainings was mostly used by 70% of the respondents to improve their staff capacities and skills, while 13% used it for

resource mobilisation. Another 13% used the knowledge for beneficiary engagement at their communities and 4% used the knowledge for financial reporting and budgeting.

Internet Platform and Organisational Development Toolbox

The findings under this domain show that the internet platform (www.knowhow3000.org) was not used extensively by partner organisations as seen in figure 2 above. 70% of those interviewed stated they were not aware of the Internet Platform, while only 23% were aware and had used it and a limited 7% were aware but never used it. This can be partly explained by the fact that partner organisations were intended as secondary audience for the platform with the priority audience being the TAs. An Organisational Development (OD) toolbox, available on the platform, has also been developed to support the TAs. As seen in figure 3, 40% of the TAs reported using the Internet platform 1-10 times a month and nearly one third (28%) had never visited the OD toolbox.

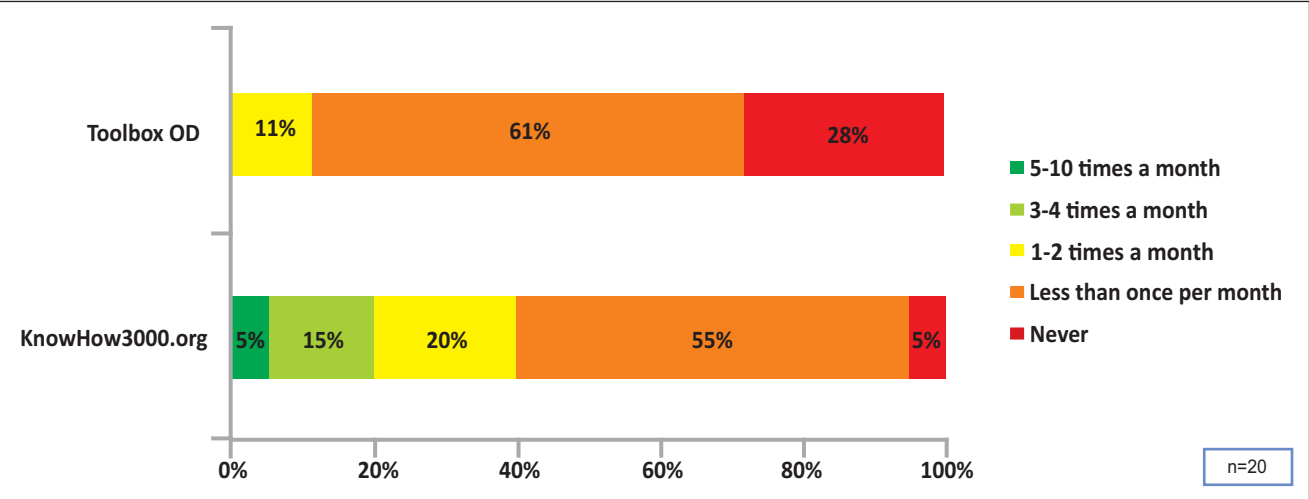


Figure3: Frequency of visits to the OD toolbox and the internet platform (TA survey)

The infrequent use by TAs was also reflected in the usefulness rating of the OD toolbox and the internet platform; for both over half (54% and

56% respectively) found these tools “Slightly useful” as seen in figure 4.

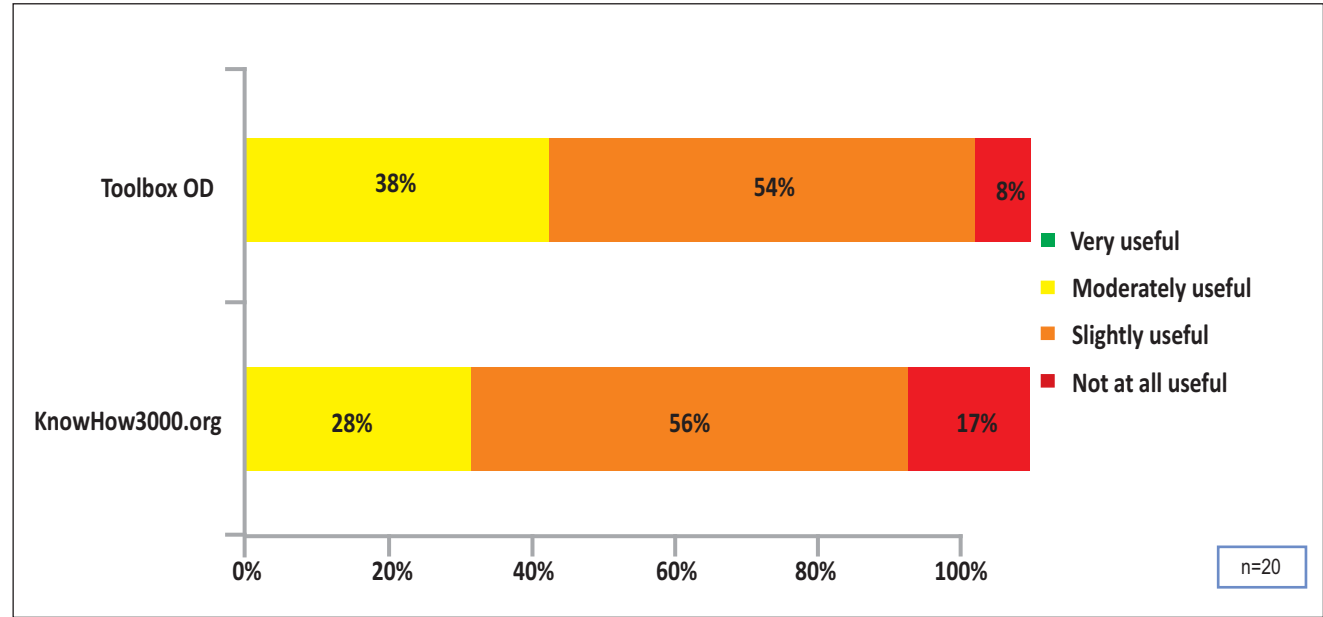


Figure4: Usefulness of the OD platform and the internet platform (TA survey)

Based on the survey responses, the highest use for TAs of the internet platform was to search for documents specifically for TAs (83%)

followed by consulting the OD toolbox (56%) as seen in figure 5.

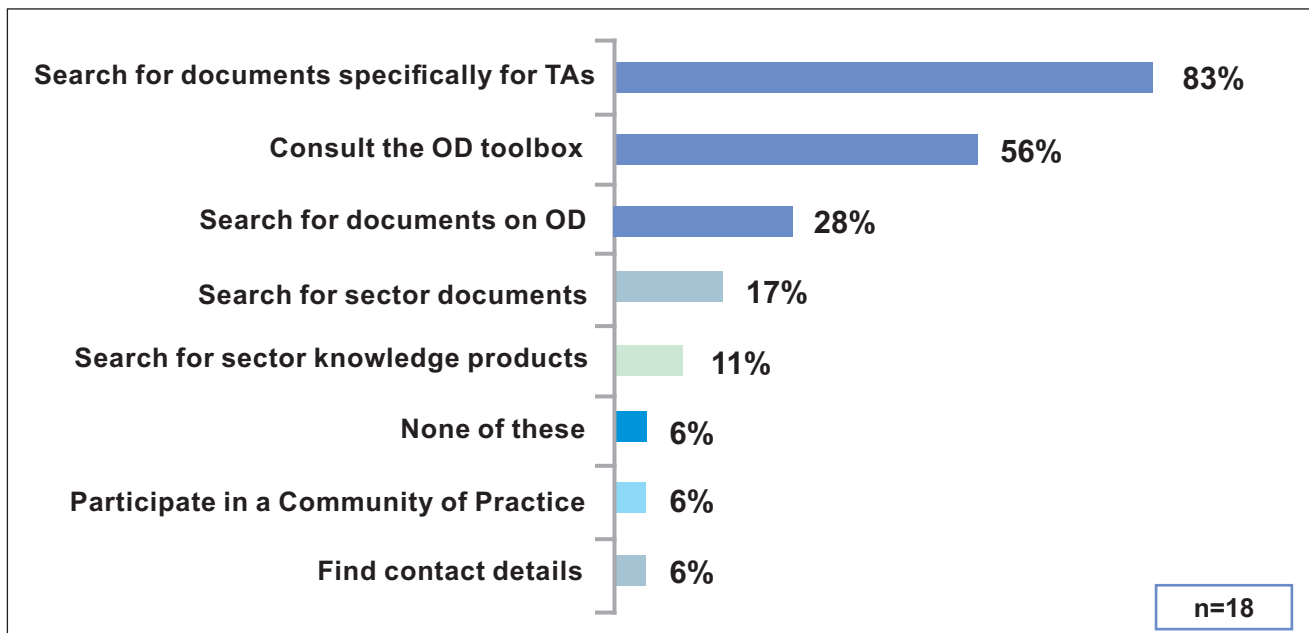


Figure5: Use of internet platform (TA survey)

When asked to explain how they used the internet platform and OD toolbox with partner organisations, for both tools TAs indicated the highest use was using a document/product for a training/capacity building activity with partner

organisations, as seen in figures 6 and 7. Of note, for both tools, a significant minority (44% and 36%) indicated “None of these” implying a limited role in the tools for their work with partners.

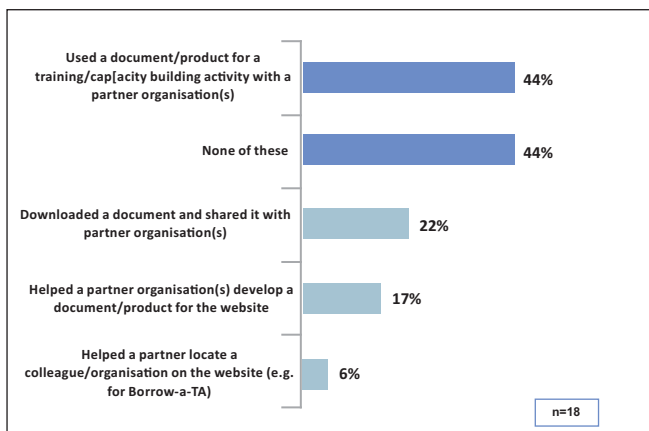


Figure 7 : Use of internet platform with partners (TA survey)

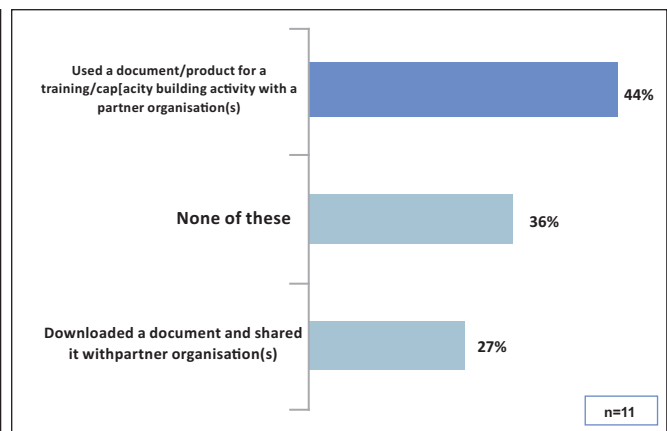


Figure 6 : Use of OD toolbox with partners (TA survey)

When asked to explain their limited use of the internet platform and the OD toolbox, the main reasons provided by TAs were:

- The information on the internet platform was not essential for their work (more of a “nice to have” role);
- The internet platform and the OD toolbox had usability issues, such as navigation, search and document naming;

- The OD toolbox contained outdated or irrelevant materials for the TAs;
- There was no or limited “push” feature of the platform (to inform users of new content); and
- There was limited interactivity on the platform.

Synergies with the Technical Assistance Programme

Most organisations had benefited from having a TA, with 77% of the respondents interviewed confirming that they had received a TA either as part of the BATA instrument or long-term TA assignment, who subsequently were very useful. However, another 7% of respondents confirmed receiving a TA but who were not useful to their needs. 10% of respondents interviewed were not aware of how to request for TAs while 7% had not received a TA, but were aware of how to request for one.

With regards to synergies created, partner organisations provided examples where the TAs had provided valuable inputs into their programming, such as improving their approaches (e.g. water sanitation, beneficiary selection), policies (e.g. Integration) and supporting structures (e.g. governance and management). The support and interaction of the TAs with partner organisations' staff was also indicated as an important link between the implementation of programmes by partner organisations and existing knowledge, in that often TAs were seen as conveying knowledge from other partners, themselves or the KNOWHOW3000 internet platform to partner organisations.

Of the TAs surveyed, 12 out of 20 reported that they had participated in at least one KNOW-HOW3000 activity with nine TAs indicating that they had participated as a "Borrow-a-TA" and other training sessions for partner organisations, besides attending the Annual General Meeting (AGM⁶) (see below) and/or using the internet platform. Concerning BATA, the TAs commented that they felt their contribution was very positive in developing the capacity of partner organisations through these visits which was supported by receiving organisations. TAs thought that more could be done to make partner organisations aware of the BATA instrument and in its follow-up after the visit.

The majority of TAs surveyed (89%) had attended the HORIZONT3000 AGM; with 4% finding it "Very useful" and 24% "useful". The main comments of TAs on the AGM was that it lacked a KM focus; it was limited in building capacity of TAs in a given skill or area; and it needed to build on the knowledge of TAs and partner organisations.

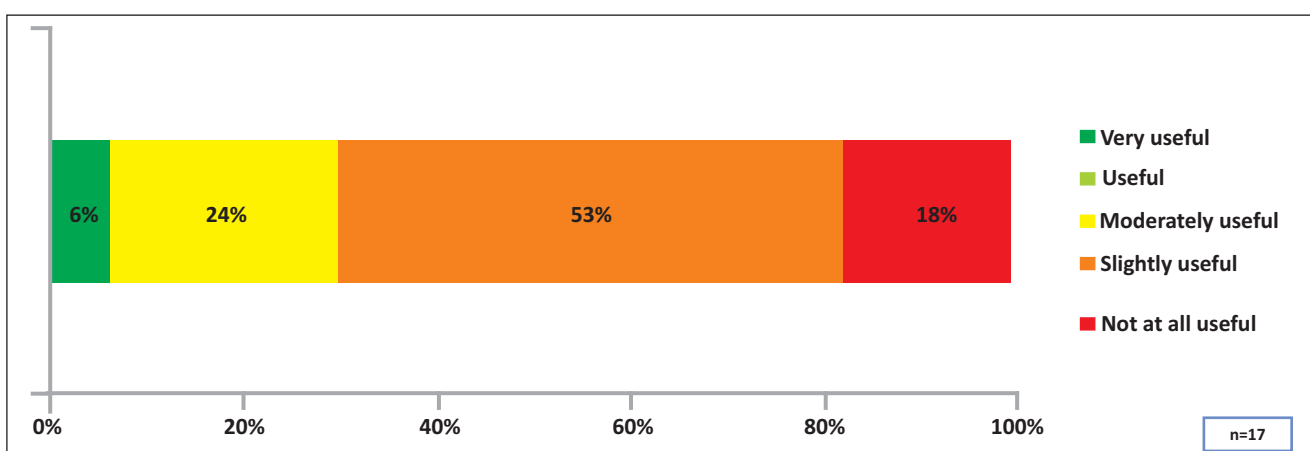


Figure8: Usefulness of AGM (TA survey)

⁶ AGMs are annual meetings of the TA community in East Africa and partly funded by the KNOW-HOW3000 programme, meant to include knowledge sharing/ capacity development components.

At the same time, this evaluation found that there was limited systematic inclusion of a KM aspect in the projects and programmes of partner organisations that KNOWHOW3000 could easily interact with. For example, there was no knowledge assessment gap as mentioned above and no obligatory or recommended KM aspect for projects supported by HORIZONT3000, such as collation of best practices, staff and stakeholder exchanges or documenting lessons learnt. The further integrating of KM into the core processes of partner organisations was also a recommendation of the 2015 external review.⁷

4.3. Efficiency

Several aspects were assessed: Efficient use of resources and possible alternative cost-effective measures; governance and management structures that help in the transfer of knowledge to partner organisations and their strengths and weaknesses; and how participants of KM activities transfer knowledge gained.

The findings under this criterion are limited to only interviews conducted with the HORIZONT3000 staff at the Regional Office of East Africa (ROEA) and Headquarters in Vienna. Therefore the discussions do not incorporate findings from partner organisations. An analysis of the programme budget was undertaken to assess the usage of resources.

Use of Resources. Under this domain, the evaluation sought to establish if the resources allocated for the programme were used efficiently while assessing if the results justify

the costs spent. The findings show that despite the limited staffing at the regional office, most of the KNOW-HOW3000 activities were still planned and implemented within a short-time frame. In addition, the programme incorporated cost-sharing measures, such as not paying per diems to participants of training because training costs also catered for accommodation and meals, and other times partner organisations were requested to shoulder transport costs to and from training venues, as part of creating ownership in the programme. In addition, the use of TAs, particularly the BATA, was found to be particularly useful because it created cost-saving measures for expenses that would have been used to pay external consultants.

An analysis of the 2016 – 2018 budget was undertaken and results in Figure 9 below show that training was biggest component of budget, and therefore confirms the findings in the above sections. The over-reliance on training is discussed in section 4.1 above. Interestingly, KNOWLYMPICS costs are quite minimal (at only 2%), but the impact is higher according to partners, while AGM costs are high and related to TA participation, but yet the TAs said the AGM had no KM role/component as discussed above. A total of six exchange visits were undertaken during the period under review and feedback from respondents indicated they were seen as beneficial, raising the issue if it is possible to fund more visits in the next programme phase. It should however, be noted that the Internet Platform is not included in the overview, as it is not part of the East Africa KNOW-HOW3000 budget since it is steered from Vienna, Austria.

⁷Deppeler & Sprecher (June 2015). Review of the Framework Programme HORIZONT3000.

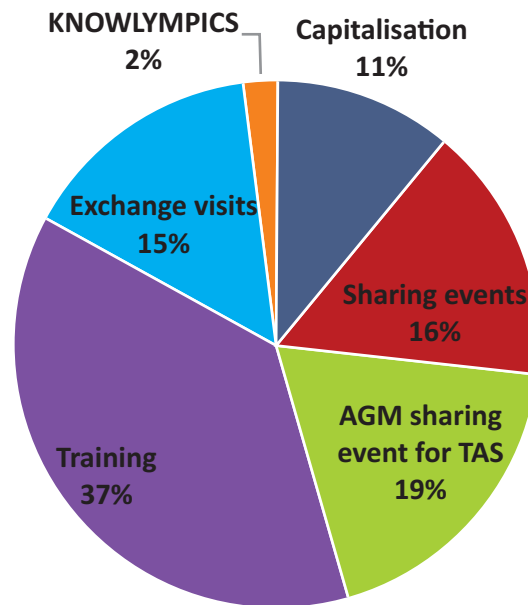


Figure 9: Analysis of Budget Expenditure

Overall, the findings show that resources were generally used efficiently, especially given the staff limitations at the Regional Office of East Africa. Can the evaluation therefore say the results achieved justify the costs? The answer is yes. However, there is always a trade-off between limited staff and proper implementation of projects and thus programmes are advised not to limit staff if this will impact programme implementation.

Governance and Management Structures

The evaluation also sought to determine if the governance and management structures (for example KM policies and practices) of partner organisations have helped to create efficiency in terms of integrating KM in the organisations. At the partner level, the findings show that most KM structures in place were geared towards sharing of knowledge through staff meetings, further training and informal storytelling. As mentioned in sections 4.1 and 4.2 above, this is inadequate in meeting the entire spectrum of KM. However, it is noteworthy that due to trainings and support from TAs (BATA but also long-term placement that falls outside of the KM programme), most partner organisations

reviewed some of their management structures, particularly boards of management and revision of organisational policies. An example is one organisation in Uganda that commented that the governance training triggered them to introduce their own board governance policy. However, there is no direct correlation to show how these changes have led to the institutionalizing of KM, particularly as regards knowledge organisation and knowledge distribution – this remains a gap that may need to be addressed.

4.4. Impact

The criteria basically sought to answer the goal of the programme i.e. to ensure that partner organisations of HORIZONT3000 and its member organisations have improved their performance through services in the area of knowledge management and organisational development.

During the Outcome harvesting workshop held in Kampala, the partners present felt that it was too early to determine the impact of the programme. Nonetheless, examples were given by partner organisations that can be

early indicators of the impact of the KNOW-HOW3000 programme such as:

- Improved ability of organisations to provide service their beneficiaries;
- Reinforced policies and practices of organisations;
- Improved governance and management structures of organisations; and
- Greater likelihood of longer term sustainability of organisations.

among partner organisations is best encapsulated by the brief two case studies below of CARITAS Tororo, Uganda and Dennis Daniels of Mhola, Tanzania which are pointers to the impact of an Exchange/Learning Visit and the training. The two case studies are also examples of the extent to which the KNOW-HOW3000 programme was exemplary, created structures and had an impact in terms of leverage, particularly in the achievement of result 1 – learning and sharing.

The question seeking to determine the extent to which KNOW-HOW3000 programme contributed to organisational performance

Case Study – CARITAS Tororo

CARITAS Tororo visited CARITAS Maddo between 12th and 15th September 2016. The learning visit was initiated after a call of proposals in the KNOW-HOW3000 programme. The key objective of the visit was for CARITAS Tororo to improve themselves through learning. A team of 13 staff visited Caritas Maddo and the program of visit included, among others, directors' meetings and departmental meetings to learn from CARITAS Maddo. In addition, joint meetings were also held for cross-sharing and learning.

One enlightening aspect for CARITAS Tororo was they noted that their counterparts had income generating projects, as part of their organisational sustainability. After the exchange/learning visit, staff of CARITAS Tororo, led by their Director, also decided to initiate their own income generating project. At the outset, they tried various activities, such as fish farming, selling T-shirts, selling tree seedlings, etc., but they failed. Then the idea to try mushroom farming was mooted after attending mushroom production refresher training provided by Enabling Rural Innovation (ERI) under the auspices of HORIZONT3000 in 2017.

CARITAS Tororo then experimented four times and they failed – the first time it was due to the hot weather, so they moved to another room but it failed, then a third time the seeds failed. However, in early Jan 2018, they chose a different location – somewhere cool and built it with bamboo to allow aeration. Inside they placed sawdust which was always kept damp and covered with papyrus mats. Outside they surrounded the structure with netting. To propagate the seedlings, they used the sawdust together with cotton seeds. Finally, they also changed the supplier of the mushroom seeds.

They started harvesting the mushrooms in June 2018. A kilo of fresh mushrooms retails at UGS 8,000 while 1kg of dried ones sell for 50,000 UGS. CARITAS Tororo started selling the produce from July 2018, as on-farm sales but the demand is much higher than they can meet. Between July and part of August 2018, they sold a total of UGS 5,300,000. They harvest on average is 30Kgs per week of fresh mushrooms and 10kgs of dried mushrooms per week. For the short period since they started harvesting, they have yielded gross profits of approximately 1,500,000 to 2,000,000 UGS.

Other benefits accrued from the exchange visit have included: improving their accounting records which has consequently reduced audit queries; they also learnt how CARITAS Maddo implement other projects e.g. emergency and preparedness projects.

CARITAS Tororo sees mushroom production as a potential sustainable solution for their organisation, thanks to the learning/exchange visit!

Snapshot: Dennis Daniels - MHOLA Tanzania

I have worked with Mhola since December, 2016, as a finance officer for both the HORIZONT3000 grants and for the institution. Initially, before I attended the QuickBooks training, we at MHOLA experienced challenges in meeting project reporting requirements. We would rely on Ms Excel and Ms Word programs to generate financial reports, and this was quite laborious. We also experienced challenges with the accuracy of the reports because sometimes we entered incorrect formulas.

I attended the QuickBooks training in 2016 organised by Horizont3000's KNOW-HOW3000 Programme and was happy because the training content combined budget management, cash management and accounting. One of the key outcomes of the training was seen when I returned to MHOLA: I reduced the time needed for producing financial reports. This in turn has led to increased efficiency in the organization. Currently, we no longer have challenges with accuracy because Quick books already has in-built formulas.

In addition, the monitoring of cash advances has greatly improved as it is easy to track amounts disbursed while adhering to the organizational policy (MHOLA requires all staff to submit returns/reports of cash advances three days after the completion of the field activity). We are also able to regularly track any outstanding advances and take action. QuickBooks has enabled us to determine the bank balances in real time without having to queue at the bank.

During the exchange/learning visits, I have benefited from interacting with different accountants from other countries in East Africa, where accountancy and governance knowledge is shared. For example, I learned about the use of accrual-based accounting, which was new to me (and I think others too in Tanzania) – we had earlier been using cash accounting in the institution. The knowledge and benefits from the exchange forum are vast! The departure from a manual system of accounting to the automated QuickBooks system has generated benefits, especially in terms of timeliness of our reporting. We used to take days to produce a donor report and now it's possible to do this on the same day with higher quality in reporting. We also have improved internal controls in MHOLA. These positive changes would not have occurred without the trainings – thank you HORIZONT3000!

What have been the positive and negative unintended consequences of KNOW-HOW3000 Programme?

A proxy measure of determining impact is to assess the unintended outcomes/results of a programme. Towards this end, the evaluation assessed both the positive and negative unintended consequences that may have

resulted from participating in the KNOW-HOW3000 programme.

The following table summarises the positive and negative unintended consequences of KNOW-HOW3000 Programme.

POSITIVE	NEGATIVE
<ul style="list-style-type: none"> • There was restructuring of organisations' governance and management systems, e.g. restructuring of boards of directors, drafting of organisational policy documents such as human resource and standard operating procedures. • Improvement in transparency and accountability in organisations was seen, particularly where restructuring had been undertaken. • Cross learning among organisations thereby improving collaboration between organisations that participated in learning and sharing events. For example, when Caritas Tororo's visited Caritas Maddo, they established a working relationship between respective departments where they continue to share and learn from each other, long after the exchange visit. • Improvements in data management thereby improving the organisation of data, particularly in strengthening of M&E systems of some partner organisations like UWONET in Uganda. • Spill over effect of sharing knowledge with beneficiary communities. For example, DESECE in Kenya trained beneficiary communities on the entire process of policy dialogue and Do No Harm after they had received the training. 	<ul style="list-style-type: none"> • Partner organisations giving priority to areas from training not matching their priority needs (M&E was given as an example). • The focus on training led many partner organisations to think and expect that KM was only concerned with training.

Testing the Theory of Change

The evaluation team decided to test the following theory of change: “An investment in knowledge management and organisational development amongst the partner organisations contributes to an improvement of organisations' performance and subsequent delivery of services to their beneficiaries.” It should be noted that this was not explicitly stated in the terms of reference or the KNOW-HOW3000 programme but it was implied in the objective of the programme log frame and the team decided to test it. To do this, the team decided to have three focus group discussions – one with a beneficiary community in Kenya and the other two with staff of partner organisations in Tanzania – to corroborate if the communities had witnessed any improvements in their respective organisations' services in the period 2016–2018.

In Kenya, the community members mentioned that a TA (under long-term placement of TA that falls outside of the KM programme) had helped them in marketing strategies which helped them increase their incomes. In addition, they had improved their farming methods through organic farming, which had helped them with food security but they still were faced the challenge of limited follow up by the partner organisation (i.e. DESECE) that worked with them. In general they mentioned that DESECE's multiplier effect approach had empowered them in various ways. However, the evaluation found that it was difficult to directly link these improvements to the KNOW-HOW3000 programme but there was a direct link with the overall programmes under HORIZONT3000, which DESECE benefits from. In Tanzania, the FGDs with staff of CHEMA and Diocese of Rulenge revealed that the knowledge obtained from the trainings that they attended helped

develop their skills which in turn enabled them to perform their jobs better and to serve the beneficiaries with improved efficiency. This, however, was due to an improvement to individuals' performance rather than as an organisation as a whole.

From the above, it is instructive to note that it was not possible to determine a direct link to the improvement of the living conditions and strengthening of the rights of marginalized people in East Africa as a result of the KNOW-HOW3000 programme. This may need to be considered in future programming.

4.5. Sustainability

Under this criteria, the evaluation assessed the extent of the results being sustainable beyond the end of the programme in terms of knowledge being embedded in the organisation; the factors necessary for ensuring sustainability; how ownership has been fostered to support sustainability; and efforts by partners and ROEA to ensure continuation of the programme goal.

To what extent at the project results sustainable beyond the life of the project?

This question was asked mainly to partner organisations to try and establish their thoughts on sustainability of the knowledge gained beyond the life of the programme. Their responses, however, point to the fact that they may not have understood the concept of sustainability of KM (as previously mentioned in section 4.1 above) because their feedback was majorly on sustainability of their organisations as seen in figure 10 below.

The majority of respondents interviewed (57%) opined that the knowledge gained would be sustainable, especially through the presence of trained staff. This, however, contrasts to one of

the challenges mentioned – staff attrition, which negatively impacts knowledge retention in partner organisations. The respondents also mentioned that they will ensure sustainability by engaging in income generating activities/projects, and transferring knowledge to communities. 10% of respondents however, felt that their organisation would collapse if funding to them was withdrawn. The two responses on engaging in income generating projects or collapsing of organisations are more related to sustainability of the partner

organisations rather than sustainability of KM in respective organisations. The summary of the partners' responses are shown in figure 10 below.

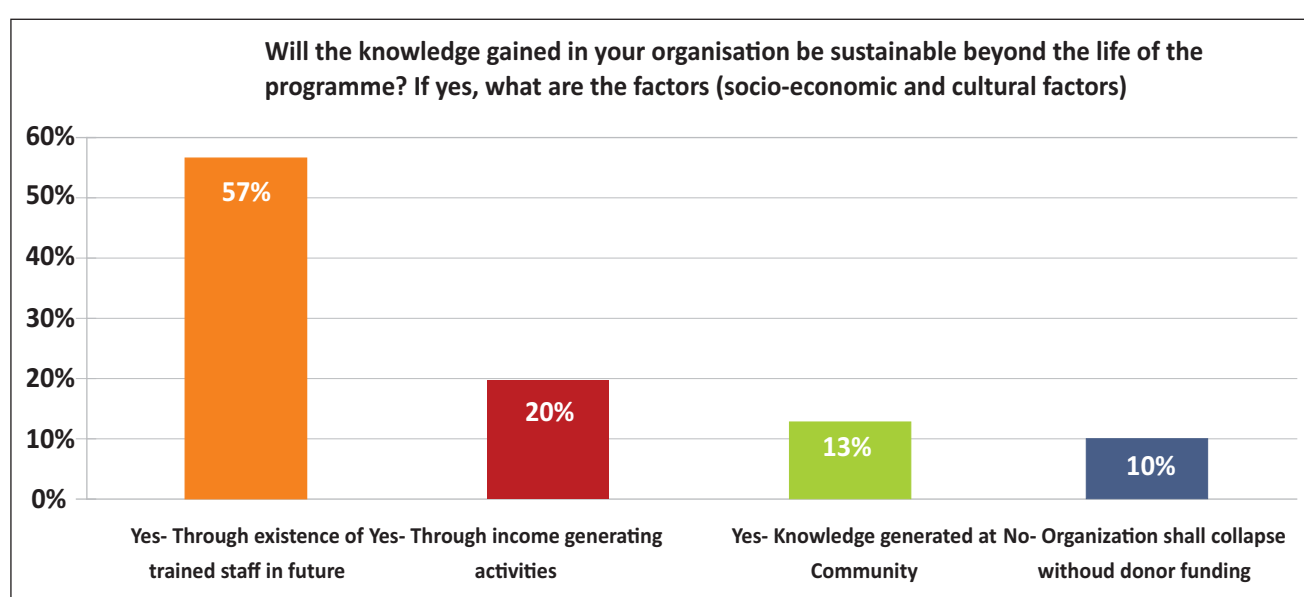


Figure 10: Factors Influencing Sustainability of Programme

What does the above finding mean? The lack of clarity of the concept of KM – which starts from knowledge acquisition to knowledge organisation and ultimately knowledge distribution – makes it difficult for partner organisations to understand how they can embed KM into their organisational structures. It is thus a pointer to the weak link on how the knowledge gained, particularly from result 1 (learning and sharing) gets embedded into organisations.

How are socio-economic and cultural factors supporting sustainability issues?

As mentioned above, the financial situation of the partner organisations had an impact on the sustainability of the partner organisations in KM and in the broader sense. This meant that the partner organisations were operating in difficult socio-economic situations that could affect the continuation of KM activities.

From the cultural perspective, given that that the partner organisations were in a dependent relationship with HORIZONT3000 (i.e. reliant on their funding), the partner organisations were perhaps less willing to challenge or question the KM approach of the programme. For example, partner organisations questioned the choice of training topics with the evaluation team but did not necessarily raise this with HORIZONT3000 earlier.

How has ownership and leadership (at HQ, ROEA and partner organisations) been fostered to support sustainability of results?

The evaluation assessed this question by determining the efforts/activities partners would undertake to ensure they achieve the

program goal. This aspect of sustainability did not emerge clearly because, as seen in Section 4.1 above, partners did not understand the whole concept of KM and consequently the programme goal. It therefore was difficult for them to effectively mention how they would ensure they continue to work towards the programme's goal. However, without knowing the goal, there were examples seen where they were working towards this goal, as described above. Further, many of them had suggestions on what HORIZONT3000 needs to do, which are discussed in the next section, under recommendations.

5. CONCLUSIONS AND RECOMMENDATIONS

The recommendations from the evaluation findings are structured according to the evaluation criteria – relevance, effectiveness, efficiency, impact and sustainability – used to discuss the findings above.

Conclusions

KM is a fairly new field, which was recognised and consequently institutionalised as recently as 1991⁸. As defined earlier, the KM spectrum ranges from knowledge acquisition to knowledge organisation and eventually knowledge distribution – which has similarities to the KNOW-HOW3000's concept called “Experience Capitalization.” However, capitalization itself was limited to only several organisations in East Africa in the period under review so it could not be considered to be a wide-spread adoption of the full KM steps.

The evaluation has shown that KNOW-HOW3000 has been strong on knowledge acquisition – but mainly through partner organisations' staff directly participating in training; it has been weak in any indirect knowledge acquisition – e.g. “I learnt from knowledge collected by others”. It has also focused less on knowledge organisation and distribution. Because of this, the programme has been more of a knowledge “provider” than a knowledge “broker”; it has only had a limited role in analysing knowledge and facilitating its transfer and sharing across projects. This evaluation found that more could be done to encourage the use of knowledge from *across* and *amongst* the projects; ranging from encouraging partner organisations to review existing documented best practices as part of proposal writing to convening storytelling events to exchange lessons learnt. Further,

HORIZONT3000 has been limited in assessing systematically knowledge gaps in partner organisations and encouraging a KM aspect within all projects it funds.

What was evident was that training was the main focus of the tools, which was appreciated by the partners, but this evaluation would suggest it should not be the only tool, and even then, it should be designed to better meet the partner organisations' needs. It is instructive to note that there is greater potential to achieve the needs of the programme through other tools, such as exchange/learning visits and BATA but organisations are not necessarily aware of them and how to apply for them. The internet platform and OD toolbox are intended for use primarily by the TAs but their use of them was limited. There is potential for their increased usage not only among TAs but also partner organisations, especially if harmonised, particularly in this digital mobile age – it could also help create more efficiency if integrated within the work of organisations.

However, the evaluation has shown that result 1 – learning and sharing – was achieved to a greater extent, particularly through the use of three KNOW-HOW3000 instruments: trainings, exchange/learning visits, and BATA. This is commendable but as already alluded to severally in the report, there was the weak linkages with achievement of results 2 and 3 and use of the other KNOW-HOW3000 instruments.

⁸ David G. Schwartz (2006) *Encyclopaedia of Knowledge Management*

⁹ Horizont3000's process knowledge management programme is called “Experience Capitalization Process” and involves 4 steps: 1). Identification/ assessment of a relevant experience/ knowledge; 2). Documentation/ Capitalization of the experience/ knowledge; 3). Sharing and Dissemination of the Experience/knowledge; and 4). Adoption/ adaption/ application of the learnings from the experience/ of the new knowledge.

¹⁰ For a discussion on the knowledge broker role, see: Ward, Vicky, Allan House, and Susan Hamer. 2009. “Knowledge Brokering: The Missing Link in the Evidence to Action Chain?” Evidence and Policy 5 (3): 267–79. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3024540/>

Recommendations

The following programmatic recommendations are proposed and categorised according to the evaluation criteria discussed in section 4 above:

Relevance

Under this criterion, the evaluation team would like to recommend the following based on the findings:

- For the partner organisations to move from being recipients to active participants in KNOW-HOW3000 Programme, there's need for HORIZONT3000 to incorporate a proper understanding of KM plus the project's aim and results, which some partners were hearing for the first time during the evaluation. We propose that HORIZONT3000 undertakes a training with partners at the start of the next phase of the programme so that KM is well explained but in a simplified manner for partners understanding and to brainstorm with them how it can be integrated into supporting organisations' to meet their own needs and KNOW-HOW3000 goal and objectives.
- Closely related to the above is that Working with HORIZONT3000, a more systematic assessment of the knowledge gaps of partner organisation is needed to better match the KM activities to their needs, when starting to work with a partner organisation and/or annually. As a result, we recommend the following:
 - Need for HORIZONT3000 to involve the partner organizations at the design stage of the KNOWHOW3000 program and for HORIZONT3000 to share the

logframe of the KNOWHOW3000 program with the partner organizations before implementation;

- The internet platform and OD toolbox should be reviewed further – possibly through a professional usability audit involving direct interaction with TAs and partner organisations;
- Systematic follow up by KNOW-HOW3000 for knowledge application, i.e. post training surveys and follow-up during monitoring visits.
- KNOWHOW3000 also needs to find a better balance between being a knowledge “provider” and a knowledge “broker” through focusing further on facilitating the sharing and transfer of knowledge. To enable this recommendation, HORIZONT3000 should explore participatory approaches to transfer power and decision making to the partner organisations and step up its capitalization approach possibly through a "simpler" version (such as the definition of KM used in this report) to reach more partner organisations.

Effectiveness

The main recommendation under this criterion is that KNOW-HOW3000 needs to move away from being primarily a “training tool” and be able to offer the full range of its services that have potential (e.g. exchanges, BATA, Experience Capitalization) through better promotion of the full portfolio, budget allocation and delivery. To achieve, HORIZONT3000 should consider undertaking needs assessments of partners to determine their knowledge gaps so that the specific instruments can be best tailored to address their needs.

We would also like to recommend that HORIZONT3000 considers developing a theory of change for the knowledge management program, baseline indicators and monitoring framework so that they are tailored to the needs of the organisations.

The team also recommends that regular monitoring should be incorporated into the programme to ensure uptake of the tools is done. For instance, since the 2016 – 2018 phase of the programme mostly concentrated on training and exchange visits, a monitoring schedule should have been incorporated. To achieve this monitoring, we propose that Horizont3000 considers having specific TAs with KM skills who can either be used in the long-term TA programme or BATA.

Efficiency

One of the main gaps noted was the lack of staff at the Regional Office of East Africa to help implement the programme. The above recommendation on using TAs with KM skills will therefore help address this gap.

Impact

The evaluation team is cognisant that impact is often challenging to assess in such limited time-frame evaluations and therefore proposes that HORIZONT3000 considers undertaking a rigorous impact assessment study in future.

Sustainability

The evaluation team proposes that partner organisations also need to be helped to restructure their governance and management structures in ways that can help embed KM into their organisations. By doing so, this will contribute towards sustainability of KM into

partner organisations. It is also our considered view that addressing the relevance recommendations above will, by extension, help with ensuring the sustainability criterion is met.

Lessons Learnt:

The key lessons learnt from the evaluation are shared below under the three main results of the KNOW-HOW3000 Programme:

Result 1: Learning and sharing

- Exchange/learning visits have the potential to spur organisations to learn and thereby be motivated to try out new methods and also create a platform for cross learning between organisations because they give new perspectives /exposure for program implementation.
- Exchange visits are a good entry point for partnerships and networks and when incorporated with exchange visits for beneficiaries, it encourages them to work hard and strengthens group cohesion.
- The TAs (whether under the long-term TA assignment or BATA) are pivotal in bridging gaps in organisations especially if they are used specific to KM.

Result 2. Internet Platform

- The use of the internet as a tool for learning has been limited in the KNOW-HOW 3000 programme. This may be due to proliferation of mobile telephony application technology and design of appropriate content. There is wide Internet coverage via phones in Africa but the project is yet to exploit this as a medium for learning.

Result 3: Organisational Development

- TAs are key to OD because of the skills and expertise they have
- Trainings have been useful to help organizations restructure.

KnowledgeManagement

- The entire process of KM from knowledge acquisition to organisation and distribution is quite important if the performance of organisations is to be improved, so that KM can be embedded within partner organisations and used to achieve the goal of the programme. If not done, then KM is incomplete.

Annex 1 : Evaluation Matrix

Key Questions	Result Indicators	Sources	Methods
<p>Effectiveness</p> <p>1. To what extent and in what ways have the capacities and performance (i.e. objective of the programme) of partner and member organisations improved in East Africa? What are the relevant factors for (not) achieving the objective?</p> <p>2. Which instruments did (not) prove to be effective in order to support learning and sharing?</p> <p>3. How have partner organisations used their capacities, improved access on information and resources in organisational performance through KNOW-HOW3000 Programme?</p> <p>4. How is the Internet Platform and the OD toolbox supporting the TAs and Programme Officers in East Africa as they engage with partners?</p> <p>5. How effectively are synergies with the Technical Assistance Programme used in East Africa (e.g. borrow-a-Technical Advisor, etc.)?</p>	<ul style="list-style-type: none"> Increased capacities and performance of partner and member organisations in provision of services Increased utilization of knowledge gained through use of Internet Platform and OD Toolbox in organisations Identification of ways KNOW-HOW3000 has addressed barriers / challenges 	<ul style="list-style-type: none"> Partner organisations staff HORIZONT3000 staff Learning reviews Project documentation Secondary data sources such as government's statistical abstracts 	<ul style="list-style-type: none"> Online Survey of Partner Organisations Network analysis (from KNOW-HOW Website) In-country workshop Semi-structured interviews Focus Group Discussions (where feasible) Case studies/snapshots (where feasible) Review of learning reviews and documentation
<p>Impact</p> <p>6. To what extent has the KNOW-HOW3000 Programme contributed to improved organisational performance among the partner organisations? What was the ultimate benefit to the partner organisation?</p> <p>7. To what extent was the programme exemplary, created structures and had an impact?</p> <p>8. What have been the positive and negative unintended consequences of KNOW-HOW3000 Programme?</p>	<ul style="list-style-type: none"> Improved living standards of beneficiaries of partner organisations 		

<p>Relevance</p> <p>9. To what extent is learning and knowledge sharing (via the topics and instruments applied) important and appropriate for improving partner organisation's performance?</p> <p>10. To what extent does the planning (involve cross-cutting topics) and implementation process involve the partner network in East Africa</p>	<ul style="list-style-type: none"> Extent to which KNOW-HOW3000 has contributed to the evidence base 	<ul style="list-style-type: none"> Partner organisations staff HORIZONT3000 staff Learning reviews Project documentation Secondary data sources such as government's statistical abstracts 	
<p>Efficiency</p> <p>11. Have resources (finances, staff, inputs etc.) been used efficiently? In general, do the results achieved justify the costs? Could the same results be achieved with fewer resources?</p> <p>12. How has the project's governance and management structure helped to transfer knowledge to partner organisations? What are the strengths and weaknesses?</p> <p>13. And how have participants of trainings/knowledge-sharing events gained and similarly transferred the knowledge?</p>	<ul style="list-style-type: none"> Extent to which governance and structure shifted knowledge appropriately Level of efficient use of resources Extent to collaboration among partner organisations. 		
<p>Sustainability</p> <p>14. To what extent at the project results sustainable beyond the life of the project? Does the knowledge get embedded in the organisation?</p> <p>15. How are socio-economic and cultural factors supporting sustainability issues?</p> <p>16. How has ownership and leadership (at HQ, ROEA and partner organisations) been fostered to support sustainability of results?</p> <p>17. What and how will partners and ROEA do to continue to work towards the project's goal?</p>	<ul style="list-style-type: none"> Extent to which project results are sustainable (structures and processes of partner organisations) Supporting structural factors Identification of actions to continue the work sources such as government's statistical abstracts 	<ul style="list-style-type: none"> Partner organisations staff HORIZONT3000 staff Learning reviews Project documentation Secondary data sources such as government's statistical abstracts 	
<p>Conclusions and recommendations</p> <p>18. What are the key conclusions and recommendations based on the evaluation findings? What are the key lessons learnt?</p>	<ul style="list-style-type: none"> Identification of key conclusion, recommendations and lessons 		

Annex 2: Persons interviewed / consulted

**Includes both outcomes and/or validation workshops*

<i>Name</i>	<i>Position</i>	<i>Organisation</i>	<i>Interview (I) or Workshop (W)*</i>
Uganda			
Henry Bombo	<i>M&E Officer</i>	CARITAS MADDO	W
Syrus Waliggo	<i>Community Development Facilitator</i>	CARITAS MADDO	W
Daniel Komakech	<i>Project Coordinator</i>	BOSCO Uganda	W
Solomom N. Okot	<i>Assistant Technical Manager</i>	BOSCO Uganda	W
Jimex Bumba	<i>Community Development Facilitator</i>	CARITAS Tororo	W
Mary Theodorah Akoth	<i>Community Development Facilitator</i>	CARITAS Tororo	I & W
Edith Sifuna	<i>Programme Officer, Agriculture</i>	YARD	W
Joyce Namuli	<i>Accountant</i>	YARD	W
Sarah Agwang	<i>Programme Coordinator</i>	UWONET	W
Ramadhan Muweleza	<i>M&E Officer</i>	UWONET	W
Fred Kakembo	<i>Executive Director</i>	UCC	W
Rogers Katumba	<i>Accountant</i>	UCC	W
Lydia Naisikiwe	<i>Finance and Admin. Officer</i>	CRC	W
Dias Muzaale	<i>Research Assistant</i>	CRC	W
Joy Akoli	<i>Programme Officer – Law & Reform</i>	HURINET	W
Boniface Okwir	<i>WATSAN Engineer</i>	PACHEDO	I & W
Simon Otim	<i>WASH Project Officer</i>	PACHEDO	W
Sabine Mantsch	<i>Regional Director</i>	Horizont3000	I
Jennifer Okusia	<i>Senior P. Officer – Finance Projects</i>	Horizont3000	I
Harriet Kipwola	<i>Program Officer for Uganda</i>	DKA	I
Caroline Ngunga	<i>Fyling Technical Advisor</i>	Horizont3000	I
Jana Ongoma Schwerdtfeger	<i>Senior P. Officer – TA Programme</i>	Horizont3000	I
Tanzania			
Gabriel Fredrick		CHEMA	I
Philip Clemence	<i>Program Officer Beekeeping</i>	CHEMA	I
Richard Luberto	<i>Accountant</i>	CHEMA CHEMA	I
Stephen Kileo	<i>Project Officer Cross Cutting</i>	HakiArdhi	I
Augustino Munuma	<i>Coordinator</i>	HakiArdhi	I
Beatta Fabian	<i>M&E Officer</i>	HakiArdhi	I
Grace Mpangala	<i>Senior Project Officer</i>	HakiArdhi	I
Gloria Masaki	<i>Finance Officer</i>	Justice for Peace	I
Father Honarutus Ndaura	<i>Program Officer</i>	Justice for Peace	I
Gosbert Mutasingwa	<i>Coordinator</i>	Justice for Peace	I
Esther Magambo	<i>Field Officer</i>	Justice for Peace	I
Leonidas Rweyemamu	<i>Field Officer</i>	Justice for Peace	I

Manaseh King	<i>Legal Officer</i>	<i>Justice for Peace</i>	<i>/</i>
Anita Joseph	<i>Legal Officer</i>	<i>MHOLA</i>	<i>/</i>
Anna Marie Ishengoma	<i>Legal Officer</i>	<i>MHOLA</i>	<i>/</i>
Dennis Deusdeith	<i>Finance Officer</i>	<i>MHOLA</i>	<i>/</i>
Gladness Kampa	<i>M&E Officer</i>	<i>MHOLA</i>	<i>/</i>
Saulo Malauri	<i>Executive Director</i>	<i>MHOLA</i>	<i>/</i>
Theresia Bujiku	<i>Head of Legal</i>	<i>MHOLA</i>	<i>/</i>
Philippe Leonhartsberger	<i>Technical Advisor</i>	<i>Horizont3000</i>	<i>/</i>
Kenya			
Emmanuel Kizito Nyongesa	<i>Programme Officer</i>	<i>DESECE</i>	<i>/</i>
Sophie Elizabeth Kibuywa	<i>Executive Director</i>	<i>DESECE</i>	<i>/</i>
Francis Veto	<i>Project Manager</i>	<i>MSDP</i>	<i>/</i>
Bairiam Odhiambo	<i>Senior Project Officer</i>	<i>MSDP</i>	<i>/</i>
Anne Muthoni	<i>Program Coordinator</i>	<i>MSDP</i>	<i>/</i>
Anne Ochieng	<i>Social Worker</i>	<i>MCFp</i>	<i>/</i>
Richard Olouch	<i>Deputy Program Coordinator</i>	<i>MCFp</i>	<i>/</i>
Irene Naker	<i>Social Worker</i>	<i>Diocese of Lodwar</i>	<i>/</i>
John Jeyeda	<i>Resource Mobilization Manager</i>	<i>Diocese of Lodwar</i>	<i>/</i>
Joseph Nganga	<i>Water Technician</i>	<i>Diocese of Lodwar</i>	<i>/</i>
Robert Anthony Woods	<i>Chancellor</i>	<i>Diocese of Lodwar</i>	<i>/</i>
Ronald Musyoki	<i>Technician</i>	<i>Diocese of Lodwar</i>	<i>/</i>
Vienna - Austria			
Matthias Danninger	<i>Project desk officer East Africa</i>	<i>Brother and Sister in Need</i>	<i>/</i>
Friedbert Ottacher	<i>Programme Coordination Uganda, Ethiopia and South-Sudan</i>	<i>Horizont3000</i>	<i>/</i>
Georg Pardo	<i>Knowledge Management and IT, Sector Coordination Rural Development and Natural Resource Management</i>	<i>Horizont3000</i>	<i>/</i>
Kristina Kroyer	<i>Project Coordination Knowledge Management Project Coordination Policy Dialogue</i>	<i>Horizont3000</i>	<i>/</i>
Thomas Vogel	<i>Head of programmes</i>	<i>Horizont3000</i>	<i>/</i>
Ulrike Bey	<i>Programme Coordinator (Kenya and Tanzania)</i>	<i>Horizont3000</i>	
Verena Rassmann	<i>Project Dept. Africa</i>	<i>DKA</i>	<i>/</i>

Annex 3: Documents consulted

The key documents consulted for the evaluation are listed below though several other internal documents and reports were consulted.

- i. David G. Schwartz, Encyclopaedia of Knowledge Management
- ii. The Knowledge Management Programme Pictogram
- iii. Ward, Vicky, Allan House, and Susan Hamer. 2009. "Knowledge Brokering: The Missing Link in the Evidence to Action Chain?" Evidence and Policy 5 (3): 267–79.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3024540/>
- iv. 2015 Review of the Framework Programme HORIZONT3000
- v. Herout, P. and E. Schmid. 2015. Case study. Doing, knowing, learning: Doing, knowing, learning: systematization of experiences based on the knowledge management of HORIZONT3000.
- vi. Horizont3000 Experience Capitalization Process
- vii. Final Report, Impact Study of the Technical Advisor (TA) Programme of HORIZONT3000 in East Africa (Kenya-Tanzania-Uganda)

Annex 4: Evaluation Tools Used

I: Interview/Discussion Guide for ROEA Staff and TAs

Interview/discussion guide – KNOW-HOW3000 Programme Evaluation

Name	
Gender	
Title	
Organisation	
Date	
Interviewed by	

This guide is intended for interviews and/or group discussions – with **staff at the Regional Office of East Africa (ROEA), Technical Advisors and selected staff of member organisations.**

The questions should be adapted on the basis of the persons being interviewed. Text in [square brackets] are instructions to the interviewee.

1. Please explain your role and involvement with KNOW-HOW3000 Programme?
2. How successful has KNOW-HOW3000 been?

[Interviewee can probe on three main expected outcomes a) b) c)]

a) Learning and sharing: Have Partner organisations and member organisations been enabled to learn from their and/or other organisations' experiences?

b) Internet Platform: Has the internet platform provided efficient information and relevant know-how related to partner organisations, member organisations and further work on cooperation of partners?

c) Organisational Development: Have the organisation's structures and processes demonstrably improved to serve the target needs of your organisation?

3. Has the KNOW-HOW3000 Programme contributed to improved performance of partner organisation's services? What are the relevant factors for (not) achieving the objective?
[Ask for examples to illustrate how Know-How3000 has done this]

4. Has there been any positive or negative unintended consequences of KNOW-HOW 3000 Programme? Please detail them:

5. Concerning learning and sharing, are there any instruments that were not effective? If yes, which ones and why were they ineffective? How important and appropriate were these events to partner organisations?

(Note:Partner organisation participated and did not implement activities)

6. Did you use the internet platform? If yes, how has this supported organisational learning and improvement of services in partner organisations? [Ask for examples]

[Note: This question is for TAs but can still be asked to ROEA staff and member organisations where applicable]

- 7. How effective were the synergies between the TA programme and the KNOW-HOW3000 Programme? What benefits were accrued to the ROEA and partner organisations?**
[Ask for examples]

[**Note:** This question is mainly for TAs but can also be asked to ROEA staff]

- 8. Have resources (e.g. staff and budgets) been used efficiently? If yes, how? If not why not?**
[This question mainly for ROEA staff]

Probe further:

Do the results justify the costs?

Could the same results be achieved with fewer resources?

- 9. What activities have worked well for KNOW-HOW 3000 Programme in achieving its objectives; what have worked less well?**

- 10. How has the project's governance and management structure helped to transfer knowledge to partner organisations? What are the strengths and weaknesses**
[This question mainly for ROEA Staff]

- 11. And how have partner organisations gained and similarly transferred the knowledge?**
[Probe for the respondent to provide relevant examples]

- 12. Will KNOW-HOW 3000 Programme's results be sustainable beyond the life of the programme? If yes, what factors (socio-economic and cultural factors) are supporting sustainability and how are they doing this?**

- 13. What can be done to continue to work towards KNOW-3000 goal?**

- 14. What are the key lessons learnt from KNOW-HOW3000 programme?**

- 15. Do you have any recommendations or suggestions for the next phase of KNOW-HOW3000 Programme?**

II: Interview/Discussion Guide for Partner Organisations

Interview/discussion guide – KNOW-HOW3000 Programme Evaluation

Name	
Gender	
Title	
Organisation	
Date	
Interviewed by	

This guide is intended for interviews and/or group discussions with **staff of Partner organisations**. The questions should be adapted on the basis of the persons being interviewed. Text in [square brackets] are instructions to the interviewee.

1. Are you aware of KNOW-HOW3000's aim/goal? If yes, what is your understanding? If not, why not?
2. Please explain your organisation's role and involvement with KNOW-HOW3000 Programme? What activities did your organisation participate in?

[Probe to determine if the respondent is aware of the KNOW-HOW activities their partner organisation participated in]
3. What was your specific role(s) in the KNOW-HOW3000 activities that your organisation participated in?
[Interviewee can probe on what the respondent did in the activities enumerated above]
4. What did you learn as a participant in these activities?
5. And how have these activities mentioned above contributed to improved performance of your organisation's services? How important were they to your organisation? What activities worked well and why?
[Ask for examples to illustrate how the Know-How3000 activities has done this]
6. Were there any KNOW-HOW3000 learning activities that were not effective and appropriate to your organisation and/or to you as an individual? If yes, which ones and why?

[Let respondent explain and where possible give relevant examples]
7. And how have participants of trainings/knowledge-sharing events gained and similarly transferred the knowledge?
8. What has your organisation done with the knowledge gained from these Know-How3000 activities?
9. Has there been any positive or negative unintended consequences of your organisation participating in these KNOW-HOW3000 activities? Please detail them:

- 10. Did your organisation at any point ever use the KNOW-HOW Internet platform? If yes, how has this supported your organisational learning and improvement of services?**

[Ask for examples]

- 11. Did your organisation benefit from a Technical Advisor? If yes, how well did you work with him/her and what benefit did you see to your organisation?**

[Ask for examples]

If your organisation did not get a TA, were you aware about Borrow-A-Technical Advisor? If yes, why did you not use a TA? If no, is there any reason for not knowing?

- 12. Does your organisation have governance and management structures to ensure transfer knowledge learned from KNOW-HOW3000 activities to other staff? If yes, please explain them to me. If no, why not?**

- 13. Will the knowledge gained in your organisation be sustainable beyond the life of the programme? If yes, what factors (socio-economic and cultural factors) will/are supporting sustainability and what is your organisation doing to ensure this?**

- 14. What can be done to continue to improve KNOW-HOW3000 activities to partner organisations?**

- 15. What are the key lessons learnt from KNOW-HOW3000 programme activities?**

- 16. Do you have any recommendations or suggestions for the next phase of KNOW-HOW3000 Programme activities?**

III: KNOW-HOW3000 online survey for partner organisations

Introduction

This survey is part of the evaluation of Know-How3000 Programme (2016 - 2018). As a participating organisation, we would very much appreciate your feedback through completing this survey.

The survey asks for the name of your organisation to help us analyse the data. However, in any report or external publication resulting from this survey, individual organisations will be anonymised and not mentioned by name.

We only need one completed questionnaire per organisation but it would be best if two or three people per organisation sat together to complete the questionnaire as it covers different topics and to make sure that responses are more reflective of the organisation as a whole, not just the opinions of one individual. The questionnaire should be completed by one senior manager of your organisation, and at least one programme/technical person involved in the Know-How3000 Programme work.

For the purposes of this survey, a partner organisation is defined as participating in one or more programmatic activities of the Know-How3000 Programme.

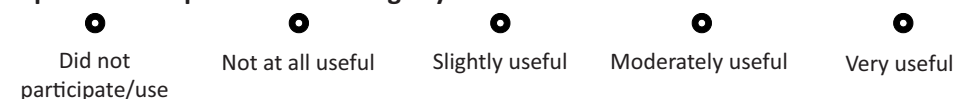
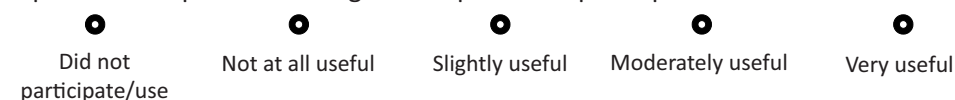
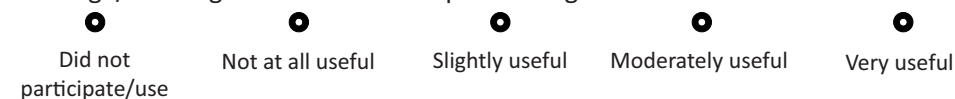
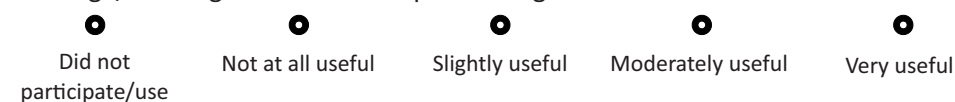
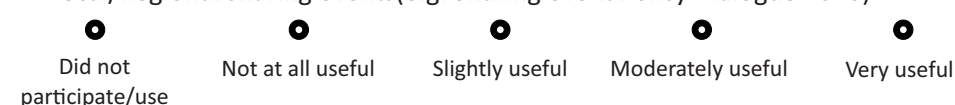
1. Please indicate your country:
 - Kenya
 - Tanzania
 - Uganda

2. What best describes your current role in your organization?
 - Manager/Director/Senior staff
 - Technical staff/Program staff
 - Support staff
 - Other, please specify

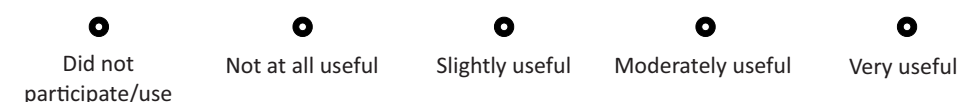
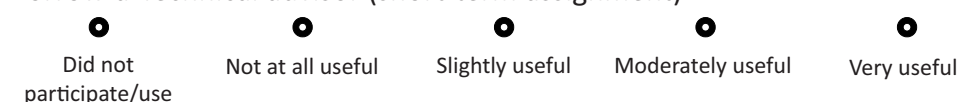
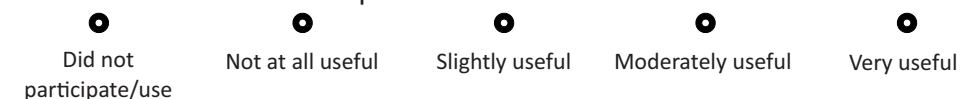
3. Which areas does your organisation work in (select all that apply):
 - Human Rights
 - Civil Society and Rural Development
 - Natural Resource Management
 - Other, please specify:

4. What is the name of your organisation:

5. Thinking of your organisation's involvement with Horizont3000 since 2016, how useful have the following learning/knowledge activities been for your organisation:

Experienced capitalization through systematization method.**Experienced capitalization to gather experiences: participation in KNOWLYMPICS****Exchange/learning visit from another partner organisation****Exchange/learning visit to another partner organisation****Local/Regional sharing events(e.g. Sharing event Policy Dialogue 2016)**

Specific technical and methodological trainings (e.g. EU proposal development 2015, Do no Harm 2017, Policy Dialogue 2017, QuickBooks 2017, Counterpart Trainings 2017-2018, Governance and Leadership 2017, Logframe Training 2018, Impact Assessment 2018)

**Borrow-a-Technical advisor (short-term assignment)****KNOW-HOW3000 Internet platform**

6. In which of the following ways has your organisation benefited from these learning/knowledge activities (Select all that apply)
 - Better access to relevant information for our staff
 - Improved know-how of staff
 - Improved sharing/learning between staff
 - Improved internal processes/procedures
 - Improved delivery of our activities/services to beneficiaries
 - I cannot identify any benefit
 - Other, please specify; _____
7. Please describe what was the most useful learning/knowledge activity for you and how it has helped your organisation:
8. Can you provide an example of what you did with the learning/knowledge from these activities (e.g. sharing with colleagues, holding a training, etc):
9. Do you have any suggestions as to how the learning/knowledge activities could support better your organisation?

Thank you for your participation in our survey!

IV: KNOW-HOW3000 online survey for technical advisors

Introduction

This survey is part of the evaluation of Know-How3000 Programme (2016 - 2018). As a Technical Advisor, we would very much appreciate your feedback through completing this survey.

The survey will not require your name and we only need one completed questionnaire per TA.

1. Please indicate the country where you are based:
 - Kenya
 - Tanzania
 - Uganda
 - Austria

2. What are your main areas of expertise (select all that apply):
 - Organisational development
 - Rural development
 - Human rights
 - Education and training
 - Health
 - Other, please specify:

3. How often do you visit the knowledge management website (<https://www.knowhow3000.org>):

●
I have not
visited the website

●
Less than once
per month

●
1 -2 times
a month

●
3-4 times a month

●
5-10 times
a month

●
More than
10 times a month

Question for respondents “I have not visited the website”

--- You responded that you have not visited the website. Is this mainly because:

 - You were not aware of the website
 - You do not believe the website is useful for you
 - You have had no time to visit the website
 - Other reason, please explain: _____

4. What are the main reasons you visit the knowledge management website for? Select up to THREE reasons:
 - Search for documents on a sector (e.g rural development)
 - Search for knowledge products on a sector
 - Find contact details for a colleague/organisation
 - Search for documents specifically for Technical Advisors
 - Search for documents on organisational development
 - Consult the toolbox organisational development (OD)
 - Participate in a Community of Practice
 - None of the above
 - Other, please specify: _____

5. Overall how useful is the knowledge management website for your work?
 Not at all useful – Slightly useful – Moderately useful – Very useful

6. In your work with partner organisations, have you used the knowledge management website in any of the following ways (Select all that apply)

- Downloaded a document and shared it with partner organisation(s)
- Used a document/product for a training/capacity building activity with a partner organisation(s)
- Helped a partner organisation(s) develop a document/product for the website
- Helped a partner locate a colleague/organisation on the website (e.g. for Borrow-a-TA)
- None of the above
- Other, please specify; _____

7. Please describe what was the most useful aspect of the knowledge management website in supporting your work with partner organisations:

8. How often do you consult the toolbox OD on the knowledge management website (found in the Technical Advisors tab)

- | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|-------------------|-----------------------|-------------------------------|
| ● | ● | ● | ● | ● | ● |
| I have not
visited the website | Less than once
per month | 1 -2 times
a month | 3-4 times a month | 5-10 times
a month | More than
10 times a month |

Question for respondents “I have not consulted the toolbox”

--- You responded that you have not visited the toolbox. Is this mainly because:

- You were not aware of the toolbox
- You do not believe the toolbox is useful for you
- You have had no time to consult the toolbox
- Other reason, please explain: _____

9. How useful is the toolbox OD for your work?

Not at all useful – Slightly useful – Moderately useful – Very useful

10. In your work with partner organisations, have you used the toolbox OD in any of the following ways (Select all that apply)

- Used a document to improve your own know-how for you work with partner organisations
- Downloaded a document and shared it with partner organisation(s)
- Used a document/product for a training/capacity building activity with a partner organisation(s)
- None of the above
- Other, please specify; _____

11. Have you participated in the Horizont3000 Annual General Meeting (AGM), (which is partly funded by Know-How3000 Programme)?

Yes _____ No _____

12. If yes, how useful have you found the AGM?

- Very Useful •Useful •I don't know •Not useful •Not very useful

13. Do you have any suggestions as to how the AGM could function better as a knowledge exchange?
14. Have you participated in any other KNOW-HOW3000 sharing event/training/learning visit, experience capitalization (e.g. KNOWLYMPICS) together with a partner organisation where you were based?
Yes ____ No ____
15. If yes, briefly state how this helped the partner organisation?

16. Have you ever been “borrowed” as a TA (in the Borrow-A-TA Instrument)?
Yes ____ No ____
If yes, briefly state how this helped the partner organisation?

17. Do you have any suggestions as to how the knowledge management website and/or the OD toolbox could be improved to support better your work with partner organisations?

Thank you for your participation in our survey!

ANNEX 5: Additional demographic survey results

The following graphs display demographic profiles of respondents of the partner organisation and TA surveys.

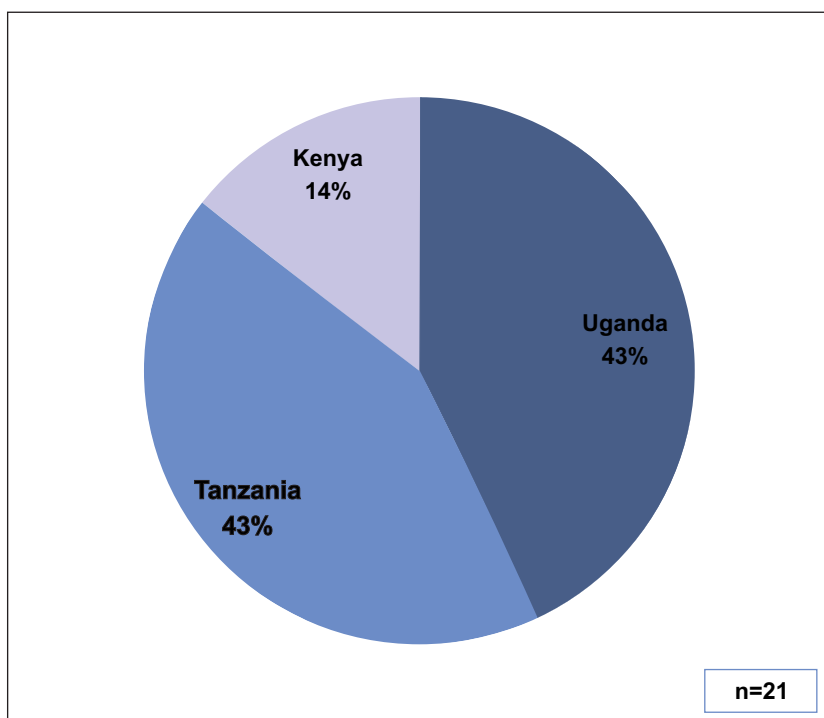


Figure 11: Country location (partner organisation survey)

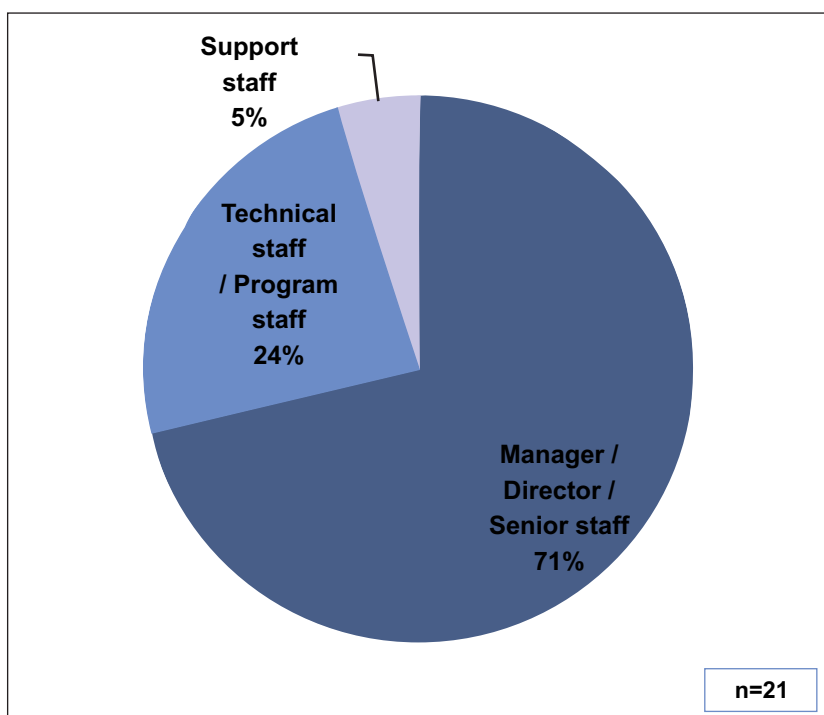


Figure 12: Current role (Partner organisation Survey)

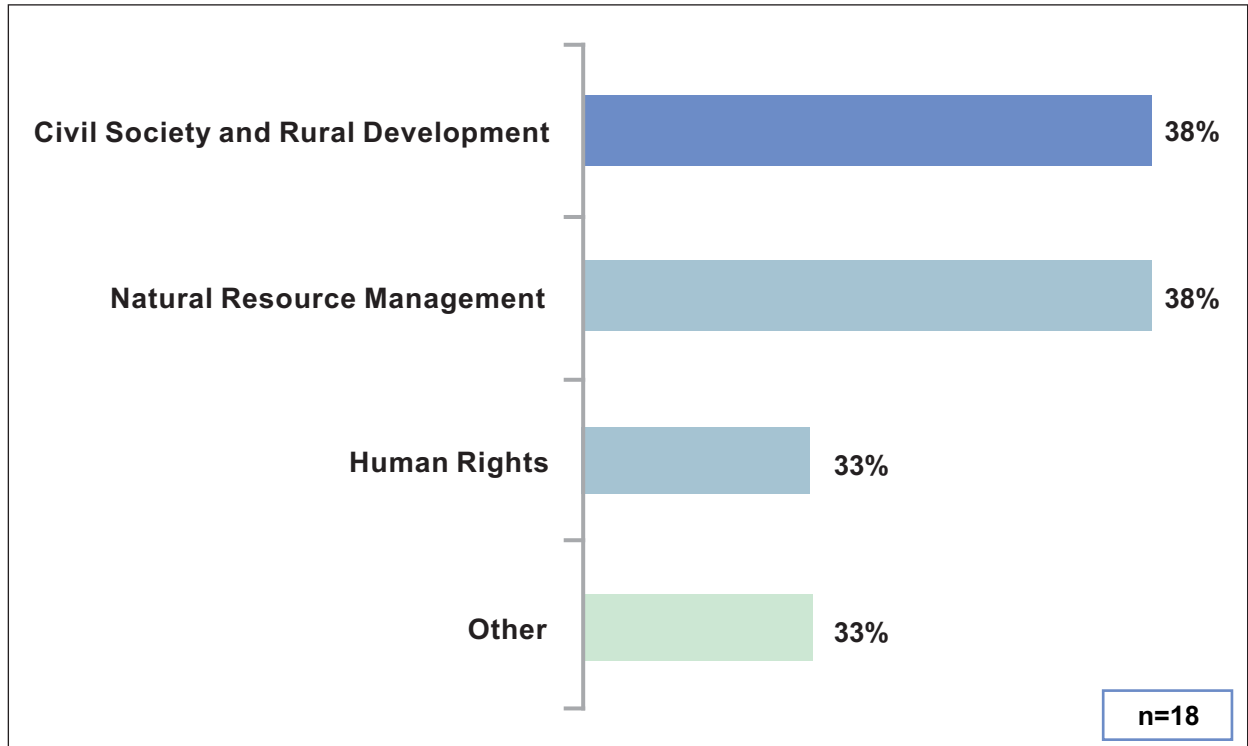


Figure 13: Areas of work (partner organisation survey)

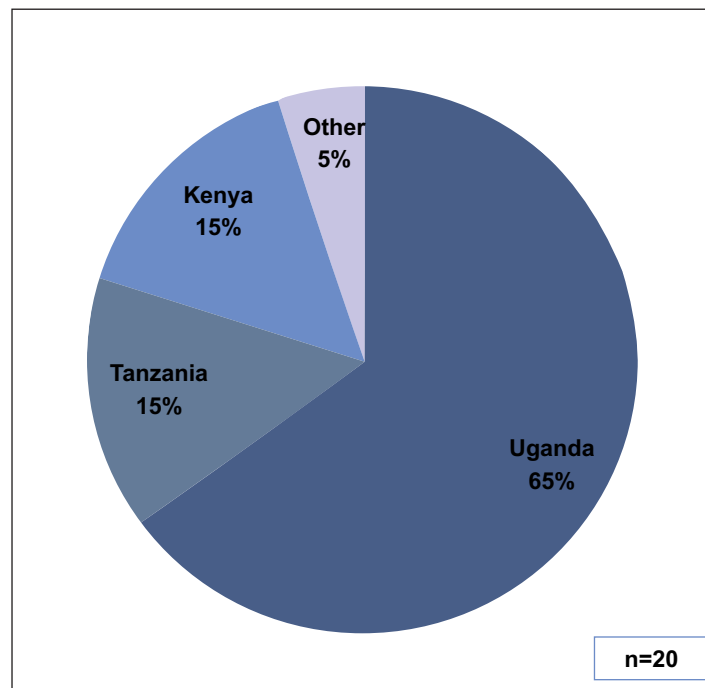


Figure 14: Country location (TA survey)

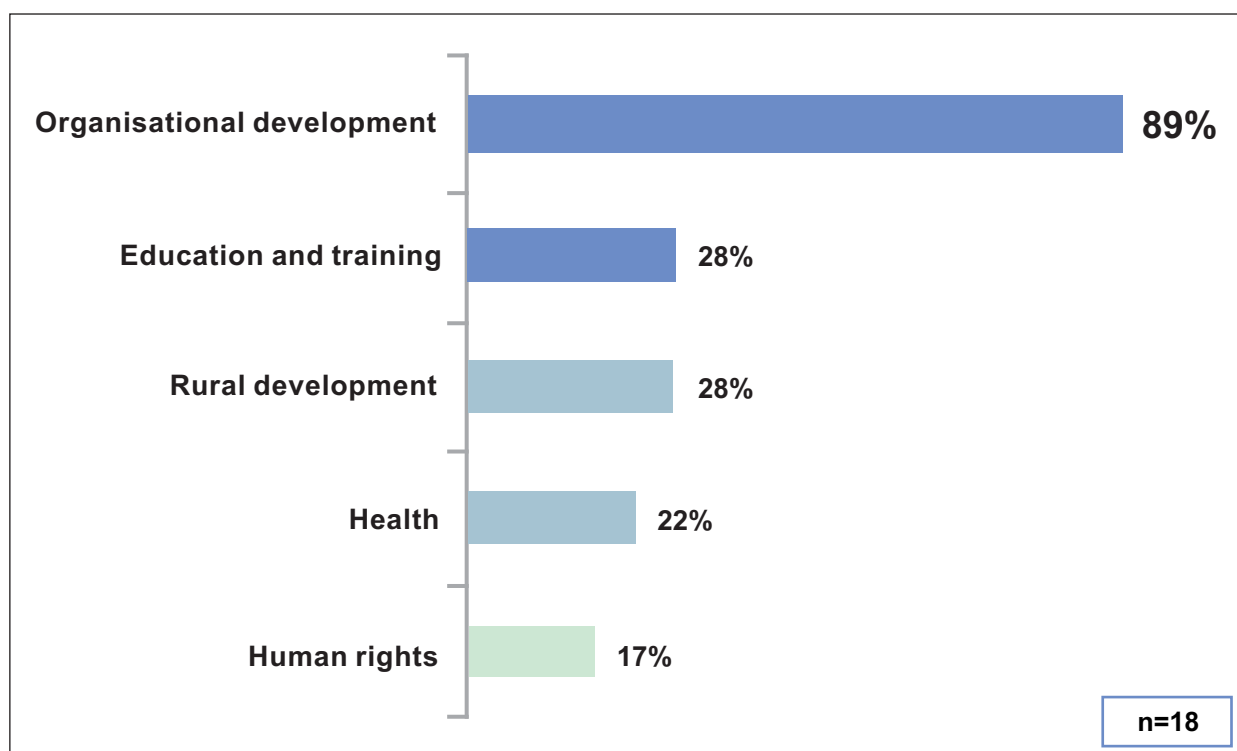


Figure 15: Area of expertise (TA survey)




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