



Fifth Quarterly Progress Report

TECHNICAL ASSISTANCE TO SADC SECRETARIAT ON STRENGTHENING CHANGE AND KNOWLEDGE MANAGEMENT

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

PERIOD: 01.09.2022 – 30.11.2022



Lead implementing partner



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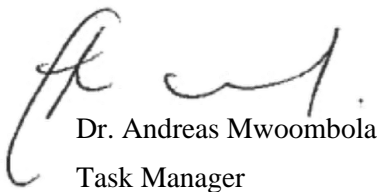
Covering the period from 01.09.2022 – 30.11.2022.

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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

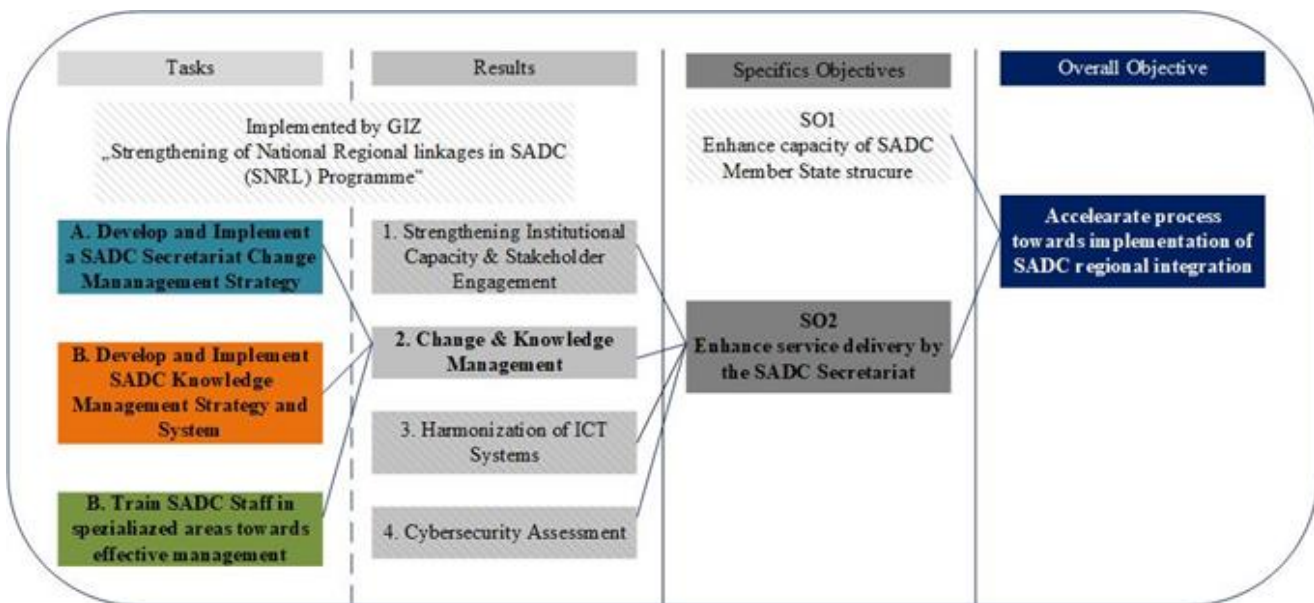
1. Introduction

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 fifth quarter of service delivery

The fifth quarter which spanned the period September 2022 to November 2022 focused on the finalisation and getting approvals on intervention activity frameworks in both areas of Change Management and Knowledge Management, following a rigorous engagement with Change Champions, the generality of staff, the Project Team and the Steering Committee. The implementation preparation phase included consolidation and synthesising of culture mapping outcomes, consolidating the Secretariat Core Values and developing definitions and attributes for each, presenting review results and recommendations on the Delegations/Approvals Register, On-Boarding and Off Boarding Process and the Performance Management system. A key feature of this quarter was the increased visibility of the project elements through frequent updates to staff via existing Secretariat Communications channels. The Highlight was however the successful launch of the Values Campaign by the SADC Executive Secretary with the support of the Change Champions.

2. Progress achieved

2.1. General Approach

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 presentations to the Executive on project update and on areas requiring their approvals. There was a decline in the number of meetings held with the Technical Working Group mainly because of lack of quorum. It was agreed with the Project Task Manager that the frequency of TWG meetings be reduced to fortnightly in view of the competing demands for the Team's time and to also allow for ample time to review matters brought before the group. The number of meetings held by the various Project Governance structures were as follows: Preparatory meetings with Task Manager (4), Technical Working Group (5), Change Champions (3), Steering Committee (2) and the Executive Team (1) to present on project progress, the culture mapping results and the proposed Secretariat Core values consolidation and a planned Secretariat-wide launch of the new values.

2.2. Progress Against Roadmap

The overall project has five phases:

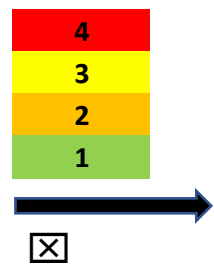
- Inception (May - June 2021);
- Preparation and Diagnosis (September - December 2021);
- Designing (January 2022 - March 2022);
- *Delivering (April 2022 - May 2023);*
- *Stabilisation and Monitoring (June – Aug 2023).*

The key objectives during this quarter involved:

- Sharing the Culture Mapping Results with all Staff;
- Getting Approvals on the consolidated Core Values and Launching them;
- Finalizing review on on-boarding, off-boarding policy and the Delegations Register;
- Getting the Internal Meetings Framework approved for implementation;
- and off-boarding procedures with the HR Team Finalising migration and set up of SharePoint on the cloud;
- Commencing requirements gathering process for SharePoint;
- Working with Intervention Teams on reviewing materials.

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

Figure 2: Road Map



Overdue
Not yet started
In Progress
Completed
Ongoing Activity
Deadline/Deliverable

CHANGE AND KNOWLEDGE MANAGEMENT PROJECT

KE1: David Chiveso
KE2: Tanya Karlebach
NKE: Non Kex Experts
TWG: Technical Working Group



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

Column1	Activity	Revisions/comments	Status	By Whom	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
A. Develop and Implement a SADC Secretariat Change Management Theory															
A.1	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		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											
A.2	Develop Communication Programme		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											
A.3	Establish Governance		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											

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A. Develop and Implement a SADC Secretariat Change Management Theory															
A.3	Establish Governance		1	KE1,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 Campions.		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											
A.3.7	Capacitate the Change Champions through training and coaching		1	KE1											
A.4	Draft Change Management Strategy and Plan		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 : *Stakeholder Analysis *Risk Assessment Survey *Refine Communication Plan *Resistance to Change Survey *Culture mapping Tool	Layout change	1	KE1, NKE											
A.5	Implement and manage identified change needs in the following areas:		2	KE1, NKE											
A.5.1	Support the Secretariat in conducting an authorization/approval process re-engineering exercise in areas with identified approval delays.		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		1	KE1, KE2,Champions											
A.5.1.3	Mapping the standard approval Process Cycle for different areas		1	KE1, KE2,Area Leaders	☒										
A.5.1.4	Establish and collaboratively set up authorisation stage timelines		1	KE1, KE2,Area Leader		☒									
A.5.1.5	Collaboratively develop Service Level Agreements for the entire approval process chain.	Will be part of SharePoint for selected Directorates	2	KE1, KE2,Area Leaders								☒			
A.5.2	Review and realign key Secretariat culture components so that they support and enable the service delivery mandate to Stakeholders.		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		1	KE1,HR, Champions											
A.5.2.3	Introduce a Values based Secretariat culture building campaign.		1	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	Draft Proposals submitted	2	KE1,HR, Champions			☒								

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A. Develop and Implement a SADC Secretariat Change Management Theory															
A.5.3	Assist the Secretariat reposition Meetings as Productive value adds and centres of excellence at all Secretariat levels.		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		3	KE1,HR,KE2						☒					
A.5.3.6	Develop and implement framework for virtual meetings management		2	KE2,KE1,HR		☒									
A.5.4	Support the Secretariat review, redesign and implement a robust Orientation and Induction system.		2		→										
A.5.4.1	Review and update the Secretariat's Orientation and Induction Policy		1	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		1	KE1,HR, Champions		☒						☒			
A.6	Undertake periodic reviews of the implementation of the Change Management management strategy and plan, and align tools and system with it		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											→
B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System															
B.1	Establish Governance		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 what stages		1	KE2,TWG											
B.2	Assist in identifying and setting up of Transformation Management Team		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											

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B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System															
B.3	Capacitate the Transformation CKM Team (Knowledge Management Champions) through training and coaching		1	KE2											
B.3.1	On-boarding, Role clarification, training, coaching sessions for Change Transformation Management Team.		1	KE2											
B.4.	Functional and Institutional Assessment		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.5.	Assess the current electronic depository		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.6	Validate and agree on current state findings		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											
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.)	Part of SharePoint rollout	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								☒			

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B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System															
B.8	Draft KM strategy and programme (knowledge/learning capture, sharing/dissemination)		2	KE2											
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					☒						
-	Launch space (training, support, moderation etc.)	Part of SharePoint rollout	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 interventions	1	KE2, NKE, HR, PPMU, Champions											
B.8.5.1	Review existing project monitoring and consultants knowledge capture		2	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 interventions	2	KE2, NKE, ICT									☒		
B.8.6.1	Requirements		2	KE2, NKE				☒							
B.8.6.2	Refine system	This may already be covered under existing project	3	KE2, NKE							☒				
B.8.6.3	Implement		3	KE2, NKE									☒		
B.8.7	Feedback loops	Incorporated into Values intervention, Off-boarding, training and SharePoint	1	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						☒					

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B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System																
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	Create and implement e-learning platforms	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 noted in B.8, include requirements/corporate approach for online course delivery	1	KE2, NKE, webmaster, ICT												
B.9.3	Develop platforms		2	KE2, NKE				☒								
B.9.4	Develop User and Technical guidance to support platform		2	KE2, NKE						☒						
B.9.5	Develop courses		2	KE2, NKE, webmaster, ICT										☒		
B.10	Develop a system where members of staff and project staff when complete their contracts they provide a formal handover reports	See also B.8.5	1	KE2, HR	→											
B.10.1	Review current handover, exit interview and contract reporting requirements		1	KE2		☒										
B.10.2	Update procedure and contracts to include knowledge capture and dissemination on appropriate KM platform/tool		1	KE2				☒								
B.11	Undertake periodic reviews of the implementation of the knowledge management strategy and plan, and align tools and system with it		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												
C. Train SADC Secretariat staff in specialized areas towards effective management																
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										☒		

Column1	Activity	Revisions/comments	Status	By Whom	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23
D. Project Communications															
D.1	Launch Communication channels and first ‘drop in’ session.		1	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	3	NKE											
D.10	Launch the SADC Consolidated Values and #LivingTheValues campaign		3	NKE											
D.11	Develop employee engagement plan to enhance #LivingTheValues campaign		3	NKE											
D.12	Develop induction information pack		3	NKE											
D.13	Develop online and printed content to support elearning and digital platforms		3	NKE											

2.2.1. Roadmap Status Update

The roadmap shows that many of the planned activities have been completed with a large number still on-going as per plan. This quarter and the next are the two critical phases for implementation and much of the work of the project team revolved around finalising inputs to interventions and supporting Champions and the Secretariat generally to approve and adopt new ways of working.

2.3. Progress Against Result Areas

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 result area has seen some significant steps forward with the introduction of the new core values, and the Knowledge component moved forward with the completion of the SharePoint upgrade and migration and a change of personnel to support eLearning more effectively.

2.3.1. Change Management

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

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

The review of the Delegations Register and accompanying recommendations was completed and presented to the Project Management Committee for input/review.

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

The Result of the Culture Mapping exercise was shared with Staff, Management and the Executive and was accepted as a true reflection of the culture health of the Secretariat. A synthesis of the results was developed and will be used as a basis for developing interventions that are aimed at behaviour change at the Secretariat.

The Consolidated Core Values were presented to the Executive Team and adopted with minor variations, and it was agreed that the proposed #Livethevalues campaign be launched to promote the new values and the desired staff behaviours

- **A.5.2.2 Secretariat cultural enablers and blockers**

The review of the Performance Management system has been completed and a draft report and templates have been presented to the Learning and Development Unit for review/input.

- **D. Projects Communication**

During this period under review, a total of three promotional videos were produced:

1. A short promotional video titled “A Day in the life of a champion” which showcased behind- the-scenes and onsite activities of a day in the life of a champion was produced. It reflects on the unsung hero who works behind the scenes and whose input is often not recognized in the greater mandate and service delivery of the Secretariat. The Video was played at the SADC Secretariat Spring Event attended by all staff where the ES delivered remarks on the project and its mandate.
2. The second video is an interview with the DES-CA focusing on how the executive is a reliable source of insight and information that successfully influences, builds knowledge and creates value was conducted. This focused on provision of guidance while inspiring innovation and growth. Lastly “Conversations with Staff on SADC Values” video was produced.
3. The SADC consolidated Values were launched under the theme “#LivingTheValues” on the 23rd of November 2022. The event was headlined by the Executive Secretary and attended by the newly appointed DES-Regional Integration. Both videos showcasing interviews with the DES-CA and staff values conversations were played at the launch. The launch was documented through a video highlighting ES’s remark as well as a summary of the whole event and these were shared with staff through ES appreciation memo. Merchandise which comprised T-shirts and eco-friendly shopper bags were distributed to staff at the launch. To ensure continued visibility, a values wall banner is displayed at the SADC Reception. Canvasses

printed with the values have been placed on all floors at common areas at the SADC Secretariat and satellite offices. Values now feature on all common notice boards as well as notice boards in offices.

A campaign to Share and Understand the Values is being put together for implementation in the next phase.

2.3.2. Knowledge Management

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

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

The Internal Communications team prepared requirements for the SharePoint landing page including a Staff Discussion Board. Draft User Guidelines were prepared. This activity is complete as it has been incorporated into the Off-Boarding process including recommendations for preparation of quarterly reports indicating commonly raised issues. Once the procedures have been approved, the Team will support staff in implementing the review and capturing of these lessons. As other knowledge initiatives develop (e.g., Monitoring and Evaluation system and Discussion Forum) further opportunities for identifying and documenting lessons may emerge.

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

The project team has been trying since September to meet with the PPRM team to discuss this. Draft terms of reference for a consultant to support PPRM in improving the system were shared with the Key Experts but there is a need to clarify what the current challenges are, and the extent to which the project can support this. In particular, the ICT Directorate is keen to move away from customised systems to off-the-shelf solutions so the requirements should reflect this and options for exploiting SharePoint and the proposed Enterprise Solution should be considered. A meeting has been scheduled for early next quarter to review and agree what support the CKM project can provide options.

▪ **B.8.7 Feedback loops**

This intervention has been integrated into the cultural change activities and other knowledge tools so is no longer required as a separate activity and the roadmap has been updated to reflect this.

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

The update and migration were completed at the end of last quarter and the using of Microsoft 360 approved. During the first 6 weeks of the quarter the SharePoint NKE worked to install SharePoint on the cloud and ensure all services worked. Once issues were resolved, initial design and functionality for the landing site were agreed and demos done for key Stakeholders. The latter part of the quarter focused on developing the pilot with HRA and PPRM selected as pilot Directorates. Initial meetings were held with HRA, and draft requirements prepared and circulated. The team is awaiting feedback and copies of the forms which HRA has said they would like to create as online processes. Unfortunately, it has not been possible to meet with PPRM despite repeated attempts to schedule a demo and requirements session. In order not to lose time, the team decided to work with ICT as well as they are ready to engage. Until feedback is received from HRA, and meetings held with PPRM the team can only work on the general design and functionality of the site and implementation remains paused. It is therefore **critical** that staff engagement in SharePoint is improved during the next quarter.

The proposed profiles in SharePoint are being refined as part of the requirements process for the pilot with HRA and PPRM, and a search engine to support effective identification of individual knowledge pools will be developed in 2023.

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

The focus in this quarter was the creation of a sample online course to test the functionality of the online course and the Moodle platform. The KE prepared instructional slides with instructions for converting into an online course including gamification and learner interaction. The NKE responsible prepared a draft, but the project team (KE and Secretariat staff) felt that the brief had not been followed and the deliverable was inadequate. Consequently, new ToR were prepared and a developer with experience specifically in Moodle and SharePoint was sought. A candidate was identified, and his CV submitted for approval.

In the meantime, the content and instructional design of an online Introduction to Core Values course was prepared and reviewed. Once the new NKE joins the team this course will be developed into an interactive online version and implemented for all Secretariat staff in the next quarter.

▪ **B.10 Handover Procedures**

This was reviewed again and submitted for approval.

3. Challenges encountered and measures adopted

3.1. Timeline

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 Team was able to make up for some of the lost time over the last quarter but with 6 months of core implementation time remaining the next quarter is critical in terms of completing key intervention activities.

3.2. Staff Engagement

Whilst staff engagement remained relatively **strong through Change Champions** utilisation and direct Communication to staff through Secretariat communication channels, **arranging meetings and receiving feedback remains a challenge**. In particular the implementation of SharePoint is in danger of being stalled if the requirements sessions are not held and feedback is delayed as the value of the system depends on having individuals and teams define what they need from the system.

4. Planning for next quarter

4.1. Roadmap for Quarter 6

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

- Completing the piloting and carrying on the rollout of SharePoint;
- Identifying Directorate specific requirements (file structures, workflows etc.) and configuring SharePoint;
- Supporting use of 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;
- Implementing e-learning values course;
- Developing additional e-learning courses;
- Providing in-person training on Knowledge Management.

Change Management

- Implementing reinforcement activities around the #Livethevalues Campaign;
- Running the Internal Meetings Management Induction Workshops;
- Supporting the Implementation of the On-Boarding and Offboarding processes;
- Supporting the implementation of the Performance Management System updates.

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

4.2. Planned resources

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, e-Learning and online engagement.

5. Contract and resource management

5.1. Contract management

The submitted no-cost extension until August 2023 was agreed in principle by EU until August 2023, but the contract extension documentation will be received during the next interim.

Due to unsatisfactory service delivery, the contract with Felix Kabwe was terminated during this interim and new ToR developed to recruit a new Consultant specialised in e-learning platforms. The ToR for this short-term assignment, “e-Learning Course Developer”, have been submitted and approved and two profile were submitted to the evaluation committee.

5.2. Resource management

Since the beginning of contract implementation in April 2021 and up to the end of the reporting period in November 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	12	16	10									75	
KE 2	12	18	12	4	8	11									65	
Non Key Experts Cat. I	15	33	46	42	38	22									196	
Non Key Expert Cat. II	12	8	26	19	28	36									129	
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	160	200	40	80%												
KE 2	133	200	67	67%												
Non Key Experts Cat. I	202	380	178	53%												
Non Key Expert Cat. II	154	210	56	73%												
Non Key Expert Cat. III	0	0	0	-												
Non Key Expert Cat. IV	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;
- Communication activities and workshops agreed by the Task Manager.

In this quarter expenses of USD 47,801.38 were approved by the Contracting Authority and used to cover the per diems, the flights as well the activities organised during the quarter. These expenses will be detailed in the next invoice.

5.4. Non Key Experts

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 Person-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

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 8 times;
- The TWG held 4 meetings;
- The Steering Committee met once.

6. Conclusions & Recommendations

Despite the initial delay, **progress has been made and the implementation of various intervention is on course.** The hard work of the Task Manager, 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

The annexes are sent as attachment:

- Annex 1: Change and Knowledge Management Roadmap
- Annex 2: E-Learning – Option paper
- Annex 3: E-Learning – Sample Course
- Annex 4: On-Boarding Guidelines
- Annex 5: Off-Boarding Guidelines
- Annex 6: Requirements Register
- Annex 7: Reviewed Delegations Register
- Annex 8: 2nd Revision of Delegation Register
- Annex 9: Core Values - Presentation
- Annex 10: Core Values Poster
- Annex 11: SharePoint Staff Discussion
- Annex 12: Induction Manual reviewed
- Annex 13: Induction Feedback
- Annex 14: Induction Checklist