

# Fourth Quarterly Progress Report

## TECHNICAL ASSISTANCE TO SADC SECRETARIAT ON STRENGTHENING CHANGE AND KNOWLEDGE MANAGEMENT

CONTRACT NUMBER: SADC/3/5/2/147

PERIOD: 01.06.2022 – 01.08.2022



Lead implementing partner



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## Fourth Quarterly Progress Report

Covering the period from 01.06.2022 – 31.08.2022.

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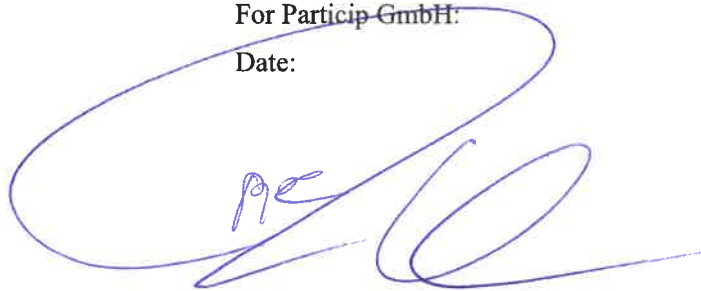
Date: 15 September 2022



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Disclaimer: The views expressed herein are those of the consultant and therefore do not necessarily represent the official opinion of the SADC Secretariat or other stakeholders.



## List of Acronyms and Abbreviations

Acronym	Meaning
CKM	Change and Knowledge Management
ES	Executive Secretary
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HR	Human Resources
IICB	Integrated Institutional Capacity Building Programme
KE	Key Expert(s)
KM	Knowledge Management
NKE	Non Key Expert(s)
PMC	Programme Management Committee
QA	Quality Assurance
PPRM	Policy, Planning and Resources Mobilisation
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SIPO	Strategic Indicative Plan for the Organ
TA	Technical Assistance
TWG	Technical Working Group
USE	Understand, Share, Embrace

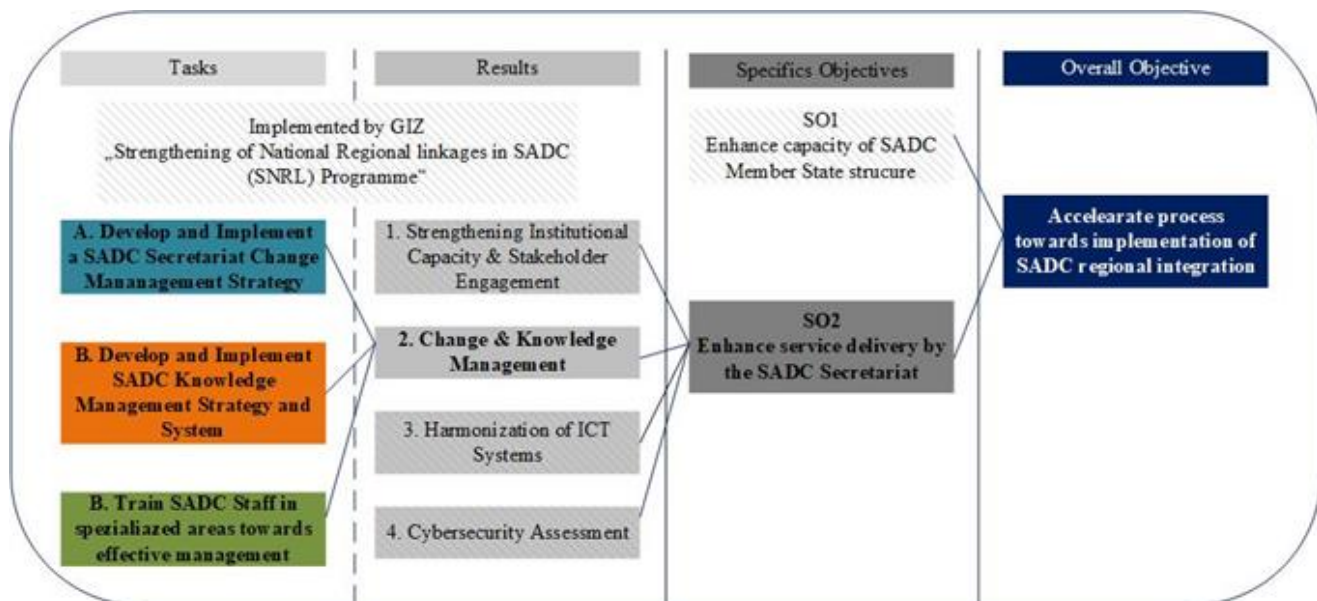
# 1. Introduction

## 1.1. Background and context

The **Technical Assistance to SADC Secretariat on strengthening change and knowledge management** is part of the EU’s Integrated Institutional Capacity-Building (IICB) Programme. The first Specific Objective (SO1) of IICB, focusing on enhancement of SADC Member State structures to facilitate/co-ordinate the implementation regional agenda at country level, is currently implemented by GIZ. The second Specific Objective (SO2), to enhance service delivery by the SADC Secretariat to better support regional commitments at country level, is under the responsibility of the SADC Secretariat. **This Technical Assistance (TA) is implemented by Particip under the responsibility of the SADC Secretariat and will contribute to the achievement of SO2.**

*Article 14 of the SADC Treaty* describes the Secretariat as the **Principal Executive Institution of SADC**, responsible for strategic planning, facilitation and coordination and management of all SADC Programmes. Its main purpose is to maximise and support the facilitation of Member States policies and programmes guided by the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ (SIPO) to best contribute to the overall objectives of SADC which is the achievement of Regional Integration and Poverty alleviation. Pursuant to this mission, **the strengthening or enhancing of the Secretariat's capacity in implementing the regional agenda in Member States has become one of the key objectives under the Integrated Institutional Capacity Building Programme.**

**Figure 1: Intervention Logic - IICB Programme**



Under SO2 of the IICB programme the Secretariat is receiving Technical Assistance and support in four areas, of which Change and Knowledge management is one of them. The focus of the IICB (SO2) is to transform the way of doing business at the Secretariat which is directly related to Change Management and Knowledge Management. **An equipped and capacitated SADC Secretariat will be well poised to respond effectively and efficiently to changes** that could arise in areas of donor funding, socio-economic and political fields and to disruptions that are continuously being brought by the rapid changes in technology. **Besides, an appropriate organizational work culture, based on interaction, collaboration and adaptation and a value system aligned to the attainment of the SADC Vision, Mission and Objectives is critical for the Secretariat to overcome the silo mentality and foster cooperative actions.** Given its role in supporting the planning, coordination, implementation and evaluation of regional integration projects and programmes in Member States, an **improved knowledge management system is crucial to support peer learning as well as the strengthening of the internal corporate culture.** Another important focus of SO2 will be on strengthened internal service level agreements and implementation of performance benchmarks among the departments contributing directly to the effectiveness of project management and capacitating the Secretariat to foster its service delivery.

## 1.2. Objectives and Purpose

**The specific objective of the assignment is to strengthen change and knowledge management at the SADC Secretariat through assessment of opportunities and threats to change and development of tools to implement and monitor change and knowledge management.**

During the Diagnosis and Design Phase as an outcome of the detailed culture and organisational analysis, this broad objective of the ToR will be further developed into specific change management and knowledge management objectives detailed in respective institutional strategies. Without prejudicing the outcome of the analysis, common change and knowledge objectives include:

- **Effective project/programmes planning and implementation** require change and knowledge management principles to be embedded in processes. It is of paramount importance that the SADC Secretariat, as the chief execution and coordinating arm possesses an in-depth practical understanding and use of change and knowledge management theory and accompanying tools.
- **Collaborative working** to effectively exploit the Human Resources of the institution, and promote knowledge sharing between business areas, be established with a cultural/ attitudinal change approach that challenges silo mentality and is supported by Knowledge Sharing tools and systems.
- **Information and organisational learning:** For an entity like the SADC Secretariat with a remit for coordination and cross-national integration and a staff establishment with turn-over, establishing tools and system to support the development of institutional memory and learning/adaption process is mission-critical.
- **Effective service delivery** enhanced by ensuring efficient work processes, as well as a solid shared evidence base for all parties, and reducing the opportunities for duplication of activities.

The outcome of the envisaged change and knowledge management assignment will be an organisation with staff committed to the capture, dissemination and sharing of both explicit information and implicit knowledge; efficient and adaptive work processes; an openness towards change; and the processes and tools to enable this. By improving internal efficiency and effectiveness of operations, SADC will be able to enhance its service delivery in support of regional integration.

**The purpose of the Contract is to provide technical assistance to the SADC Secretariat aimed at strengthening change management and institutional capacity for identification, storage, management, and preservation of knowledge in the implementation of the RISDP/SIPO.**

By establishing an **organisational culture that is open to change and knowledge-led**, the project will provide the foundation for a responsive institution better able to fulfil its strategic remit. Both change and knowledge management rely on **effectively harnessing the human assets** of the organisation and have the same ultimate objective: creating an adaptive, dynamic organisation that is sustainable rather than stagnant. **The success of both work strands is interdependent:** change requires knowledge of what is and what could be; embedding knowledge capture and sharing at the heart of the organisation requires a change strategy and processes that support continual learning and evolution. For the purpose of this project, the two work strands are brought together to ensure that the overall transformation objectives are achieved and that the Change and Knowledge activities complement and reinforce each other. During the initial Diagnosis Stage, the Lead Experts will work jointly on a number of baseline assessment and training activities which will also help minimise impact on Secretariat time. As the Project progresses to Implementation Stage, the Experts will work in close connection but focus on delivering the specific activities of their own work strand.

## 1.3. Overview of the fourth quarter of service delivery

The fourth quarter which spanned the period June 2022 to August 2022 focused on preparations for and initial commencement of interventions in both areas of Change Management and Knowledge Management following a successful Townhall meeting launch by the Executive Secretary. The implementation preparation phase included capacity building of Change Champions, conducting Focus Groups for the various Change and Knowledge management interventions, developing and launching the Culture mapping tool, developing and launching the project communication and visibility programme, and initial work on developing e-learning and knowledge management tools. A key feature of this quarter was the increased engagement of staff resulting both from rising awareness as we move into implementation but also the physical presence of the team on site.



## 2. Progress achieved

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### 2.1. General Approach

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To ensure successful and sustainable changes, the project is based upon a user-driven methodology that ensures active staff engagement at all stages from project governance through problem-identification and solution intervention. There was constant information sharing with the project Technical Working Group and Change Champions and the Steering Committee as well as the first meeting with the broader IICB Team during this period to ensure that they remain updated on project issues. There were 8 meetings with the Technical Working Group and 3 meetings with the Change Champion group and 2 meetings with the Steering Committee, an informal Tea with the Executive Secretary and Champions representatives and a staff drop-in session “cocktail” function where Secretariat staff dropped in to interact with Change Champions and Consultants and ask questions or get clarity on project issues. In addition, the culture mapping and focus group meetings allowed the project team to engage with a greater number of Secretariat staff and build interest in the project.

### 2.2. Progress Against Roadmap

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The overall project has five phases:

- Inception (May - June 2021)
- Preparation and Diagnosis (September - December 2021)
- Designing (January 2022 - March 2022)
- *Delivering (April 2022 - March 2023)*
- *Stabilisation and Monitoring (April – June 2023)*

The key objectives during this quarter involved:

- Conducting a Townhall type staff meeting;
- Capacity building of the Change Champions in preparation for the Interventions;
- Working with Intervention Teams on reviewing material and intervention plans;
- Carrying out Culture Mapping Exercises with Directorates and Units;
- Conducting Focus Groups on Knowledge Sharing, e-learning, Delegation and Internal Meetings;
- Making the Project visible by designing and presenting the project “logo” standalone banners, coffee mugs and floor stickers;
- Commencing work on the e-learning, SharePoint and induction/handover interventions.

The Roadmap with the result areas and related activities scheduled for this quarter is below.



**Figure 2: Road Map**

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



**Phase 1: Preparation and Diagnosis Phase**  
**Phase 2: Designing Phase**  
**Phase 3: Delivering Phase**  
**Phase 4: Stabilisation and Monitoring Phase**

Column	Activity	Revisions/comment	Status	By Whom	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
<b>A. Develop and Implement a SADC Secretariat Change Management Theory</b>																		
<b>A.1</b>	<b>Conduct an internal organisational change management readiness assessment (with clear identification of SADC's delivery capacity to implement the strategy), mapping and profiling, and formulate a SADC change management strategy and plan</b>		1	KE1, NKE														
A.1.1	Functional and Institutional Assessment		1	KE1, NKE														
A.1.1.1	Develop assessment tools (survey and interview guides)		1	KE1, NKE														
A.1.1.2	Agree interview list with TWG		1	KE1														
A.1.1.3	Carry out interviews, focus groups and survey		1	KE1, NKE														
A.1.1.4	Draft initial findings (report and presentation)		1	KE1														
A.1.2	Validate and agree on current state findings (Facilitate Problem identification and solution design workshop)		1	KE1, NKE														
A.1.2.1	Prepare agenda, materials, agreeing audience (e.g. just TWG, or broader)		1	KE1, TWG														
A.1.2.2	Facilitate workshop		1	KE1														
A.1.2.3	Update assessments and recommendations based on feedback		1	KE1														
A.1.3	Write report on internal organisational change management readiness assessment		1	KE1														
<b>A.2</b>	<b>Develop Communication Programme</b>		1	KE1,NKE														
A.2.1	Management Communication to sensitize employees on the change and knowledge management concept		1	KE1, NKE														
A.2.2	Assist in developing project brief for general communication and drafting initial presentations for Directorates		1	KE1, NKE														
A.2.3	Send out first general communique to staff and other stakeholders on Change Management project.		1	Executive Secretary														
A.2.4	Conduct Introductory interactive presentations to Directorates/Units on Change vision and objectives		1	KE1, TWG														
<b>A.3</b>	<b>Establish Governance</b>		1	KE1,TWG														
A.3.1	Agree Role of Coordinating Group		1	KE1,TWG														
A.3.2	Confirm Weekly meeting slots		1	KE1,TWG														
A.3.3	Discuss any capacity needs for Coordinating Group		1	KE1,TWG														
A.3.4	Confirm approval process (e.g. Coordinating Group, PMC, Executive) and what activities or deliverables need to go through what stages		1	KE1, TWG														
A.3.5	Arrange meeting (by 17 Sep) with other IICB project teams to allow for project coordination		1	TWG														
A.3.6	Establish a transformation management structure (change leader and champions) to oversee the development and implementation of the change management strategy and plan		1	KE1, TWG														
A.3.6.1	Assist in identifying and setting up of Change Champions CKM Team		1	KE1, TWG														
A.3.6.2	Work with TWG and use Project briefings to Directorates/Units to identify and appoint Change Champions.		1	KE1,TWG														
A.3.6.3	Set up schedule of meetings for Change Champions		1	KE1,TWG														
A.3.6.4	Set up project communication tools as agreed (e.g., whats app groups, portal sites etc.)		1	KE1,NKE														
<b>A.3.7</b>	<b>Capacitate the Change Champions through training and coaching</b>		1	KE1														

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



**Phase 1: Preparation and Diagnosis Phase**  
**Phase 2: Designing Phase**  
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Column	Activity	Revisions/comment	Status	By Whom	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
<b>A. Develop and Implement a SADC Secretariat Change Management Theory</b>																		
A.4	<b>Draft Change Management Strategy and Plan</b>		1															
A.4.1	Strategy Presentation, Review and Revision		1		→													
A.4.1.1	Design tools to implement, monitor and communicate change at the Secretariat :	Layout change	1	KE1, NKE														
A.5	<b>Implement and manage identified change needs in the following areas:</b>		2	KE1, NKE	→													
A.5.1	Support the Secretariat in conducting an authorization/approval process re-engineering exercise in areas with identified approval		2		→													
A.5.1.1	Review draft Delegations Register		1	KE1, KE2,Champions		☒												
A.5.1.2	Identify,design/redesign Authority levels, Alternates and escalation parameters		2	KE1, KE2,Champions			☒											
A.5.1.3	Mapping the standard approval Process Cycle for different areas		2	KE1, KE2,Area Leaders				☒										
A.5.1.4	Establish and collaboratively set up authorisation stage timelines		3	KE1, KE2,Area Leader					☒									
A.5.1.5	Collaboratively develop Service Level Agreements for the entire approval process chain.		3	KE1, KE2,Area Leaders					☒									
A.5.2	<b>Review and realign key Secretariat culture components so that they support and enable the service delivery mandate to</b>		2		→													
A.5.2.1	Carry out a Culture Mapping Exercise		1	KE1,HR, Champions		☒												
A.5.2.2	Identify, validate,review and realign Secretariat cultural enablers and blockers		2	KE1,HR, Champions			☒											
A.5.2.3	Introduce a Values based Secretariat culture building campaign.		3	KE1,KE2,HR, Directorates				☒										
A.5.2.4	Reinforce desired behaviours through various activities		3	KE1,HR, Champions					☒									
A.5.2.4	Review and realign the Secretariat Performance Management system		2	KE1,HR, Champions			☒											
A.5.3	<b>Assist the Secretariat reposition Meetings as Productive value adds and centres of excellence at all Secretariat levels.</b>		2		→													
A.5.3.1	Review Meetings Structures, format and Administration		1	KE1,HR,EX		☒												
A.5.3.2	Draft Internal Meetings Guidelines and Training outline		1	KE1,HR, Champions		☒												
A.5.3.3	Refresher Internal Meetings workshops		3	KE1,HR, Champions				☒										
A.5.3.5	Develop mechanism for supporting meeting resolution implementation and progress monitoring		2	KE1,HR,KE2			☒											
A.5.3.6	Develop and implement framework for virtual meetings management		3	KE2,KE1,HR				☒										
A.5.4	<b>Support the Secretariat review, redesign and implement a robust Orientation and Induction system.</b>		2		→													
A.5.4.1	Review and update the Secretariat's Orientation and Induction Policy		2	KE1,HR, Champions			☒											
A.5.4.2	Create, launch and run an organisation-wide re-induction/orientation campaign		3	KE1,HR, Champions					☒									
A.5.4.3	Collaboratively develop and implement a Secretariat orientation and Induction Starterpack		3	KE1,HR, Champions				☒										
A.6	<b>Undertake periodic reviews of the implementation of the Change Management management strategy and plan, and align tools and</b>		2	KE1, NKE			☒			☒			☒			☒		
A.6.1	Make areas of success visible in the organisation so as to reinforce the change		1	KE1, NKE		☒			☒			☒				☒		
A.6.2	Reinforcement to sustain the implemented change		2	KE1, NKE	→													
A.6.3	Further adaptation of practices and processes		2	KE1, NKE														→

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



Phase 1: Preparation and Diagnosis Phase

Phase 2: Designing Phase

Phase 3: Delivering Phase

Phase 4: Stabilisation and Monitoring Phase

Column	Activity	Revisions/comment	Status	By Whom	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
<b>B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System</b>																		
<b>B.1</b>	<b>Establish Governance</b>		1	KE2,TWG														
B.1.1	Agree Role of Coordinating Group		1	KE2,TWG														
B.1.2	Confirm Weekly meeting slots		1	KE2,TWG														
B.1.3	Discuss any capacity needs for Coordinating Group		1	KE2,TWG														
B.1.4	Confirm approval process (e.g. Coordinating Group, PMC, Executive) and what activities or deliverables need to go through		1	KE2,TWG														
<b>B.2</b>	<b>Assist in identifying and setting up of Transformation Management Team</b>		1	KE2,TWG														
B.2.1	Work with Project Task Manager to prepare appointment letters for TWG and Transformation Management Team members		1	KE2,TWG														
B.2.2	Set up, manage and document Team Meetings		1	KE2,TWG														
B.2.3	Set up project communication tools as agreed (e.g. whats app groups, portal sites etc.)	Waiting for Secretariat webstaff to assist	1	KE2,TWG														
B.2.4	Meet with other IICB projects to ensure coordination across programme	Initial meetings held but there is a need to liaise more closely with the ICT project once there are operational	1	TWG														
<b>B.3</b>	<b>Capacitate the Transformation CKM Team (Knowledge Management Champions) through training and coaching</b>		1	KE2														
B.3.1	On-boarding, Role clarification, training, coaching sessions for Change Transformation Management Team.		1	KE2														
<b>B.4</b>	<b>Functional and Institutional Assessment</b>		1	KE2														
B.4.1	Develop assessment tools (survey and interview guides)		1	KE2,NKE														
B.4.2	Agree interview list with TWG		1	KE2,TWG														
B.4.3	Carry out interviews, focus groups and survey		1	KE2,NKE														
B.4.4	Draft initial findings (report and presentation)		1	KE2														
<b>B.5</b>	<b>Assess the current electronic depository</b>		1	KE2														
B.5.1	Meet with ICT Team to current status and plans		1	KE2														
B.5.2	Review existing structures online		1	KE2														
B.5.3	Prepare draft assessment report		1	KE2														
<b>B.6</b>	<b>Validate and agree on current state findings</b>		1	KE2														
B.6.1	Prepare agenda, materials, agreeing audience (e.g, just TWG, or broader)		1	KE2														
B.6.2	Facilitate workshop		1	KE2														
B.6.3	Update assessments and recommendations based on feedback		1	KE2														
B.7.1	Management Communication to sensitise employees on the change and knowledge management concept.		1	KE2,TWG														
B.7.2	Assist in developing project brief for general communication and drafting initial presentations for Directorates		1	KE2,NKE														
B.7.3	Send out first general communique to staff and other stakeholders on Change Management project.		1	ES														
B.7.4	Conduct Introductory interactive presentations to Directorates/Units on Change vision and objectives		1	KE2														

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



Phase 1: Preparation and Diagnosis Phase  
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<b>B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System</b>																		
B.8	Draft KM strategy and programme (knowledge/learning capture, sharing/dissemination)		2	KE2														
B.8.1	Presentation, review and revision of Strategy	awaiting presentation with Exec	1	KE2														
B.8.2	Develop and Implement Knowledge Register		2	KE2, NKE, webmaster, ICT														
B.8.2.1	Database requirements (user discussions, focus groups etc.)		1	KE2, NKE, champions		☒												
B.8.2.2	Draft Knowledge survey		1	KE2, NKE		☒												
B.8.2.3	Conduct knowledge Survey (online, focus-session TBD)	No longer needed	3	KE2, NKE				☒										
B.8.2.4	Develop Database (test, host etc.)	part of SharePoint	3	KE2, NKE, webmaster					☒									
B.8.2.5	launch (train users, update HR practices etc.)		3	KE2, NKE							☒							
B.8.3	Establish Communities of Practice		3	KE2					→									
B.8.3.1	Identify Potential Practice Groups		3	KE2, Champions						☒								
B.8.3.2	Host initial meetings (agree style, format etc of meetings/comms/knowledge capture)		3	KE2, Champions								☒						
B.8.3.3	Plan annual schedule of meetings/topics		3	KE2, Champions								☒						
B.8.4	Set up staff sharing forum	See also B8.7	2	KE2, NKE, HR, webmaster	→													
B.8.4.1	Design online 'space' (user groups, review of requirements, discussions etc.)		1	KE2, NKE, HR, webmaster		☒												
B.8.4.2	Develop space and tools (policies, management, anonymous feedback, moderating etc.)		2	KE2, NKE, webmaster			☒											
B.8.4.3	Launch space (training, support, moderation etc.)		3	KE2, NKE, HR, webmaster				☒										
B.8.4.4	Monitor and revise		3	KE2, NKE, webmaster					☒									
B.8.5	Lesson Learned procedures	See also B8.6, B.10 and A5.4 for related	3	KE2, NKE, HR, PPMU, Champions				→										
B.8.5.1	Review existing project monitoring and consultants knowledge capture		3	KE2, NKE, HR, PPMU, Champions					☒									
B.8.5.2	Implement changes (trainings, support, review)		3	KE2, NKE, HR, PPMU, Champions								☒						
B.8.6	Update Monitoring & Evaluation System	See also B8.5 and A5.4 for related	3	KE2, NKE, ICT				→										
B.8.6.1	Database Requirements (gap analysis, use analysis, consultation with management, champions, user reviews)		3	KE2, NKE					☒									
B.8.6.2	Build database		3	KE2, NKE							☒							
B.8.6.3	Implement (procedures, governance, training, support, monitor, revise etc.)		3	KE2, NKE														

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



**Phase 1: Preparation and Diagnosis Phase**  
**Phase 2: Designing Phase**  
**Phase 3: Delivering Phase**  
**Phase 4: Stabilisation and Monitoring Phase**

Column	Activity	Revisions/comment	Status	By Whom	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
<b>B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System</b>																		
B.8	<b>Draft KM strategy and programme (knowledge/learning capture, sharing/dissemination)</b>		2	KE2														
B.8.7	Feedback loops	see also B8.4	3	KE2, HR				→										
B.8.7.1	Agree feedback mechanisms (mgmt, champions etc.)		3	KE2				☒										
B.8.7.2	Build 'engagement' site		3	KE2, NKE, webmaster						☒								
B.8.7.3	Establish governance and management		3	KE2, HR							☒							
B.8.7.4	Launch (train users etc.)		3	KE2, HR, webmaster								☒						
B.8.7.5	Monitor and Evaluate		3	KE2, HR, webmaster									☒					
B.8.8	Support configuration of Sharepoint to align with KM strategy	Renumbered from original	2	KE2, NKE, webmaster, ICT	→													
B.8.8.1	Assess options and make recommendations		1	KE2, NKE														
B.8.8.2	Agree requiremenst, users, roles etc.		1	KE2, NKE, webmaster, ICT														
B.8.8.3	Design and review structures		2	KE2, NKE, webmaster, ICT														
B.8.8.4	Develop procedures and guidance materials		2	KE2, NKE, webmaster, ICT														
B.8.8.5	Pilot use		2	KE2, NKE, webmaster, ICT				☒										
B.8.8.6	Prepare roll out plan		1	KE2, NKE, webmaster, ICT		☒												
B.8.8.7	Support roll out (training, champion support, revisions etc.)		3	KE2, NKE, webmaster, ICT							☒							
B.8.8.8	Evaluate use and prepare sustainability plan		3	KE2, NKE, webmaster, ICT										☒				
B.9	<b>Create and implement e-learning platforms</b>	See also B.8	2	KE2, NKE, webmaster, ICT		→												
B.9.2	Develop requirements for e-learning platforms (technical options paper, concept note)	in addition to knowledge resoures	2	KE2, NKE, webmaster, ICT			☒											
B.9.3	Develop platforms		3	KE2, NKE					☒									
B.9.4	Develop User and Technical guidance to support platform		3	KE2, NKE						☒								
B.9.5	Support Implementation (governance, training, user support, evaluation and revision)		3	KE2, NKE, webmaster, ICT									☒					
B.10	<b>Develop a system where members of staff and project staff when complete their contracts they provide a formal handover reports</b>	See also B.8.5	2	KE2, HR		→												
B.10.1	Review current handover, exit interview and contract reporting requirements		2	KE2					☒									
B.10.2	Update procedure and contracts to include knowledge capture and dissemination on appropriate KM platform/tool		2	KE2							☒							
B.11	<b>Undertake periodic reviews of the implementation of the knowledge management strategy and plan, and align tools and systems with it</b>		2	KE2			☒			☒			☒				☒	
B.11.1	Reinforcement to sustain the implemented knowledge management strategy		2	KE2														
B.11.2	Further adaptation of tools and processes		2	KE2														

**CHANGE AND KNOWLEDGE MANAGEMENT PROJECT**



Phase 1: Preparation and Diagnosis Phase  
 Phase 2: Designing Phase  
 Phase 3: Delivering Phase  
 Phase 4: Stabilisation and Monitoring Phase

Column	Activity	Revisions/comment	Status	By Whom	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
<b>C. Train SADC Secretariat staff in specialized areas towards effective management</b>																		
C.1	Develop and deliver training for all Secretariat staff on the Change Management Strategies, Plans and tools		2	KE1, NKE														
C.1.1	Develop Training material on Change Management process and Tools		2	KE1, NKE								☒						
C.1.2	Deliver training of trainers and support Trainers in initial delivery of Change Management training sessions		2	KE1, NKE									☒					
C.1.3	Conduct Training for different staff groups at the Secretariat		2	KE1,, NKE												☒		
<b>D. Project Communications</b>																		
D.1	Launch Communication channels and first ‘drop in’ session.		1	KE1, NKE		☒												
D.2	Develop a logo for the internal campaign		1	NKE		☒												
D.3	Develop a plan to work with the champions to develop slogan for the project		1	NKE														
D.4	Produce promotional materials to such as thermal mugs, golf shirts etc to brand the internal change & knowledge management campaign and to launch the project and intranet		1	NKE														
D.5	Develop project bulletin/newsletter to share regular updates with stakeholders		1	NKE		☒												
D.6	Develop screen savers with key change & knowledge and change management basic information as well as to create awareness about the project and intranet		1	NKE														
D.7	Develop digital and printed banners to launch the project and intranet		1	NKE														
D.8	Develop digital and printed brochures to launch the project and intranet		1	NKE														
D.9	Develop a Vlog presented by the ES to launch the project and intranet	No longer needed																

### 2.2.1. Roadmap Status Update

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The roadmap shows that some of the planned activities had been completed whilst the majority were on-going but at advanced stages of completion. The Townhall meeting and the clear support of the project by the Executive Secretary gave momentum to most of the activities to be carried out. In addition, the presence of both Key Experts for much of the period allowed for more effective interactions across the work streams and with key stakeholders.

### 2.3. Progress Against Result Areas

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During the Diagnosis Phase, the Consultants worked jointly on the various activities. This was a deliberate approach designed to **minimise the project impact on staff time, ensure a common knowledge base for both project components, and to set the tone of the project as approachable, team-based and responsive**. The analysis of the assessment findings was also joint to ensure that the proposed interventions were complementary and that the approach was consistent. Following the approval for the interventions the Consultants began to work more independently focusing on their specific intervention areas, while still working collaboratively and for one intervention working jointly to deliver. The Change and Knowledge Management result area has seen some significant steps forward with the addition of an online engagement NKE who is currently working to support the critical implementation of SharePoint.

#### 2.3.1. Change Management

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Work was undertaken in this quarter on the following result areas:

- **A.5.1 Delegation/Approval Process**

Two review meetings were held with the Intervention Team and preliminary comments were shared. It was however realised that Management had come up with a revised Delegations Register and the review for the revisions is now being worked on.

- **A.5.2 Organisational Culture Components Intervention**

Culture Mapping exercise for the Secretariat was undertaken in which staff in all Directorates and Units participated. Ten Culture components were reviewed and a consolidated “AS IS” culture map of the Secretariat was produced requiring culture change at the Secretariat. A “TO BE” Culture map was produced and is in the process of being reviewed by the Project governance Structures.

One of the key culture mapping outcomes was the emphasis that Core Values were to play in the whole Organisational Culture shift at the Secretariat. The Core values were reviewed and a proposal to trim and redefine them was presented and a draft “USE the values” Campaign was presented to the Technical Working Group and the Change Champions.

- **A.5.3 Internal Meetings Administration**

After reviewing the existing documentation on the holding of internal meetings and taking into account contributions from the Focus group meetings, an Internal Meetings Framework was crafted and shared with the Project governance structures. An Implementation outline in the form of internal Meetings Management workshops to be called “Meetings Reimagined” was also developed and shared with the Project Governance structures.

- **A.5.4 Induction, Business Continuity**

There have been 2 review meetings with the Intervention Team on Induction and Business Continuity which resulted in comments and inputs which have been shared with the Human Resources Directorate who are the Process Owners.

- **D. Projects Communication**

During this interim period, Change and Knowledge Management identity elements were designed to effectively communicate the project message. The project identity elements comprise of stylized human head and a lightbulb with an upward facing arrow in it. This helped tie the logo to the SADC brand for easier identification. All CKM project documents and reports were branded with this project identity.

The project inaugural newsletter titled “SADC Change & Knowledge Management Bulletin” was released in August 2022. The newsletter featured amongst other key activities project engagements such as ES Townhall and Champions Capacity building workshop. The newsletter and the activation video were released at the same time with the first employee drop-in session. Both the newsletter and drop-in session were distributed via the portal and formatted for mobile distribution.



Merchandising remains one of our key outreach strategies. It is therefore worth noting that the project procured pull up banners and vinyl floor stickers to be displayed at key strategic areas within the Secretariat headquarters. The project also procured coffee mugs that were unveiled during “Tea with the ES” and later distributed to staff.

### 2.3.2. Knowledge Management

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Work was undertaken in this quarter on the following result areas:

#### ▪ **B.8.2 Develop and Implement Knowledge Register**

Consultations with Champions, Focus Group, Intervention Team and other Secretariat Stakeholders took place to identify the nature and categories of knowledge which would be useful to register. These were reviewed and converted into requirements for configuring SharePoint including capturing in User Profiles and providing a User front end to search the register.

#### ▪ **B.8.3 Establish Communities of Practice**

The concept of Communities of Practice was shared with the Champions and reviewed in greater detail with the Focus Group. It was agreed that this intervention would be better to come later in the project once more engagement and momentum around knowledge sharing generally.

#### ▪ **B.8.4 Set up staff sharing forum**

Following a focus group on Knowledge Sharing, the Intervention Team met with the SharePoint Team and the Internal Communications Officer to agree the purpose, use and management of the forum. Initial requirements prepared for SharePoint development and work on draft User Guidelines begun.

#### ▪ **B.8.5 Lesson Learned procedures**

This intervention was reviewed in more detail with Champions, but it was agreed that work on this would wait until later on in the project.

#### ▪ **B.8.6 Update Monitoring & Evaluation System**

This intervention was discussed with Champions and other Stakeholders, and it appears that there may already be changes underway in this area. Further discussions with stakeholders in PPRM will be needed in the next quarter to determine if this intervention is actually required.

#### ▪ **B.8.7 Feedback loops**

This intervention is closely related to the updated M&E system as well as cultural changes so it may be that a specific intervention is not required and instead, we focus on ensuring that the proposed culture changes include adoption of procedures and behaviours that support dialogue and feedback.

#### ▪ **B.8.8 Support configuration of SharePoint to align with KM strategy**

An additional NKE was brought on during this quarter to support the implementation of SharePoint. The focus on this quarter was the update of SharePoint from 2016 to 2019 and migration of data. This task proved to be significantly more time consuming than planned for a variety of reasons including:

- Process of availing servers was slow;
- Servers were automatically switched off when the SADC cluster ran out of memory;
- Servers were not available at the time they were required;
- The Distributed Cache Server was automatically wiped off during the time the cluster was down;
- Some migration has to be handled separately (e.g. services and reconfigurations) as SharePoint only migrates content;
- Some services/features were affected by the migration (e.g. infopath forms) which required remedial action to restore function.

The migration is now complete and with the approval of using Microsoft 360 progress on implementation will move much faster.

#### ▪ **B.9 Create and Implement e-learning platform**

While this intervention was originally scheduled for later in the project there was a high level of interest and engagement during the meetings in Gaborone, so it made sense to capitalise on this and begin work in earnest. Following discussions with stakeholders the key purpose and general requirements of e-learning for the Secretariat were agreed and documented in a concept note. In addition to identifying an appropriate platform to support e-

learning it was felt that preparing online course guidelines and samples to assist in future course development would be essential. To support this work, and the overall project communications a Video Production/Content Advisor (team of two) was appointed. Draft guidelines and a sample course were prepared, and initial templates developed by the Communications and Content NKEs. The online engagement NKE prepared an initial draft of an option paper for the e-learning platform and reviewed this with the Learning and Development Team.

▪ **B.10 Handover Procedures**

The existing onboarding and off-boarding processes were reviewed and a new process map for off-boarding was prepared along with revisions to procedures for knowledge capture and handover. The proposed changes were reviewed with the HR Team and the Change Management KE.

## 3. Challenges encountered and measures adopted

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### 3.1. Timeline

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At the point of project Inception, it was highlighted by Management that the project kick off had been delayed by a couple of months whereas the project closure is fixed to July 2023 with a possible extension until end of August 2023. The quarter under review had to make its activities fit into the reduced timeline without compromising on the agreed project deliverables. There was a notable improvement in terms of turnaround times for meeting request with the Steering Committee and the Executive Team and this was mainly because the Consultant Team was stationed at the Secretariat for the greater part of the quarter under review.

### 3.2. Staff Engagement

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There was constant Staff engagement during the quarter under review with the generality of Secretariat staff, Change Champions and Focus Groups and Intervention Teams been part of the engagement efforts. Attendance at meetings (Champions, Steering Committee etc.) did improve significantly especially during the Culture Mapping exercise and Focus Groups as well as the Change Champions meetings.

## 4. Planning for next quarter

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### 4.1. Roadmap for Quarter 5

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**During the next quarter, the project will continue to work on activities in the Implementation Phase.** To maintain staff engagement and project momentum, communication and project visibility are going to be key elements going forward.

The key objectives of this quarter include:

#### General

- Implementing activities worked on the last Quarter;
- Enhancing the Communication and Visibility structures of the Project Capacity building of Intervention Teams;
- Developing and applying Reinforcement mechanism for the interventions being implemented.

#### Knowledge Management

- Piloting and rolling out SharePoint to all staff;
- Identifying Directorate specific requirements (file structures, workflows etc.) and configuring SharePoint;
- Implementing knowledge tools on SharePoint (Staff Forum, Knowledge Register);
- Meeting with PPRM to discuss monitoring and evaluation and feedback needs to determine if the intervention is still required;
- Developing e-learning values course;
- Submitting e-learning platform options paper.

#### Change Management

- Core Values adoption and USE Campaign;
- Internal Meetings Management Induction Workshops;
- Induction and Offboarding Drafts finalization and presentation;
- Performance Management System Review and recommendations.

The full Road Map can be found attached to this report in a separate Excel Document.

### 4.2. Planned resources

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During the next quarter the two Key Experts will continue to provide support in line with the agreed workplan and will be assisted by the Non-Key Experts on communications/content, SharePoint and online engagement.

## 5. Contract and resource management

### 5.1. Contract management

No contract modifications were done during the reporting period, but a no-cost extension was requested until end of August 2023.

The ToR for the “Video Production Advisor” have been submitted and approved and two Non Key Experts have been contracted to support the Key Expert team.

### 5.2. Resource management

Since the beginning of contract implementation in April 2021 and up to the end of the reporting period in August 2022, the whole team was mobilised:

- Change Management Expert – David Chiveso (KE1);
- Knowledge Management Expert – Tanya Karlebach (KE2);
- Change and Knowledge Management Communications and Visibility Consultant – Segolame Evans (NKE1);
- Change and Knowledge Management Systems and Online engagement Consultants – Felix Kabwe and Patricia Motsumi (NKE2);
- Video Production Advisor – Reginald Nsala and Kebapetse Ngakane (NKE3).

Table 1: Overview of worked days

	2021										2022					Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
KE 1	0	9	3	0	0	13	12	14	5,5	6	5,5	6	6	5	85	
KE 2	0,5	6,5	2	0	0	5	4	18	8	6	5	5	4	4	68	
Non Key Experts Cat. I														6	6	
Non Key Expert Cat. II											3	5	5	12	25	
Non Key Expert Cat. III															0	
Non Key Expert Cat. IV															0	
	Interim 1					Interim 2			Interim 3			Interim 4				
	2022							2023							Total	
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July		
KE 1	11	15	11												37	
KE 2	12	18	12												42	
Non Key Experts Cat. I	15	33	46												94	
Non Key Expert Cat. II	12	8	26												46	
Non Key Expert Cat. III															0	
Non Key Expert Cat. IV															0	
	Interim 5			Interim 6			Interim 7			Interim 8			Interim 9			
	TOTAL days	Contracte d work	Balance of Workdays	Percentage utilized												
KE 1	122	200	78,0	61%												
KE 2	110	200	90,0	55%												
Non Key Experts Cat. I	100	300	200,0	33%												
Non Key Expert Cat. II	71	210	139,0	34%												
Non Key Expert Cat. III	0	0	0,0	-												
Non Key Expert Cat. IV	0	0	0,0	-												

### 5.3. Reimbursable Expenses

As part of this contract there is a budget for Reimbursable Expenses of USD 250,000.000 which cover as specified in the ToR and the clarifications received:

- Flights for mobilization and demobilization of short-term experts using the most direct route (economy class);

- Per diems and regional flights for short-term experts when undertaking approved assignments related to this contract outside Gaborone as well as per diems for nights spent in Gaborone;
- Translation of project related documents as approved by the Procuring Entity;
- Flights for Key Experts using the most direct route (economy class) as well as Per diems when undertaking approved assignments related to this contract outside Gaborone as well as per diems for nights spent in Gaborone.

In this quarter expenses of USD 32,656.33 were approved by the Contracting Authority and used to cover the per diems, the flights as well the activities organised during the quarter.

#### 5.4. Non Key Experts

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As part of this contract there is a separate maximum budget of USD 692,000.00 which has been set aside for Non-Key Experts whose Man-Days and Expert Category is determined and approved by SADC Secretariat during Contract Implementation.

In this quarter five Non-Key Experts have been mobilized:

- NKE1: Change and Knowledge Management Communications and Visibility Consultancy (one expert);
- NKE2: Change and Knowledge Management Systems and Online Engagement Consultancy (two experts);
- NKE3: Video Production/Content Advisor (two experts).

#### 5.5. Project Monitoring during Quarter

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The project is part of the IICB programme. One of the key initial activities was to establish project governance that would support the responsive adaptative works style and ensure Secretariat ownership. The structure emphasises staff engagement and input at all levels. Key monitoring and decision-making activities include:

- The agreed roadmap is reviewed weekly by the Consultants and the Task Manager;
- The Technical Working Group meetings involve reporting on progress, discussing next steps and consultation on substantive issues. Minutes are kept for these meetings, and these also include a quick reference action list which includes sub-tasks required to deliver the activities in the roadmap. These action items are assigned to the appropriate Member of the Group and allow us to resolve issues before they impact project activities or deliverables;
- The TWG reports on progress to the Steering Committee. Originally it was proposed to have bi-weekly meetings, but it is currently discussed to reduce the meetings to monthly or even quarterly in line with the submission of progress reports;
- The Chair of the Steering Committee briefs the PMC.

At any stage issues can be escalated for resolution or action to the next body, and ad hoc briefings and discussions are encouraged.

During this quarter:

- The Task Manager and consultants met 6 times;
- The TWG held 2 meetings;
- The Steering Committee met twice.

## 6. Conclusions & Recommendations

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Despite the initial delay, **progress has been made and staff engagement appears to be growing**. The hard work of the Task Manager, and the broader TWG to progress approvals and support remote activities must be commended.

The next quarter will be crucial in building on this foundation and ensuring that the momentum is not lost.

The next project activities are outlined above in Section 4.1.

There are no recommendations to be made at the end of this reporting period.

## 7. Annexes

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The annexes are sent as attachment:

- Annex 1: Change and Knowledge Management Roadmap
- Annex 2: E-Learning Guidance Manual
- Annex 3: E-Learning Intervention Concept Note
- Annex 4: Off-Boarding Process
- Annex 5: Requirements Register
- Annex 6: Virtual College Slide Deck
- Annex 7: Champions Capacity Building Presentation
- Annex 8: Steering Committee Meeting Presentation
- Annex 9: IICB Progress Meeting Presentation
- Annex 10: Internal Meeting Guidelines
- Annex 11: Internal Meetings Intervention-Workshop Outline
- Annex 12: Knowledge Sharing Focus Group Presentation
- Annex 13: Live the Values Campaign-Framework Draft
- Annex 14: Secretariat Core Values
- Annex 15: Town Hall Presentation
- Annex 16: Case for Change-Summary Notes for Change Champions
- Annex 17: Culture Mapping Outcomes-Staff Feedback
- Annex 18: E-Learning Focus Group Presentation