



SDI.

SHACK/SLUM DWELLERS
INTERNATIONAL

Meeting	Council Meeting
Date	17 April 2015
Venue	Sarova PanAfric Hotel, Nairobi, Kenya
Present	<u>SDI Board members:</u> Sheela Patel (Chair); Joseph Muturi; Sarah; Nandudu; Joyce Lungu; Emily Mohohlo; Rose Molokoane; Sonia Fadrigio; Janet Adu; Hassan Kiberu, Farouk Braimah; Sheela Patel; Jockin Arputham (President). <u>Invitees</u> Celine d'Cruz; Joel Bolnick; Ariana MacPherson; Gertrude Mazvimavi; Mara Forbes; Jack Makau. <u>Countries represented</u> Ghana, India, Kenya, Malawi, Namibia, Philippines, South Africa, Tanzania, Uganda, Zambia, Zimbabwe
Apologies	Apologies were noted from Sierra Leone.
Minutes by	Mara Forbes & Ariana MacPherson
Agenda	- Welcome & Introductions - Minutes of Previous Meeting - Matters Arising: - Relocations/Evictions sub-committee - Partnerships with NGOs whose core agenda may be a mismatch - Support requests: a) Zambia – city funds b) Kenya – City Master Plan c) Zimbabwe – urban planning studios d) Tanzania – sustainability and loan repayment e) Malawi – engaging Local Authorities and anti-eviction strategy - Establishing Asian (ACHR?), African and Latin America Platform - Board of Governors changed and separated from donor meetings - SDI position on public space - Challenges around asset building – meeting proposed to be held in Malawi - The Core Team to become the SDI exco, accountable to the Board, with proper terms of reference - Way forward with SFI - Report from the Hubs, followed by a reflection that generates issues to take to the Board - Report back from the Core Team - Report back from the Secretariat 2015/16 strategic plan and budget - Solar projects and energy justice - LME report - International Advocacy report - Projects report - Profile and enumeration report - Consolidation of UPFs, including grant finance balances, surpluses and assets with direct SDI co-management

1. Introduction _____

Joel welcomed everyone to the Council meeting.

2. Minutes of Previous Meeting _____

Participants read through the minutes of the previous meeting.

3. Matters Arising _____

Relocations/Evictions Sub-committee

It was noted that this topic has been on the agenda for a long time but little has occurred on the issue. Sheela noted that the Council needs to decide how closely SDI is involved in eviction issues in our countries and what the federations are going to do about eviction threats and how SDI can assist. Muturi shared that every hub meeting has a session on evictions. It was agreed that the regional hubs have structures in place (hub meetings) to report on and share about evictions experiences however we need a national task force team to take action.

Recommended to the Board: a) All eviction issues should be identified by the affiliates and directly managed at city level, drawing support and assistance from national and regional level networks. b) Each hub should include a discussion on eviction and relocation in their hub agenda. c) The LME and Global Advocacy Secretariat teams should aggregate this and support the Management Committee (Core Team) to support the city level federations in addressing eviction challenges. d) SDI needs to develop robust overarching principles to negotiate for relocation.

Action Point: Each affiliate to share current eviction threats and policies with the Management Committee (Core Team) and Ariana at the Secretariat to compile list and share with the network.

Partnerships with NGOs whose core agendas may be a mismatch

To be addressed in the Secretariat and Core Team reports.

Support Requests

Zambia – city funds: An exchange to Uganda was held where the federation went with officials from city council and local government. Zambia requested further support at the last Southern Africa hub meeting as they would like to send permanent secretaries like Mayors and Ministers on exchange.

Kenya – city master plan: The federation used LME resources to attend community forums and oppose the exclusion of informal settlements in the development of a city master plan. They have succeeded to a level, and currently the city plan is pending.

Zimbabwe – urban planning studios: Signed MOU with University of Bulawayo. Have not yet received support as the studios were unable to take place as initially planned due to political reasons. The studios have been moved to Bulawayo, which has strengthened the relationship with the city.

Tanzania – sustainability and loan repayment: Received support from the Core Team and Secretariat to develop a 5-year Strategic Plan. They have received support from hub on loan repayment issues.

Malawi – engaging local authorities & anti-eviction: Would like more support from the hub around city funds.

Establishing Asian (ACHR?), African and Latin America Platform

To be addressed in the regional hub and Secretariat reports.

Board of Governors changed and separated from donor meetings

The Board of Governors meeting has been separated from donor meetings, however, the role and structure of the Board of Governors needs to be revisited and an agreement reached. Since last year two donor meetings have taken place, one in Brussels and one in Stockholm.

SDI position on public space

The idea was to find space to allow the federations to develop SDI's position on public space. The Future of Places parallel event to PrepCom2 allowed us the space to share our different positions. We need to find a way to articulate our position and to influence the Habitat 3 and SDG agendas.

Challenges around asset building – meeting proposed to be held in Malawi

The meeting in Malawi was postponed.

The Core Team to become the SDI Executive Committee, accountable to the Board, with proper terms of reference (TOR)

The Core Team has agreed to become the SDI Management Committee (MC) and a TOR has been developed and will be presented to the Council.

Way forward with SFI

A meeting took place in India a couple of months ago to review the SFI program. The general feeling was that there is potential to continue working with SFI to do new and interesting things now that our profiling form has been standardized. It was agreed that SDI should continue an ongoing relationship with SFI. Details of this will be discussed in the Secretariat report.

4. Reports from Regional Hubs _____

West Africa Presentation and Discussion Summary

The fourth West African regional hub meeting was held in Ghana in March 2015 after a year of not convening due to the Ebola outbreak. To date, the hub has a total of 350 savings groups, 22,450 savers, and have completed 75 settlement profiles. The WA hub is a young hub with many emerging federations (Togo, Liberia, Burkina Faso, Nigeria) that need continual support. In addition, Ghana needs a lot of support as a Learning Center to be able to support these young countries. Cities Alliance is moving into Liberia and the affiliate will need a lot of support, possibly provided by Sierra Leone as their neighbor and another mature federation in the hub. Ghana will continue to support Togo, which plans to expand work to the citywide level, and Farouk with engage with YMCA Togo to slow down the process of developing a separate NGO.

At the last hub meeting regional exchanges and support countries were identified with suggested times: Sierra Leone needs training support on the data platform (26 April – 3 May – postponed due to travel restrictions with Ebola), Burkina Faso needs support for profiling and savings mobilization in 5 cities (4-8 May), Liberia profiling support and mobilization prior to the start of a Cities Alliance Country Programme (17-22 May), and support to Nigeria around mobilization of savings groups and

profiling (25-29 May). The Ghana alliance shared a recent threat of eviction to the railway dwellers. **Action Point: Ghana is requesting support from Kenya with the Railway Dwellers and Authorities to dialogue and support emergency profiling of 26 settlements near the railway.** SDI has had many engagements with the Senegalese Federation of Inhabitants of Dakar who were recently invited to join the last WA hub in Ghana. They have shown an interest in working with SDI to further explore a bottom up community organization process and profiling and mapping of Dakar. **Recommendation to the Board: Senegal to be included in the West African Hub**

East Africa Presentation and Discussion Summary

The EA hub works in 46 cities, has 129,200 savers, have profiled 27 cities and 615 settlements, and have produced 715 GIS settlement maps. Key issues that are being addressed at the hub level are around building second tier leadership, youth and their expectations of the federation, supporting documentation of savings groups, relationships with government, and the quality of their data. There was a decision that youth-friendly activities need to be incorporated that build the skill of the youth. The goal is to develop a framework and ideas to engage youth. There is also a commitment from the hub to make sure all levels of the federation are sensitized around LME and that LME processes initiate community projects. It was noted that data reported to the hub has become much more serious. Although some numbers have declined they can now be supported by documentation.

Citywide profiling and mapping in Kampala formed the basis of a new partnership established with KCCA. This led to a joint working group between KCCA, NSDFU/ACT, and SDI which will work on upgrading and formalization of Kinawataka market by accommodating issues around employment, housing, and sanitation. Through the SHARE project in Tanzania they have recently completed the first phase of a simplified sewerage system which is being implemented in partnership with the water utility company and local authorities. In Kenya, residents of Mukuru approached Muungano regarding threats of eviction. A profile was completed and it was found that nearly all of the 100-acres of land is privately owned and consists of nearly 600,000 people, all of whom are facing a threat of eviction. Since that time, Muungano has been working with the community to prevent evictions in Mukuru. Recently, the Kenyan President visited the site and declared that private owners must drop their claims on the land. While this holds no legal ground, it is a hopeful step. In addition, the federation has begun to develop a relationship with the Cabinet Secretary.

Southern Africa Presentation and Discussion Summary

The Southern Africa hub noted the need to go back to the roots where they started and revive savings groups, weekly savings group meetings, and proper reporting and information sharing. At the last hub meeting they started the "Collect a Collector" campaign in which collectors must mobilize members as a way to grow membership, savings, and UPF savings. It was also noted that federation leaders need to be more involved in the approval of contracts rather than just signing so the federation has more knowledge on the funds that were requested and how much has been spent. The hub also identified a list of regional exchanges to support the hub for the next 6 months.

Asian Hub Presentation and Discussion Summary

The last Asian hub meeting was held in India and Nepal, Sri Lanka, and Philippines were present. One of the challenges noted was that neither Sri Lanka or Nepal have support NGOs and both are receiving support through India. Nepal is focused on strengthening the federation and is registering as a legal entity. Sri Lanka has moved into Colombo and is starting savings and looking to learn from other federations. Recent exchanges included Nepal going to India around profiling and federation strengthening and profiling in the Philippines, which was supported by India. It was noted that the Asian hub can learn more around information flow and LME systems from the other hubs.

Emerging Latin American Hub Presentation and Discussion Summary

SDI visited Brazil through an invitation to a Right to the City event. It was noted that it will be a challenge to build the federation in Sao Paulo, but in Recife there was a strong group of women who have convinced the regional government to support a re-planning of the community near the sea. Following an invitation to the Vatican last year the Pope has invited SDI to Bolivia for a gathering of social movements. In addition Joan McDonald from SELAVIP has offered to link us with groups in Latin America. In August, The Gates Foundation is supporting a learning exchange between SDI, Avina, and WEIGO. **Recommendation to the Board: Strengthen the Latin American Hub and look at creating a People's Dialogue (LA Hub) in LA with meeting with Pope and Social Movements and SELAVIP connections.**

5. Report back from the Core Team

The Core Team discussion made clear that the Core Team is not the decision making body of SDI but an intermediary between affiliates and the Secretariat. It is the role of the Core Team to make sure decisions from the Board & Council are implemented. The growth and capacity of the Core Team was highlighted through the engagement in the international level, however it was noted that we need to continue to identify leaders and build their capacity to represent SDI at the global level rather than relying on just a few leaders.

Rose presented the TOR for the Core Team to become the SDI Management Committee (MC) to the Council. **Recommendations to the Board: 1) Core Team to become the SDI Management Committee (MC) and operate according to the current TOR. 2) Celine to support federation building process and accountable to Management Committee.**

6. Report back from the Secretariat

Consolidation of UPFs, including grant finance balance, surpluses and assets with direct SDI co-management

Joel presented the evolution and growth of SDI through the history of the federations to setting up governance structures. He explained that SDI has begun to look at all capital funds given to affiliates since 2002 to develop an inventory of assets generated either in total or in part with SDI funds to become equity to the federations. To date, the finance department in the Secretariat has reconciled all capital funds up to 2009 but need verification from affiliates. **Recommendation to the Board: That SDI will inventory all affiliates (start with 3 or 4 countries) to determine assets, liability, and equity since 2002 to set up new accounts/balance sheets and committees responsible for managing SDI assets at the national level. Timeframe: Audits of first 5 countries completed by next B&C meeting.**

2015/16 strategic plan and budgets

Gertrude explained that budgets are structured the same as last year and follow the results based framework. The total budget for this year is USD 5.6 million. It was also explained that with the new funding structure country reviews were introduced by Sida. To date country reviews have taken place in Ghana, Zambia, Tanzania, South Africa, and Kenya. Not all the findings have been positive and there is a need to develop stronger systems. Ghana is facing challenges due to the fact that the Cities Alliance grant keeps being extended, the Philippines have had audit challenges, Kenya lost money and MUST has been relieved of its duties and closed, and uTshani Fund is now being managed by the Secretariat. SDI has developed the following policies, which will be presented to the Board for approval: financial manual, environmental policy, anti-corruption policy, among others. **Recommendation to the Board: Board to approve and provide physical signatures on policies developed.**

Solar projects and energy justice

The concepts SDI is developing of solar projects are linked directly to energy justice issues and how the poor are excluded from this area. SDI's solar energy model is a full cost recovery model and a possible income generation initiative for the federations. It will consist of solar energy hubs with a communal space where people can pay a small fee to charge batteries, which they use to power their solar energy systems. There are currently 3 pilot projects in South Africa: Ruimsig in Johannesburg, Egoli in Cape Town, and iShack project with Sustainability Institute. A grant was provided to Malawi for solar projects but it is more of an income generating project and a traditional approach to solar where the community buys and sells solar starter packs. It was also noted that Ghana has expressed interest and needs a solar project.

LME report

It was explained that the shift to LME was developed in response to feedback to be more flexible to plan according to local needs and federation driven and owned. Using LME contracts federations, with support of their NGO, develop their own targets for the year and report against what they set. Through LME there has been a shift in federations owning the process with greater accountability. We also now have a serious baseline that we can back up with supporting evidence. It was noted that federation monitoring systems have been strengthening and information is being collected at the savings group level and feeds up to the national level. The discussion on the LME systems highlighted that federations are owning and driving the LME, however there is a need to disseminate the learning down as currently it is mostly only leaders who understand the system. There was a discussion around citywide profiling and what constitutes a citywide profile. We need to make sure we don't lost the differences and nuances of each country. It was suggested that each country in their LME Call for Support explain how they measure citywide profiling. There was also a discussion around the different types of formal partnerships with government, mainly around the difference between working groups, which is a one on one dialogue with government and forums, which is an open public discussion or debate with different actors. **Action point: review the Call for Support and bring any questions or suggestions to your next hub meeting.**

International Advocacy report

Ariana provides a report on current partnerships and events, particularly surrounding the Habitat 3 agenda. Some of the key engagements with regard to this include SDI's partnerships with WIEGO and Huairou Commission and the recently secured role of Chair of the Grassroots Constituency Group of the Genera Assembly of Partners, with WIEGO serving as co-chair. Ariana suggests that the Core Team will need to decide who from SDI will serve as the Chairperson. Another key partnership is the Cities Alliance Joint Work Programme towards Habitat 3, which includes CA, CAD, and UCLG.

Ariana provides a list of some upcoming events for 2015 and 2016 ahead of Habitat 3. Some of these include:

1. July 2015:
 - a. Future of Places conference in (Stockholm)
 - b. GAP Exec Com Meeting in (Stockholm)
2. September 2015: SDI Urban Thinkers Campus (SA)
3. October 2015: GAP, GAP Exec Com, WC SC Meetings (NYC)
4. December 2015:
 - a. GAP Exec Com Meeting in (Paris)
 - b. Africities Conference (Johannesburg)
5. March 2016: GAP, GAP Exec Com, WC SC Meetings (China)
6. July 2016: PrepCom 3 and GAP, GAP Exec Com, WC SC Meetings (Indonesia)
7. October 2016: Habitat 3 and GAP, GAP Exec Com, WC SC Meetings (Quito)

Action item: Core group has to identify who will participate in events, they have to be properly briefed, and travel logistics have to be handled carefully.

Projects report

SDI is interested in projects with the following components: cross subsidy, income generating, ability to scale, and impact with government. The projects team is looking to highlight demonstration projects at international advocacy events. In addition to pushing SDI projects into the international realm the projects team will also help with the technical side of projects. They are developing a project pipeline, which can be presented to get international actors to support. The projects teams will work with affiliates to write up all projects for UPFI.info.

Profile and enumeration report

Celine shared the big picture on data collection and that we need to continue to work on a strategy of how we use our slum profile data. All profiles have been uploaded to our platform, which is currently maintained by Ona, but by next year we will have an in-house platform. It was requested that affiliates provide feedback on how to make the platform more user friendly.

SUMMARY OF RECOMMENDATIONS TO THE BOARD

1. Core Team to become the SDI Management Committee (MC) and operate according to the current TOR

Summary of role changes and relationship with Secretariat and affiliates to be detailed.

2. Evictions and Relocation

The issue of addressing the challenge of evictions and relocations has been on the SDI agenda for a long time, yet very little has occurred on this issue. The Council recommends the following:

- a. All eviction issues should be identified by the affiliates and directly be managed at city level, drawing support and assistance from national and hub level networks.
- b. Each hub should include a discussion on eviction and relocation in their hub agenda
- c. The LME and global advocacy secretariat group should aggregate this and support the management team (Core Team) to support the city level federations with their eviction challenges.
- d. SDI needs to develop robust overarching principles to negotiate for relocation.

3. Senegal to be included in the West African Hub

There have been many interactions with and through exchanges with Senegal examining the inclusion of Senegal in the West African Hub. The Gates Foundation, Senegalese Federation of Inhabitants, and UrbaMonde have shown an interest in SDI assisting in creating a bottom up community organization process in Dakar, Senegal Dakar, which we need to explore.

4. Strengthening the Latin American Hub

Look at creating a People's Dialogue (LA Hub) in LA with meeting with Pope and Social Movements and SELAVIP connections.

5. SDI Secretariat will inventory all affiliates (start with 3 or 4 countries) to determine assets, liabilities, and equity since 2002 to set up new accounts/balance sheets.

Set up committee responsible for managing SDI assets at the national level. Timeframe: Audits of first 5 countries completed by next B&C meeting.

6. Board to approve and provide physical signatures on policies developed.