



Sixth Quarterly Progress Report

TECHNICAL ASSISTANCE TO SADC SECRETARIAT ON STRENGTHENING CHANGE AND KNOWLEDGE MANAGEMENT

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

PERIOD: 01.12.2022 – 28.02.2023



Lead implementing partner



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Sixth Quarterly Progress Report

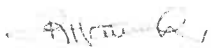
Covering the period from 01.12.2022 – 28.02.2023.

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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
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HR	Human Resources
HRA	Human Resources and Administration
ICT	Information and Communications Technology
IICB	Integrated Institutional Capacity Building Programme
KE	Key Expert(s)
KM	Knowledge Management
NKE	Non Key Expert(s)
PMC	Programme Management Committee
PPRM	Policy, Planning and Resources Mobilisation
QA	Quality Assurance
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
USD	United States Dollar

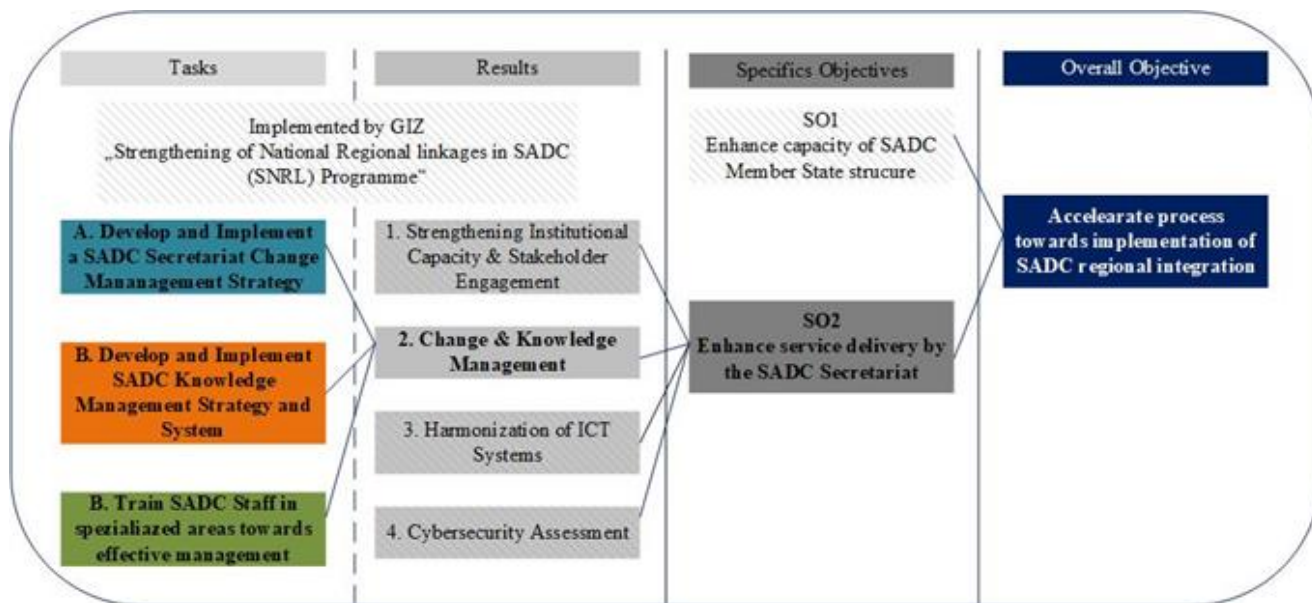
1. Introduction

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 sixth quarter of service delivery

The sixth quarter which spanned the period December 2022 to February 2023 focused on developing and implementing some of the key tools and activities in both areas of Change Management and Knowledge Management. This initial part of the implementation preparation phase included beginning the work of developing e-learning tools, SharePoint configuration and needs requirements, and building on the kick off the Secretariat Core Values. A key feature of this quarter was the increased visibility of the project elements through frequent updates to staff via existing Secretariat Communications channels.

1.4. 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.

1.5. 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 – August 2023).

The key objectives during this quarter involved:

- Guidelines for Living the Values Campaign;
- Making the Core Values Visible at the Secretariat;
- Getting the on-boarding, off-boarding Guidelines approved by Management;
- Engaging a NKE Leadership Development;
- Gathering requirements for SharePoint online forms;
- Developing SharePoint landing page and team sites;
- Developing eLearning Values Course;
- Developing on-boarding eLearning Course.

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

Figure 2: Road Map

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

Column	Activity	Revisions/comment	Status	By Whom	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22
A. Develop and Implement a SADC Secretariat Change Management Theory																
A.5	Implement and manage identified change needs in the following areas:		2	KE1, NKE	[Ongoing Activity Arrow]											
A.5.1	Support the Secretariat in conducting an authorization/approval process re-engineering exercise in areas with identified approval delays.		2		[Ongoing Activity Arrow]											
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	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		[Ongoing Activity Arrow]											
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				☒								
A.5.3	Assist the Secretariat reposition Meetings as Productive value adds and centres of excellence at all Secretariat levels.		2		[Ongoing Activity Arrow]											
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		[Ongoing Activity Arrow]											
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			☒						☒			

Column	Activity	Revisions/comment	Status	By Whom	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22
A. Develop and Implement a SADC Secretariat Change Management Theory																
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.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									☒			
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	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	2	KE2, NKE, ICT											☒	
B.8.6.1	Requirements		2	KE2, NKE					☒							
B.8.6.2	Refine system	This may already be covered under	3	KE2, NKE								☒				
B.8.6.3	Implement		3	KE2, NKE											☒	

Column	Activity	Revisions/comment	Status	By Whom	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	
B. Develop and Implement SADC Knowledge Management Strategy (KMS) and System																	
B.8.7	Feedback loops	Incorporated into Values intervention,	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							☒						
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	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 strategv		2	KE2													
B.11.2	Further adaptation of tools and processes		2	KE2													

Column	Activity	Revisions/comment	Status	By Whom	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22
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						<input checked="" type="checkbox"/>						
C.1.2	Deliver training of trainers and support Trainers in initial delivery of Change Management training sessions		2	KE1, NKE								<input checked="" type="checkbox"/>				
C.1.3	Conduct Training for different staff groups at the Secretariat		2	KE1,, NKE											<input checked="" type="checkbox"/>	
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		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		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												

1.6. 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.

1.6.1. Change Management

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

- **A.5.2.4 Review the Secretariat’s Performance Management System**

The Performance Management Guidelines review exercise, whose main thrust was to update its components with staff use experiences and the new Core Values and also with best practice, was completed and submitted for review.

- **A.5.2.5 Map out and collaboratively introduce a Secretariat Values Recreation Process**

The #Livethevalues Campaign framework and guidelines were developed and presented to Change Champions and the Technical Working Group. These included the following:

- The #Livethevalues Campaign Recognition and Reward Criteria;
- The Core Values Champions Handbook;
- The Core Values Training/Workshop Outline.

- **A.5.2.6 Develop and Introduce a Leadership Development Programme**

Terms of Reference for a NKE Leadership Development were developed and approved. An NKE was identified and engaged during this period.

- **A.5.4 Orientation and Induction system**

The Onboarding and Offboarding Guidelines and accompanying forms, Process documentation and Maps were reviewed and approved by Management during this period.

- **D. Projects Communication**

The implementation of the #LivingTheValues campaign to Share and Understand the Values is under way during the current phase. The following are activities implemented under this campaign:

- Posters printed with Core Values definitions and icons were mounted inside the SADC headquarters bathroom cubicles. Plans are underway to extend this to satellite offices;
- A #LivingTheValues ‘Champions handbook’ was produced. The handbook is a useful tool and guide for the Change Champions as they articulate and support the Campaign. Both electronic and hard copies of the handbook will be used during the campaign;
- A staff welcome-back event themed “Celebration of Cultural Diversity” was held on the 20th of January 2023. The event was headlined by Executive Secretary, Deputy Executive Secretary-Regional Integration and Director Human Resources and Administration. The event was documented through a video highlighting remarks by the Executives. Staff celebrated the event by donning their traditional attires and indulging in cuisine from different member states. The event video and pictures were shared to all staff through a memo by the Director HRA.

A project link has been created on the SADC data management system, Collabo. All project videos and pictures are deposited on this database for ease of access by staff. The link was also posted on the project subpage on the SADC intranet which has been constantly updated with project documents such as project progress reports.

1.6.2. Knowledge Management

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

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

The project team has been trying since September to meet with the PPRM team to discuss the M&E system. 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 was scheduled for early next quarter to review and agree what support the CKM project can provide, but this has yet to happen.

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

Work continued on developing specific online forms for ICT and HR in line with the identified requirements. The team made proposals to shorten the current processes in order to minimise approval required and improve the efficiency. We are awaiting feedback from the Directorates on whether these are acceptable. Given the challenges in arranging meetings and getting feedback from Directorates it was agreed with the SharePoint owner and ICT Manager that the CKM support for SharePoint would focus on finalising the layout and design of the main page and team sites, rather than developing additional functionality. It was further agreed that the CKM Team would focus its remaining inputs on SharePoint on the key knowledge management tools and supporting priority online forms that contribute to the overall change and knowledge objectives in the upcoming quarter.

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

With the arrival of the new NKE in December work progressed more rapidly including:

- Developing an Onboarding course;
- Reviewing platform requirements with the Learning and Development Team;
- Preparing online options for both the Core Values and the Onboarding course for agreement on best structure;
- Refining the design and layout of the two courses;
- Agreeing use of the online course in March induction activities.

2. Challenges encountered and measures adopted

2.1. 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 five months of implementation time remaining the next quarter is critical in terms of completing key intervention activities.

2.2. 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 remain a challenge**. In particular the full potential of SharePoint may not be exploited during the implementation support provided by the project as this depends on having individuals and teams define what they need from the system.

3. Planning for next quarter

3.1. Roadmap for Quarter 7

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

- Supporting the roll out of SharePoint;
- Identifying priority requirements that support knowledge management and efficiency within the Secretariat and configuring SharePoint to support these;
- 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;
- Agreeing priority eLearning courses and developing as required;
- Providing in-person training on Knowledge Management.

Change Management

- Implementing reinforcement activities around the #Livethevalues Campaign which are:
 - Change Champions Orientation on the #Livethevalues Campaign;
 - Staff Workshops on Understanding the Core Values;
 - Getting the #Livethevalues Campaign Recognition and Reward Programme Approved;
- 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.

3.2. Planned resources

During the next quarter, the two Key Experts will travel to Gaborone. Resources will be used to cover the flights, the per diems as well as for activities such as the Champions Retreat.

4. Contract and resource management

4.1. 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.

During the interim two new NKE joined the team. Walter Marks was contracted in December 2022 as “e-learning course developer”. Dr. Ernest Maigurira was recruited in February 2023 and is in charge of the “Leadership and Management Development Programme”.

4.2. Resource management

Since the beginning of contract implementation in April 2021 and up to the end of the reporting period in February 2023 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 Consultant – Patricia Motsumi (NKE2);
- Video Production Advisor – Reginald Nsala and Kebapetse Ngakane (NKE3);
- E-Learning Course Developer – Walter Marks (NKE4);
- Leadership and Management Development Programme – Ernest Maigurira (NKE 5).

Table 1: Overview of worked days

	2021										2022					Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
Key Expert 1	0	9	3	0	0	13	12	14	5,5	6	5,5	6	6	5	85	
Key Expert 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		
Key Expert 1	11	15	11	12	16	10	0	8	5						88	
Key Expert 2	12	18	12	4	8	11	2	3	2						72	
Non Key Experts Cat. I	15	33	46	42	38	22	19	20	30						265	
Non Key Expert Cat. II	12	8	26	19	28	36	14	50	30						223	
Non Key Expert Cat. III															0	
Non Key Expert Cat. IV															0	
	Interim 5			Interim 6				Interim 7			Interim 8		Interim 9			
	TOTAL days worked	Contracted work days	Balance of Workday	Percentage utilized												
Key Expert 1	173	200	27	87%												
Key Expert 2	140	200	60	70%												
Non Key Experts Cat. I	271	466	195	58%												
Non Key Expert Cat. II	248	350	102	71%												
Non Key Expert Cat. III	0	0	0	-												
Non Key Expert Cat. IV	0	0	0	-												

4.3. 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 10.660,29 were approved by the Contracting Authority and used to cover the activities organised during the quarter. These expenses will be detailed in the next invoice.

4.4. 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 six 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 (one expert);
- NKE3: Video Production/Content Advisor (two experts);
- NKE4: E-learning Course Developer (one expert);
- NKE5: Leadership and Management Development Programme (one expert).

4.5. 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's 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 5 times;
- The TWG held 2 meetings;
- The Steering Committee did not meet.

5. 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.

6. Annexes

The annexes are sent as attachment:

- Annex 1: #Livethevalues Champions Handbook & Champions update Presentation slides
- Annex 2: #Livethevalues Recognition and Reward Criteria
- Annex 3: #Livethevalues Training Course outline
- Annex 4: Road Map