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GENERAL MANAGEMENT ASSISTANCE CONTRACT (GMAC)

Contract No: 674-C-00-01-00051-00

“Case Study for ISU/Support to the State of the Cities Report & Skills Development for LED”

Contract or Grantee number: 0166-0106-G-GA54



This report was produced for review by the USAID. It was prepared as a performance milestone under Mega-Tech, Inc.'s prime contract.

The contents of this report address activities performed under USAID/South Africa's Strategic Objective No. 6: Increased Access to Shelter and Environmentally Sound Municipal Services

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Activity Summary and achievements:

The overall objective of the subject grant to SACN was to create a stronger link between SACN-endorsed pilot projects, research efforts, training and knowledge management activities and the residents living in existing informal settlements around South Africa, who are supposed to be benefiting from such efforts. The grant specifically supported developing the parameters of an “incentive awards” program, writing selected themes of the SACN’s 2006 “State of the Cities Report” (SOCR), and linking them to the first pilot demonstration activity to participate in the new ISU award program. The grant also supported training or knowledge management events organised by SACN to disseminate its best practices to be held within the physical contours of selected informal settlements, in order to further strengthen the links.

Contents of this report:

- 1) Grant Activity Completion Report; (September 2006)
- 2) Final Quarterly Report (July 2006)

Grant Activity Completion Report

1. Name of Organisation	South African Cities Network
2. Grant Activity	
3. Briefly describe the grant objectives achievements and impact as a result of the grant activities implemented during the grant period.	
<p>The grant had four main objectives:</p> <ol style="list-style-type: none"> 1. Case Study: Two case studies were developed. One focused on Ekurhuleni's ISU and another on Buffalo City. The research began with an analysis of the new comprehensive plan for sustainable human settlements. This was to ensure that the case study analysis and implementation was firmly rooted in and informed by current national policy of which ISU is an integral part. The selection of two cities enabled a comparison to be made between the different approaches adopted by different cities thereby extracting the lessons from different sources. These case studies were presented in a workshop held jointly by SACN and the national DOH which facilitated the exchange of information on current policy and implementation initiatives in housing. 2. Research and occasional papers: Input into SOCR 2006: The State of Cities Report 2006: Research for the State of Cities Report 2006 is complete. These have identified various urban development trends in South African cities and cities responses to opportunities and challenges presented. This report will continue to influence urban development policy in South African 3. Skills building and training events: A toolkit has been developed to assist cities to develop their skills development strategies. 500 hard copies and 1000 cd's were developed for dissemination. The toolkit and its preceding research were presented to three SACN reference group meetings and launched at a seminar in July 2006. Presentations at the reference group meetings allowed LED and skills development managers to guide the toolkit thus ensuring that it is informed by their expressed challenges as well as by initiatives that have been undertaken by national, provincial and local stakeholders. Some cities such as Ekurhuleni and Mangaung have begun utilizing the toolkit in enhancing their skills development strategies. 4. Knowledge management: SACN joined the housing ministerial delegation to the third World Urban Forum. An overview of the state of cities report was presented at one of the forum sessions. This articulated the process followed in developing the report as well as some of the urban development challenges that include urbanization and associated challenges such as housing and informal settlements. This allowed SACN to share its experiences with other institutions developing state of cities reports around the world. SACN was subsequently requested to assist other countries such as Nigeria in developing their state of cities reporting. A dissemination process for the report has been developed. It includes setting up an online ordering process, a launch, media briefing and many post launch presentations with various government structures and development partners. 	
4. Briefly discuss the implementation process, including lessons learned and recommendations	
<ol style="list-style-type: none"> 1. A scan of the urban development environment identified housing and the upgrading of informal settlement as one of the major challenge is urban development in South Africa. 2. A proposal was made to profile the implementation of the ISU programme in the context of the Breaking New Ground policy. 3. A call for proposals was made and a researcher appointed according to SACN procurement policy 4. The researcher began by unpacking breaking new ground policy and the implications for implementation including the role of various stakeholders. This was followed by profiling two case studies to demonstrate how some aspects of the policy are currently being implemented. 5. The case studies were presented at a seminar held jointly by SACN and NDOH. Discussions in the seminar provided feedback which was used to develop the final report. 6. Terms of reference were also developed to conduct more research for the state of cities report. 7. Research was conducted with constant feedback to the editorial team. 8. The report has now been completed and will be approved by the SACN board at the end on July and printed in August 9. A communication strategy has been developed and will be used to communicate the report and its findings to all concerned stakeholders. 10. The toolkit was developed through a participatory process with draft reports presented at various stages of the process to ensure that they meet expectations. 11. A service provider was sourced using SACN procurement procedures to design and print the toolkit. Cds of the toolkit were also developed. 12. A seminar was organized to disseminate and discuss the toolkit 	

Grant Activity Completion Report

5. Public Dissemination: GMAC requires that all grant activity deliverable(s) of the grant activity (e.g., a report or survey) must be made available to the general public. Briefly discuss how the grants activities and results were made accessible to interested parties.

Various channels have been identified to disseminate the three pieces of work:

1. First the state of cities report and skills toolkit were developed through an interactive process and some stakeholders were given access to the interim reports and the final outputs
2. Copies of reports are being circulated to cities and other development partners.
3. All reports will be placed on the SACN website.
4. Reports have been presented at seminars/workshops and a launch is planned for the state of cities report.

Signature of Grantee _____ Date _____

COMPLETION REPORT

Grant No: 0166-0106-G-GA54
Name of Grantee: SA Cities Network

Reporting Period: April – July 2006
Date of Report: 31 July 2006

SECTION A – PROGRAMME REPORT

Task Number	Task description	Milestones	Planned start date	Planned end date	% completed during reporting period	Variance (+/-) in days/months	Notes on variance
1	Case Study Produce between two case study reports, focusing on agreed subject matter areas within the ISU paradigm, emanating from Ekurhuleni Metro's ISU Strategy/projects	<ol style="list-style-type: none"> 1. 1 Draft # 1 of case study paper on ISU based on agreed focus area or subject matter produced by consultant 2. Final draft of case study 3. Final targets against USAID PMP and common indicators 4. Branding Plan in terms of USAID branding and logo requirements 	01/03/06	30/04/06	100%	2	
			01/03/06	30/04/06	100%	2	
			01/03/06	30/04/06	100%	2	
			01/03/06	30/04/06	100%	0	

Task Number	Task description	Milestones	Planned start date	Planned end date	% completed during reporting period	Variance (+/-) in days/ months	Notes on variance
2	<p>Research & Occasional Papers: Input into SOCR 2006</p> <ul style="list-style-type: none"> – Identify information gaps on the SOCR commissioning and report framework – Appoint & tasks appropriate service provider to implement outstanding information gaps 	<p>5. Identification of information gap</p> <p>6. Develop terms of reference and conduct selection process based on skills, availability and ability to compliment service providers</p> <p>7. Receive first report for submission to 31 March SACN Board Meeting</p> <p>8. Final draft report</p>	01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	1	

Task Number	Task description	Milestones	Planned start date	Planned end date	% completed in reporting period	Variance (+/-) days/months	Notes on variance
3	<p>Skills Building & training events</p> <ul style="list-style-type: none"> ▪ Develop a comprehensive skills development toolkit for production and inclusive cities ▪ Develop a popular version of the skills toolkit for distribution in hard copy ▪ Produce CD copies of the toolkit including both the comprehensive version and the summarized popular version ▪ Host a skills development and capacity building event to disseminate skills toolkit. 	<p>9. A generic toolkit that can be used by SACN member cities in developing their skills development strategies which will be part of their LED programmes.</p> <p>10. Terms of reference to develop and print a popular version of the skills toolkit using the comprehensive version. Appoint a service provider to implement the TOR.</p> <p>11. Production of 1000 CDs of the toolkit</p> <p>12. Event planning progress report with evidence of venue and accommodation bookings, promotional materials reviewed y MTI and ordered and facilitators secured.</p> <p>13. Report on skills building event.</p>	01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	0	
			01/03/06	30/05/06	100%	1	
				30/05/06	100%	2	

Task Number	Task description	Milestones	Planned start date	Planned end date	% completed during reporting period	Variance (+/-) in days/ months	Notes on variance
4	Knowledge Management						
	– Disseminate preliminary results of the SOCR 2006, ISU case studies at international world urban forum.	14. Round-table concept document and program jointly agreed to with the UN Habitat	01/03/06	30/06/06	100%	0	
	– Official/Preliminary launch of the State of the Cities Report	15. High level SA delegation list agreed to by Departments and Ministries of Provincial and Local Government and the national Department of Housing	01/03/06	30/06/06	100%	0	
		16. SOCR 2006 post-launch program of activities					
		17. Final Report detailing all activities undertaken through this grant program and covering sections outlined in item 23 of the grant agreement.	01/03/06	30/06/06	100%	0	
			01/03/06	30/06/06	100%	0	

Implementation progress of activities against milestones during this reporting period.	Impact against the overall grant objectives, as a result of the grant activities implemented during this reporting period.
<p>The following milestones have been completed:</p> <ul style="list-style-type: none"> • Milestone 1: A draft report was submitted to SACN detailing the context and a framework for profiling the case studies. • Milestone 2: A final report was submitted incorporating comments made by SACN. This entailed further research and profiling of case studies. • Milestone 3: • Milestone 4: A branding plan was developed in accordance with USAID branding guidelines. This incorporated SACN branding together with other donors and partners. • Milestone 5: Information gaps for inclusion in SOCR06 were identified in consultation with member cities, partners and the editorial team • Milestone 6: TORs were developed and used to appoint appropriate researchers to conduct various pieces of work to compliment work already being done by other SOCR06 service providers. • Milestone 7: A draft report was received and submitted for comment to the board meeting held in Cape Town on 31 March 2006. • Milestone 8: SOCR06 has been completed and is being prepared for printing • Milestone 9: A toolkit was developed to assist municipalities to enhance their skills development strategies which are part of their LED strategies • Milestone 10: 500 copies of a summarized popular version of the toolkit were printed • Milestone 11: 1000 CDs of the toolkit were developed. The CDs contain the popular version as well as the supporting comprehensive study on skills • Milestone 12: A seminar was facilitated to launch the toolkit and to discuss it with selected stakeholders to enable them to understand it better • Milestone 13: A report on the seminar has been developed • Milestone 14: A concept and programme was developed for SACN participation at WUF3 • Milestone 15: A participants list for WUF3 was agreed to with NDOH and dplg • Milestone 16: A post launch programme has been developed for SOCR06 • Milestone 17: This serves as the final report for the final deliverable 	<ul style="list-style-type: none"> • Milestone 1: A draft report was received which enabled SACN to ensure that researchers were on track to deliver a report that meets expectations • Milestone 2: The final report received provides knowledge product that can be shared by all interested housing practitioners. • Milestone 3: • Milestone 4: The branding plan enables USAID to be visibly acknowledged as a significant funder of SACNs work under this programme. • Milestone 5: Information gaps identified profile urban management challenges and practices. • Milestone 6: The TORs developed helped secure credible researchers to conduct research in selected urban management issues. • Milestone 7: The draft SOCR06 report which was presented to the board enabled feedback from the board who also serve as the editorial team. • Milestone 8: the printed report will be used as one knowledge product • Milestone 9: A toolkit will assist municipalities to enhance their skills development strategies which are part of their LED strategies • Milestone 10: The printed toolkit will be readily available to help city officials as they develop their strategies • Milestone 11: The cds allow users to access more detailed information to complement the summarized popular version. • Milestone 12: The seminar enabled the toolkit to be distributed and workshopped to generate a deeper understanding of how to utilize it. • Milestone 13: The report allows those who could not attend the seminar to get an overview of the issues discussed thus reaching a broader audience • Milestone 14: The programme enabled SACN to engage with organisations with similar interest. • Milestone 15: This ensured activities of SA delegates were coordinated • Milestone 16: This ensures that the SOCR06 is shared widely • Milestone 17: All activities are completed reported on
<p>Implementation constraints during this reporting period.</p>	<p>Ways in which the constraints were addressed</p>
<ul style="list-style-type: none"> • Short time frames within which the programme had to be implemented was a challenge 	<ul style="list-style-type: none"> • Activities were planned to run concurrently and the secretariat worked closely together and with service providers to meet deadlines. This succeeded albeit to varying degrees and an extension of one month was requested to wrap up all activities.