

REVISION MARCH 2015

**Rooftops Canada – Technical Assistance to NASHO
Work Plan June 2014 to June 2015
TA: Catherine Boucher**

The work will focus on:

- Providing direct technical and development support to strengthen and implement NASHO's capacity building strategy.
- Organizing and carrying out training and other capacity development sessions on key aspects of social housing development and management.
- Providing direct technical support to SHIs and municipalities on their institutional structuring, business planning, policy and procedure development and implementation. [
- Preparing a business plan and helping to implement a 'back office' support program for social housing development and management.

Planned Activity	Activity to date	Expected Results	Results to date	Timeline/Variance
1. Orientation to NASHO/Sector	- Mtgs with SHIs (JHC, Madulamoho, eKhaya, Yeast City) - Mtgs with funders (SHRA/NHFC/GPF) - Mtg with SALGA - NUFFIC training for city officials – 1 week	Overall understanding of issues facing SHIs and the SH sector in South Africa.	Good understanding of issues, both historical and current.	June 1-30, 2014
2. Manage Capacity Development Programme for 5 Rapidly Expanding SHIs (RESHI)		5 SHIs have increased capacity to deliver and manage rapid growth		Aug 2014 –May 2015
Identify potential member SHIs, define parameters for participation, initial contact.	Qualifications set, members identified, contacted.	Five SHIs identified as potential candidates for programme.	RESHI members: Yeast City, FRESHCO, Imizi, First Metro, Msunduzi	July 2015
Needs assessment: - Prepare tool for meetings w/SHIs - Organize individual meetings, review and collate results	Tool prepared, meetings held with 4 SHIs. Draft report and wrap up needs assessment	Individual and shared assessments of training needs.	Needs assessments completed	Aug-Sept 2014
Joint meeting of all RESHIs	Meeting held Sept 23. Common needs identified	Networking and common needs assessment.	Confirmed all RESHI participation, agreed to shared needs, programme	Sept 2014

Review information (Needs, available training, mentoring)	Summary of joint meeting	Draft plan for training/exchanges		Sept/Oct 2014
Functionality Assessment workshop – 2 days	Workshop held, summary prepared and distributed	Participants have better understanding of efficient, effective and responsive service provision	SHIs identified areas needing improvement. Reported work on most areas @ Feb MIS meeting	November 5/6
Management Information Systems workshop	Workshop held Feb 10/11. 15 participants. Four volunteers to work on follow up process	Understanding of a fully integrated info system and process for assessing and benchmarking. Potential for sector-wide system.	Interest in a sector-wide system. MIS workgroup to meet.	February 2015.
Asset Development and Maintenance workshop	Initial meeting with facilitator (J. Pinnear)	Improved understanding of asset development process and impact on maintenance. Improved reactive and planned maintenance, including adequate reserves. Importance of benchmarking costs and service standards. Preparation for visit to Dutch SHIs.		March 23/24 2015
International visit to Netherlands. RESHI and other SHIs on 8 day exchange with focus on Asset Management	Budget preparation. Call for participants, selection.	RESHI Maintenance Managers to return with a toolkit and implementation schedule to improve reactive and long-term maintenance.	Participants selected	March-June2015
Asset Development OR Community Development Workshop (TBD)		TBD, depending on which of the topics covered		May 2015
Integrate into an agreed programme with linkages to financing		Agreed training programme with financing		Oct 2014
Schedule and coordinate delivery of programme		Training programme delivered	Three workshops delivered. Two more to be delivered by end May. Dutch exchange program on Asset Mgmt.	Nov 2014-May 2015

Evaluation and monitoring : Work with Rooftops TA, K. Hemmingson on indicators.	Karen H. prepared first draft of evaluation matrix. Draft presented to RESHI participants Feb 11/15	Evaluation and monitoring report and recommendations for moving forward		Jan- March 2015
Schedule visits with each RESHI, gather feedback.	Visits to be scheduled April/May	Each RESHI to fill out evaluation before visit.		April 2015
Prepare individual capacity training modules.		Capacity training modules prepared and individualized		May 2015
Prepare full RESHI programme documentation for future use and hand over to NASHO staff	Gather all workshop materials in a clear document. +Individual RESHI training plans, evaluation templates.	Ready to use capacitation programme for new SHIs handed over to NASHO		May/June 2015
3. SH and Special Needs Housing		SH Special Needs framework and feed in to relevant regulation, policies and SH processes		July 2014 - Feb 2015
Support research and policy development	Review and comment on draft tender, help evaluate responses. Review National Special Needs Housing policy/program	Support inputs on a completed study 'SH and Special Needs Linkage in SA'	Prime consultant chosen, first meeting held to revise workplan. Policy read and comments sent. Arranged for meeting with CCOC staff and consultant	Nov/Dec 2014 February 27, 2015
Attend workshops and provide support to S.N. development in SH sector		Provision of technical and knowledge insights into the project to strengthen the results.	No workshops held to date	TBD
Provide some TA support to 1 identified pilot project.		One pilot SHI-Special Needs project in preparation using the principles of the framework	Not feasible due to timing and location of projects (CapeTown)	Oct 2014 – May 2015

<p>4. SHIs and spatial integration. NASHO's response to NDP vision 2030</p>		<p>Defined plan for SH as a catalyst for urban regeneration in Johannesburg. Application in at least 1 'precinct' project planning process in Johannesburg</p>		<p>Sept 2014– May 2015</p>
<p>NASHO to organize sector to respond, focusing on three municipalities (Ethekewini, Mandela Bay, Joburg) - TA to focus on Joburg TOD development /precincts. - Organize JHB SHIs to respond/participate. - Work with SALGA on municipal & provincial strategies/support.</p>	<p>Meeting with Maboneng developers and 3 JHB SHIs</p> <p>First meeting of 3 JHB SHIs</p>	<p>Co-ordinated position and proposals from Jhb SHIs for feed-in to Corridors of Freedom, IMU and Maboneng processes. Jhb 'position' linked to the CT and Ethekeweni Initiatives</p> <p>Robust municipal/SHI partnerships on 1 Urban Regen Project in Jhb.</p>	<p>Agreement to have NASHO prepare draft position paper and lobbying plan.</p>	<p>May 2014</p> <p>December 2014</p>
<p>5. NASHO Back Office program: A set of activities to provide short term support through direct management by NASHO.</p>		<p>Through limited technical advice to have assisted in setting up a functioning development and management company for SH to provide the necessary services where gaps exist.</p>	<p>Not likely to happen. NASHO has other priorities and looking at hiring consultant.</p>	<p>Sept 2014 – May 2015</p>
<p>TA support for Business Plan elaboration: - Corporate structure/profit sharing/legal - Partner recruitment - Services/costing out -Staffing/satellite offices - MIS development - Risk Management - Marketing/Competition</p>		<p>Technical inputs to a structured plan for Company to the point where it is ready to launch.</p>		<p>March 2015</p>
<p>Develop SHI capacity to take over some/all functions. Tie-in to RESHI programme and other NASHO capacity development initiatives.</p>		<p>Linkage of the business of Company with Capacity Development initiatives in RESHI programme</p>		<p>May 2015</p>

6. Technical support and advice to Capacity Development Unit		<p>A developed approach to programmatic planning of capacity interventions reflected in the overall NASHO programme.</p> <p>Strengthened ability of the NASHo Caps Development Coordinator to do this.</p> <p>RESHI as a model for targeting other programmatic approaches e.g. New SHIs, Emerging Managers</p>	<p>Mostly daily interaction and informal discussions with Caps Dev Manager.</p> <p>ONPHA member survey, Webinar info,</p>	<p>Ongoing to May 2015</p>
7. General TA support to other Activities of NASHO		<p>Strengthened NASHO programme of Delivery</p>		<p>July 2014 – May 2015</p>
<p>Rooftops Study Tour</p>	<p>Help plan study visits and social events.</p>	<p>Successful JHB visit for eight Rooftops volunteers.</p> <p>Strengthening relations with Canadians in the SH sector</p>		<p>Nov 28- Dec 2, 2014</p>