



SDI Basket Fund Close-out Report 2013-2018



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Executive summary

“Today if you are hungry and have nothing, you become a subject for discussion and a resource for those who would then spend the first five years discussing and strategizing how to desist you from your poverty. There will be workshops, seminars and conferences to discuss how to give you a meal.”

- Patrick Hunsley

This report serves as the close-out report for SDI's Basket Fund-supported implementation of the SDI Strategic Plan 2013-2017. The Basket Fund represents a commitment from SDI's partners to join a global network of slum dweller organizations in their long-term struggle to combat poverty and exclusion in cities. In a development sector dominated by consultants and specialists, SDI adds tremendous value as a unique organization channeling resources directly to the poor for the development and implementation of their own strategies for change. This arrangement represents an understanding by SDI's partners that systemic change won't be projectized or fall neatly into a funding cycle, but requires long-term multi-pronged collaboration – to continuously garrison the gains and push the boundaries.

On both fronts SDI made substantial inroads during the 2013-2017 period.

SDI aimed to strengthen the ability of our communities to apply their learning tools with more rigor

The first objective of the SDI Strategic Plan 2013-2017 was for federations to apply tools for learning with greater rigor. Through concentrated investment in peer-to-peer learning between federations community networks have: enhanced their understanding of and engagement with the global resilience agenda; undertaken transnational eviction prevention and response action; and taken the quality and impact of profiling and enumeration data to new heights. New learning centers have been established for action-based learning at innovative project pilots that utilize this learning in innovative and scalable ways. Peer-to-peer learning, monitoring, and evaluation systems have been socialized throughout the network, resulting in a wealth of data that is digestible for national and international audiences opening up opportunities for new partners and resources. Critically, these capacities are equally effectively serving local and regional strategy-setting and accountability by federations.

SDI aimed to get governments to prioritize incremental, in situ upgrading and energy justice

The second objective of the SDI Strategic Plan 2013-2017 was for incremental, in situ, affordable upgrading to be prioritized by city governments. Here we see concrete and directly attributable improvements to the built environment and people's living conditions through upgrading projects. The increasing size and complexity of upgrading projects is documented, as is the larger share of the project portfolio held by energy projects. The report notes the implications regarding demands for more refined professional inputs and also the longer project planning and implementation periods associated with both area-wide and innovative projects. City officials are increasingly incorporated in city-to-city learning exchanges on such projects, generating partnership agreements between federations and officials in many cities. Documentation of such learning is robust and digitized and thus feeds not only exchange participants, but also the network more broadly. Project-linked data show the change to peoples' lives in terms of increased access to secure tenure and basic services.

In the 2013-2017 period, SDI placed considerable efforts on the identification of emerging good upgrading practice in respect of clean energy for slums. These efforts have been carried out alongside continuing efforts to identify and expose communities to good practices in sanitation, informal market upgrading, and housing. At the outset of the project SDI intended to “develop the supply chain, the internal infrastructure and the capacity to be able to deliver at scale” and estimated this would “take the first 4 to 6 months”. The reality of course was that this process took considerably longer and the trajectory looked very different in each affiliate.

Impressive demand generation for clean energy in urban poor communities, technical capacity for clean energy technology in federations and support NGOs, and innovative business modeling has taken place in 10 affiliates and often multiple cities/towns within those affiliates. Affiliates have needed to engage new partners, new suppliers, and new policy spaces. All involved have been on a steep learning curve. While a “starter pack” approach for household systems was identified as a priority solution at the outset of the project, the network has identified more complex and innovative approaches as the network’s exploration and research (from settlement to global level) has progressed. These approaches will allow greater influence on outcome level priorities for shifting policy and practice in terms of serving the poorest, integrating solar into the wider energy system, and moving from household level to settlement and city-wide impact. As predicted at the outset, there has proved to be a dearth of local maintenance and installation capacity in low income areas and the network has taken impressive strides to demonstrate SDI’s value add in this respect – training local communities to install and distribute clean technologies, to undertake research into the energy demands of slum communities and to map appropriate technologies, to maintain and repair solar home and public lighting systems, and to manage energy service hubs for awareness generation and behavioral change initiatives.

SDI aimed to make sure slum dwellers voices are sought in the international advocacy space

The third objective of the SDI Strategic Plan 2013-2017 was for the international advocacy space to focus on people-centered upgrading. SDI reached all programme targets related to advocacy and the impact of this work on the New Urban Agenda and SDGs is easily recognized. The challenge facing the network is to ensure these new policy opportunities translate into concrete implementation strategies and increased finance flows to inclusive upgrading of informal settlements. The previous strategic planning period saw considerable transnational collaboration between SDI and other popular movements and joint efforts to influence implementation plans and resource flows. Finally, a key success for advocacy was the increasing role of community-produced content for advocacy, learning, and knowledge spearheaded by SDI’s Know Your City TV initiative.

SDI aimed to increase organizational sustainability and decrease reliance on donor funding

The fourth objective of the SDI Strategic Plan 2013-2017 spoke to the long-term sustainability of the SDI network. SDI has worked to diversify income streams and reduce reliance on unpredictable and increasingly projectized donor support. SDI reduced its donor dependency from 100% to 90% during the past 4 years. A new Global Urban Poverty Fighter campaign has been launched and aims to generate new revenues from the European, African, and later US public. SDI’s Trust Fund is growing slowly, but steadily, and is making incrementally greater annual contributions to SDI’s annual budget. With support from the Trust, SDI has purchased a building in Woodstock, Cape Town to serve as the offices of the Secretariat, a KYC Youth Resource Center, and generate revenue through store rentals. These organizational sustainability efforts are complemented by investment in building second-tier leadership and a larger youth membership. These latter efforts are more straightforward than the finance-diversification ambitions and SDI is consistently exceeding set targets.

SDI invested almost a year in the development of its Strategic Plan for the period 2018-2022 and will continue a Basket Fund arrangement with its partners to support a programme called: Investing in local knowledge, action and learning for inclusive urban transformation: Slum dwellers on the frontlines of global struggles against poverty, exclusion, and climate change. In this next phase of collaboration SDI will again challenge itself to reach new heights and build upon the solid foundation created during the past 5 years.

SDI prides itself on making investments in poor people’s efforts to set and drive their own development agenda and to govern their own organizations. SDI sincerely thanks its Basket Fund partners for their commitment to this approach.

Overall Program Outcome

Creation of local, national, and transnational organizations that build their capacity, create institutional identity, and produce multiple tiers of leadership. These trigger new institutional relationships amongst government, private sector and civil society to alter decision-making processes

When one considers the intended program outcome stated above, it is clear SDI registered tremendous progress. In the report that follows the capacity of the global network of slum dweller federations to develop and implement their local and global change agenda, to create a clear and recognizable institutional identity, and to nurture multiple tiers of leadership is undisputable. As will be detailed in the report to follow, from 2013-2018:

The reach of the network expanded:

- The number of cities SDI works in grew from 409 to 482
- The number of savings groups grew from 7,971 to 9,604
- The number of youth engaged in SDI programs grew from 7,940 to 20,963
- The KYC campaign grew from 7 to 136 cities

The capacities of the network expanded:

- To deploy SDI tools such as savings, profiling and enumeration, and peer-to-peer exchange more strategically and with greater rigor to enhance learning and practice
- To systematize community lead learning, monitoring, and evaluation as evidenced by affiliate reporting and federation reflection and strategy
- To collaboratively govern a global network as evidenced by Hub, Council and Board operations
- To understand and develop impactful interventions in the areas of energy justice, resilience, and climate change

A clear and recognizable institutional identity was cemented:

- A comprehensive SDI Theory of Change was developed
- A clear SDI brand identity has emerged and is globally recognized
- The KYC campaign and brand are well established and renowned
- SDI's communications has become more accessible and the "why" more explicit

SDI shifted institutional relationships and decision-making:

- Increasing partnerships with city authorities both at project and program level locally and through global alliances with city networks such as UCLGA, UCLG, C40, 100RC
- Private sector partnerships aimed at shifting investment decision-making to be more inclusive and others that support entrepreneurship, especially in green business
- To shape global policy toward greater inclusivity - most obviously evidenced by content of the New Urban Agenda and SDG 11

SDI tracked the indicators shown in Table 1 to get a sense of progress toward its overall program outcome. Investments in the learning, monitoring, and evaluation systems of the network led SDI to conclude these quantitative indicators are not best positioned to assess outcome level progress, but nonetheless, the upward trend and the federation's capacity to generate and reflect upon these data from the local to the global level is itself a strong indication of the growing strength of the network.

Table 1. Program Outcome Indicator Tracking

Indicator	Baseline	Target 2013-14	Achieved 2013-14	Target 2014-15	Achieved 2015-16	Target 2016-17	Achieved 2016-17	Target 2017-18	Achieved 2017-18
City-wide slum upgrading funds	2	4	4	6	2	8	8	10	9
City-wide profiles	7	14	20	28	26	50	47	70	136
Women led savings schemes	5,700	7,984	7,669	9,484	8,157	10,984	9,068	12,484	9,604

Notes on variance:

1. At the outset of the period a priority was set to develop city-wide upgrading funds. During the course of the implementation period, there was a shift in strategy to first concentrate on getting the fundamentals in place in affiliate national funds (UPFNs) and to achieve a level of standardization in their operations throughout the network. Many of these funds have subsidiary funds that are geographically focused to a particular city, or thematically focused – to support energy justice, or sanitation for example.
2. City-wide profiling grew beyond projections owing to the success of the Know Your City campaign
3. The number of savings schemes has continued to grow and the mechanisms for federation monitoring of groups, membership and savings improved greatly in the 2013-2017 period. SDI network governance structures have noted that the emphasis on KYC led many federations to shift attention from savings to profiling. It has been noted that the mobilization of savings groups as the building blocks of federations is absolutely essential to the success of the KYC Campaign and more explicit links between the two and conscious planning for savings mobilization in KYC planning will be emphasized both internally and externally in the next Strategic Plan.



Profiling and mapping informal settlements from East to West Africa to Southern Africa

Change Story 1: Know Your City: Slum Dwellers Count

A significant change story that captures the essence of the achievement in building federations, partnerships and informing city planning is the KYC Campaign. At city, national and international level there is increasing recognition for the extraordinary contribution of the Know Your City campaign to understanding and taking action to reduce urban poverty and exclusion. Anchored by SDI's community-led informal settlement profiling, enumeration and mapping, the KYC campaign supports partnerships between local and city governments and organized slum communities.

The campaign was established as a joint program between SDI affiliated federations and the United Cities and Local Governments of Africa (UCLG-A), with support from Cities Alliance. It has become a powerful force for community organization, participatory local governance, partnership building, and collective action to implement global commitments to “leave no one behind.”

SDI has driven the expansion of the campaign throughout Africa and into Asia and Latin America. In addition, it has driven linkages between the Campaign and actors in the resilience, climate, private sector, and innovative finance spaces. The achievements and aspirations of the KYC campaign are well captured in the Know Your City: Slum Dwellers Count publication, launched at the World Urban Forum. The publication brings together institutions at the forefront of global pro-poor data-driven solutions that hold great promise for enhancing inclusiveness and resilience at scale. It details the work of organized communities of the urban poor to collect systematic data on conditions in their settlements and fill critical gaps in knowledge. It presents examples of enlightened local governments seeking to change the status quo through collaborative and inclusive city planning and management, it captures the essential partnerships of public, private, and community actors working to make fundamental change.

Download the full publication here: <http://bit.ly/2seRc0x>



KYC Zimbabwe

Outcome One: SDI affiliate federations apply tools for learning and knowledge with sharper focus and rigor

Sharper Learning Focus: A Culture of Learning By and for the Poor

Throughout the 2013-2018 period, the city learning centers (identified at the outset of the last Strategic Plan) in Kampala, Accra, Cape Town, and Mumbai have played a central role in the development of city-wide organizing and partnerships throughout the network. Targeted exchange programs to and from these centers for both community members and their government partners have been central to this effort.

In the Kampala learning center, city-wide community organizing and slum profiling and mapping feed robust participatory planning forums that have shaped city policy and practice and the development of a range of slum upgrading projects. Key topics of learning upon which exchanges to and from Kampala have focused include:

- Community-constructed sanitation units using worm bio-digesters manufactured by the federation (learned from Ghana federation)
- Double-storey public ablution blocks constructed, owned, and managed by federation with community resource centers on the second-storey that serve as federation offices, spaces to hold settlement forums, and spaces for income generation by the community
- Development of land sharing models for inner city land-based finance
- Development of large scale mixed-use development upgrading plans incorporating informal market upgrading and low cost housing
- Institutionalized settlement and city forums where urban poor communities and local government meet, plan, and monitor joint informal settlement improvement interventions
- The SDI network's first crop of youth documenters, youth LME teams, KYC TV crews, and youth entrepreneurs
- Know Your City campaign Kampala – city wide profiling and mapping anchoring forums
- MOU between federation and Kampala Capital City Authority (KCCA) and establishment of an Advisory Committee for Urban Renewal chaired by the KCCA Executive Director
- Suubi (urban poor fund) city funds for sanitation and livelihoods
- Informal market vendors registration



KYC mapping in Kampala



Kalimali sanitation unit, Kampala

In the Cape Town learning center, the federation (FEDUP) and Informal Settlement Network (ISN) have also undertaken profiling, enumeration and mapping at city-scale. Recent work of this nature (enumeration of 18,000 structures and profiling of 106 settlements) was undertaken as part of two government tenders, representing both a massive achievement in terms of recognition for the quality of community-collected data on informal settlements, and a distinct challenge in terms of creating a service-provider/client relationship between organized communities of the urban poor and government.

It was a conscious decision of SDI to make Cape Town a learning center to ensure representation of middle income countries with well-resourced cities and highly regularized planning frameworks. Federations in such cities can struggle to be viewed as partners in development and parties to decision-making. A related paradox is that successful community precedents are taken up by the government and replicated, but when replicated the central success element of community participation gets lost (eg. Peoples Housing Process (PHP) and re-blocking).

Important learning opportunities in Cape Town from 2013-2018 included:

- Re-blocking of informal settlements to improve accessibility (enhancing mobility and emergency service access), reduce the risk of shack fires, flooding, and crime (through improved housing materials, drainage, urban design, well-lit roads and pathways), allow for basic service extension (electricity, water, sanitation) and, with time, tenure security.
- Community-led clean cooking research, enterprise development, and awareness building to improve the health and safety of women and children in informal settlements.
- Khayelitsha Open Space Upgrading - including implementation of a sub-surface drainage system, an open drainage channel, two community halls, children's playground, and installation of 120 new flush toilets and eight new water taps
- People's Finance Facility, to which communities, government and donor partners contribute for upgrading projects in Cape Town informal settlements.
- The Rou Emoh (Our Home) housing project in drought-stricken Cape Town, incorporates a unique grey water reticulation system for 49 households that captures grey water and pipes it to flushing toilets and gardens
- The Solid Waste Network (SWN) project has over 350 informal waste pickers (mostly from Khayelitsha settlement) gain access to markets, creating an interface between communities and industry.



Community re-blocking preparations in Cape Town

In the Accra learning center, the federation's participation in the Cities Alliance-funded "Country Program" (Land, Services, and Citizenship Program), dramatically increased the scale and impact of its work and made it an important learning center in SDI's West Africa region. As part of the program, the Ghana federation, GHAFUP, was the lead community partner charged with mobilizing savings schemes at city-scale, profiling, enumerating and mapping Accra's settlements, establishing settlement forums and organizing communities to participate in city forums, contributing to the drafting of national urban policies, and designing and implementing community slum upgrading projects such as sanitation units, water taps, and footpaths. Exchanges to and from this learning center served to introduce lessons from the Uganda Country Program (TSUPU), and spread these throughout Ghana and into Liberia, to which Cities Alliance introduced a Country Program most recently. Of late, the Accra learning center has been at the forefront of engagements seeking to understand what resilience and climate change adaptation should look like in cities characterized by informality through reflection with government partners on their city-wide profiling data.

Among the important learning opportunities supported by Accra from 2013-2018 are:

- City-wide slum profiling, mapping – including service mapping, making the Ghana Alliance a nationally recognized source of data and knowledge on informal settlements. Key engagements linked to this data have been with the city to develop a city Resilience Strategy, with the Ministry of Inner City and Zongo Development to inform interventions, and the Railway Ministry to understand relocation consequences of planned infrastructure upgrades
- Youth profilers, mappers, media-makers, toilet constructors, solar mechanics, waste managers, and documenters have provided leadership to their peers in other countries
- Accra has proven an important learning center for SDI's energy justice programmes with impressive precedent setting projects for solar and clean cooking – the federation is undertaking energy justice profiling and enumeration, business development, installation and maintenance of solar systems etc.
- Household toilet construction programme to wipe out open defecation in GAMA and a community-led waste management project (CLEWAMP)
- Strong contribution to the National Urban Policy Framework and Action Plan



Accra federation saving groups

The Mumbai learning center is unique in its offering for knowledge applicable to working at a massive scale. Mega cities throughout the network look to Mumbai for lessons on how to meet some of the most obstinate issues facing millions of slum dwellers – namely climate change, mega infrastructural investments and their impact on the poor, entrenched inequality and intergenerational exclusion. Highly productive exchanges to and from the Mumbai learning center have resulted in stronger partnerships between federations and city governments and more ambitious aspirations for slum upgrading by these partners, especially in Kenya, Nigeria, Uganda, and South Africa.

Among the important learning opportunities supported by Mumbai from 2013-2018 are:

- Keeping community savings at the center of community organizing and digitizing savings records to enhance accountability, transparency and the leveraging of community savings
- Relocation and resettlement as a last resort, but an increasing necessity for critical infrastructure upgrades. The Mumbai learning center has a wealth of experience in this area (relocating over 31,000 households from railway lines, road reserves, under powerlines etc) – an area of work increasingly on the radar of affiliates throughout the SDI network
- The incorporation of a vulnerability index into KYC settlement profiles, assessing vulnerability of slum location, land ownership, tenure security, settlement size and shelter and service conditions.
- This year, the federation and SPARC have begun exploring the possibility of utilizing solar power to subsidize the cost of maintenance in relocation colonies (high rise low income housing units) in Mumbai – linking this to the government alternative energy policy, demonstrating the reduction in maintenance costs and aiming to embed clean energy set up in future relocation project costs
- Collaborative area-wide upgrading
- Influencing private sector investment protocols to ensure assessment of impact on the poorest and most vulnerable



Mumbai federation savings groups

Mukuru SPA learning center

While the city learning centers were identified at the outset of the last Strategic Plan, SDI made a provision to identify project-linked sites of learning as they emerged throughout the network. In the past year, the Mukuru Special Planning Area emerged as a project-linked learning center used to anchor strategic exchanges.

In Mukuru, Nairobi, the Muungano Alliance (including Muungano wa Wanavijiji, AMT and SDI Kenya), have been wrestling with the threat of eviction for decades. The Mukuru slums cover almost 650 acres and are home to almost 500,000 people. The challenges facing Mukuru are among the most severe in the city. Muungano's profiling and enumeration revealed the highest population densities in the city and a high poverty penalty exacted on residents whose access to basic services is controlled by cartels. The area faces severe flooding and owing to its location in an industrial area, high air, water and soil pollution. Virtually all of the land in Mukuru is privately owned, by around 230 landowners. With this information at hand, Muungano and its partners were able to demonstrate that Mukuru should qualify as a Special Planning Area (SPA) owing to the acute challenges faced by residents (especially flooding).

After long negotiations, the Kenyan Government declared Mukuru to be a Special Planning Area (SPA) in August 2017 and announced a two year window be provided to SPA partners to develop an integrated development plan. The SPA does more than provide a legal basis to a slum upgrade, it represents an evolved approach that it goes beyond the planning department of the county government to incorporate all departments of the county, as well as multidisciplinary consortia of non-state actors. Thematic consortia are assigned the role of contributing to an inclusive master plan. Robust community engagement is managed by Muungano and is inspiring cities throughout the SDI network.



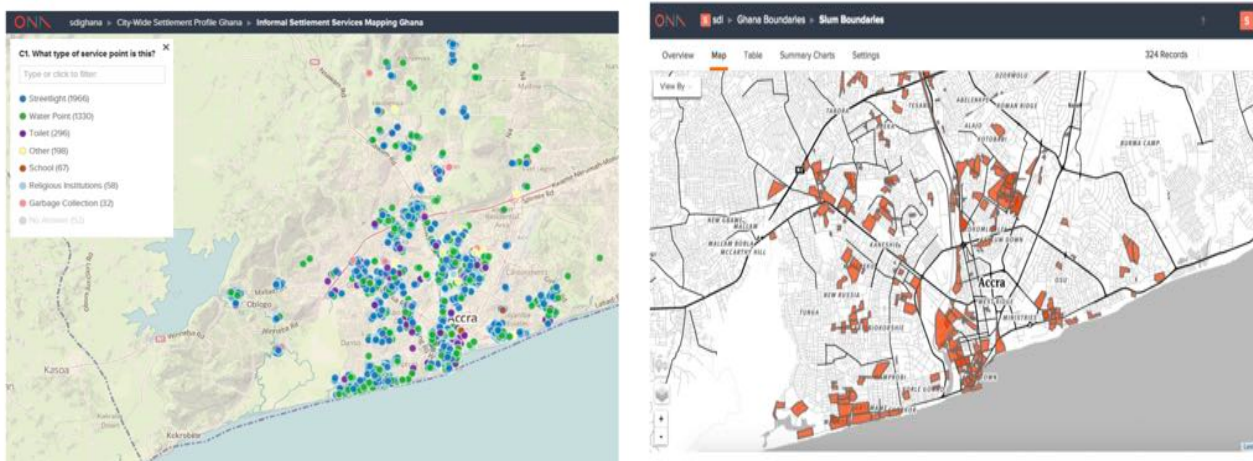
Communities profiling, mapping, and documenting conditions in Mukuru to ground the SPA planning process

Increased Rigor in Settlement Profiling: Know Your City Process, Platform and Campaign

Fundamental to effective learning and influence is the quality and accessibility of the knowledge produced. The 2013-2017 period has been a watershed period in this respect.

The process: Since the SDI network was founded, grassroots profiling, enumeration and mapping has been at the heart of the organizing process. Pioneered by slum and pavement dwellers in India, community profiles and enumerations have served to organize the urban poor and make informal settlements visible to city authorities throughout the Global South. These data then ground dialogue and partnerships between communities and local government aimed at improved security of tenure, basic services and housing. As such, the information becomes power for the organized slum dwellers who gathered it. Power balances shift between the community and city officials. Instead of beggars or protesters, the community asks officials to recognize them as partners with information and ideas for how to make changes that will benefit cities and informal settlements. For over 20 years, SDI's peer-to-peer exchange programs have helped to spread and refine the practise of community-led profiling and enumeration from the congested slums of Mumbai throughout SDI's network of close to 30 federations. As more and more federations undertook the process, it became clear that the data could play a powerful role in global advocacy aimed at enhancing the hand of each local federation to influence urban policy and practice. Without a measure of standardization in data collection tools and a transition to digital data management, the aggregation and dissemination of data is limited. SDI federations agreed to design a single, standardized informal settlement profile tool and to adopt and co-design support technologies to enhance data accessibility.

The platform: The decision was made to create a Know Your City (KYC) data platform to house and analyze the SDI network's slum settlement data. The federations remained laser focused on their principles and insisted: technological support and standardization could not substitute face-to-face engagement; the technology had to be simple and was pointless if not useful to local communities; and the transition had to ensure it did not exclude those without technological capacity. Two iterations of the KYC platform have been developed in conjunction with community profilers and enumerators throughout the network. KYC 1.0 proved that SDI's profiling and enumeration processes could use standardized tools to enable global aggregation, while preserving the community organizing and inclusive social processes that give SDI's data its power. KYC 2.0 proved this data would be of tremendous use to communities, governments and development partners in understanding informality and guiding upgrading plans. KYC 3.0 seeks to institutionalize people-driven data as the core starting point for building and monitoring inclusive and resilient city development. To do som, the platform and the community process must step up to yet another level in terms of its accessibility, data rigor, and data visualizations. This new iteration will reflect SDI's improved TOC and measurement of resilience outcomes and will be housed on SDI's own platform built in Bangalore by the federation's partners.



KYC Platform Screenshots from Accra

The KYC Campaign

Community-managed profiling and mapping and the KYC data platform are the two legs upon which the Know Your City campaign stands. In 2014, SDI, Cities Alliance and UCLG-A launched the Know Your City campaign in order to promote the institutionalization of people-driven data in government and development partner programming. At the conclusion of 2016, SDI signed a new MOU with UCLG-A to expand partner cities and is working with Cities Alliance to embed people-driven data in all its global programming, monitoring and evaluation. Cities Alliance has supported a Joint Work Program (JWP) to expand the reach of KYC. The Know Your City campaign has proven its capacity to anchor partnership through the organization of slum dwellers at city scale to gather data on the informal settlements. Local government-community partnerships then use this data to set baselines, plan and monitor development interventions, inform policy and practice, co-produce upgrading agendas, and jointly implement urban development that fully capitalizes on the comparative advantages of each party. SDI is partnering with the Asian Coalition for Housing Rights (ACHR) to expand the campaign throughout Asia. In phase 1, settlement profiling was carried out by communities in Davao Philippines; Jhenaidah, Bangladesh; Jogjakarta, Indonesia; Yangon, Myanmar; and Battambang, Cambodia.



Know Your City Nigeria (top), India (middle), Lagos (bottom left), Monrovia (bottom right)

Change Story 2: KYC Campaign Touches Down in Latin America

This year SDI expanded the Know Your City campaign to Latin America to support organized urban poor communities looking to use community-led profiling and mapping to catalyze dialogue with government and/or other potential collaborators to improve the lives of the poor. Small support grants for this work will be available to organizations who show that organized urban poor communities are working toward outcome level change in their settlement or city linked to: Improved public health and safety; Improved livelihoods; Improved land tenure security; or, Improved strategic influence of the urban poor.

Selected groups will have access to the standardized KYC profiling tools, use of the KYC platform and increased visibility as part of the KYC campaign. The expansion of KYC to Latin American provides an opportunity to connect and network urban poor social movements in Latin America, Africa, and Asia. At the World Urban Forum, SDI secured preliminary commitments from UCLG and partnersh such as TECHO and HFHI to partner in this initiative.

In Recife, the community and support organization INTERAÇÃO (SDI's Brazil Affiliate) and Habitat for Humanity International are using the KYC framework to strengthen the organization and capacities of poor and vulnerable groups threatened by eviction. Using the data, communities can defend and negotiate for improve tenure security and services. Particular importance will be given to the residents of informal/precarious settlements in the areas most valued and subject to real estate pressure. Information on the different favelas will also be used to develop a city-scale vision that communities will use in proposing or establishing alliances and influencing urban policies. This will serve to strengthen the involvement of these communities and influence the revision process of the Recife Master Plan through spaces for dialogue with the local government in the perspective of ensuring adequate housing spaces for the poorest.



Federation members from Brazil and Bolivia celebrate the Campaign

Table 2. Outcome One Indicator Tracking, 2013-2017

Indicator	Baseline	Target 2013-14	Achieved 2013-14	Target 2014-15	Achieved 2015-16	Target 2016-17	Achieved 2016-17	Target 2017-18	Achieved 2017-18
Urban poor funds with external contributions	0	4	4	US 200K	US 1,532,055	US 500K in each fund	Total: \$1,933,755	5 funds with \$500k external finance in each	Total: \$2,201,402
Learning Centers established	0	4	4	Centers reviewed, strategies refined	Centers reviewed, strategies refined	8 (4 new cities added, 4 existing functioning)	8	5 centers functioning and improving capacities of slum dwellers & local govt	5
Financial systems standardized	0	Systems tested and refined	Systems tested and refined	Systems operational in all funded affiliates	Systems operational in all funded affiliates	N/A	N/A	Maintenance of clean audits in affiliates	Clean audits maintained (exception Uganda)
Settlement profiles	2,797	5,000	6,386	7,500	7,710	10,000	8,737	11,000	8,868
Action based learning instrument	0	1	1	2	2 (UG, IN)	4	4 (SA, UG, IN, GH)	6	6 (Kenya, Nigeria)

Notes on variance:

1. Clean audits maintained with the exception of Uganda. Learning results from both positive and negative experience and the crisis in the Uganda affiliate resulting from financial mismanagement also served as a critical, if regrettable, space for learning during the period. Uganda's mismanagement of funds was not kept quiet or swept under the rug, but thoughtfully reflected upon both locally and internationally, both within the network and with our partners, in order to strengthen the Uganda affiliate and the network at large. Lessons learned fed the network's strategic planning process and a review of internal control systems.



Digitizing data: A Movement of the Mamas in Cape

Table 3. Profiling progress by Hub, 2013-2017

EAST AFRICA HUB	Year 1	Year 2	Year 3	Year 4
Cities profiled	28	30	27*	31
Settlements profiled	630 (456 standardized)	1,289 (659 standardized)	1,406 (776 standardized)	1,406 (776 standardized)
Settlement boundary maps	609	730	748	750
Settlement Service maps	N/A	124	438	470

*Decrease in number due to Kenya government's shift in administrative boundaries in cities/counties

WEST AFRICA HUB	Year 1	Year 2	Year 3	Year 4
Cities profiled	6	11	22	26
Settlements profiled	55 (7 standardized)	228 (173 standardized)	322 (267 standardized)	375 (320 standardized)
Settlement boundary maps	32	546	826	956
Settlement Service maps	N/A	366	820	824

SOUTHERN AFRICA HUB	Year 1	Year 2	Year 3	Year 4
Cities profiled	261	261	278	284
Settlements profiled	1,547 (277 standardized)	1,969 (422 standardized)	2,179 (632 standardized)	2,186 (639 standardized)
Settlement boundary maps	215	417	578	591
Settlement Service maps	N/A	25	193	193

ASIA HUB	Year 1	Year 2	Year 3	Year 4
Cities profiled	51	53	55	58
Settlements profiled	4,074	4,144 (70 standardized)	4,750 (676 standardized)	4,821 (747 standardized)
Settlement boundary maps	0	70	47	121
Settlement Service maps	N/A	0	0	22

LATIN AMERICA HUB (emerging)	Year 1	Year 2	Year 3	Year 4
Cities profiled	2	2	2	2
Settlements profiled	80	80	80	80
Settlement boundary maps	0	0	0	0
Settlement Service maps	N/A	0	0	0

SDI TOTAL	Year 1	Year 2	Year 3	Year 4
Cities profiled	348	357	384	401
Settlements profiled	6,386 (740 standardized)	7,710 (1,324 standardized)	8,737 (2,351 standardized)	8,868 (2,482 standardized)
Settlement boundary maps	856	1,817	2,199	2,418
Settlement Service maps	N/A	515	1,451	1,509

Note: Standardized profiles refer to those with a historic and current profile with boundary map.



Snapshot of Mukuru structure mapping

Outcome Two: Incremental, in situ, affordable upgrading of informal settlements to be prioritized and mainstreamed by city governments

In pursuit of this outcome, federations in the SDI network have improved their capacity to design, implement and negotiate upgrading projects. Both the number and size of projects undertaken by federations has increased (as shown in Table 5), and the portfolio has diversified from primarily sanitation and housing interventions, to energy justice projects such as solar and clean cooking. This later development is in line with SDI's intention to ensure cities draw links between the upgrading of informal settlements and city resilience and climate change strategies, and to ensure SDI supports a comprehensive set of essential services.

This outcome speaks to realization that in situ and incremental upgrading is the only viable solution for improving human settlements for those with the lowest incomes at requisite scale. Conventional, formal state-led housing delivery simply cannot keep pace with demand. In addition it speaks to the need to accommodate low-income human settlements within existing city footprints to sustainably densify cities, combat spatial injustice, and prevent inefficient urban sprawl. Here, the climate and resilience agendas have placed an extra bow in the quiver of SDI affiliates working to shift policy and practice toward in situ upgrading. Through sustained global and local effort, SDI and its partners have played a central role in mainstreaming these ideas within international, nation and city policy. This hard won achievement must be recognized alongside an understanding of the new struggle to ensure practice keeps pace with progressive policy intentions. Here, the role of the work described under Outcome 1 comes into play.

Building upon Outcome One.

To translate good policy into good practice and to bridge persistent implementation gaps, federation organizing, profiling and enumeration, partnerships, and city funds are essential inputs. The social capital produced through the investments made in organizing communities into savings groups and networks, and to produce knowledge and data on informality are the driving forces for achievement of the partnerships required to achieve Outcome Two.

Cities with progressive policies that see upgrading as a city-wide endeavor instead of a project-by-project endeavor can use settlement profiling and KYC for assessment of the scope of work and based on priority needs and imminent risks. The profiling itself serves to organize the communities and catalyze the necessary collaboration, trust, and negotiations required to generate implementable plans. In situ upgrading – far more than greenfield development – demands complex negotiations between various interests and an organized community is a critical determinant of success.

Mainstreaming incremental upgrading calls for new financing instruments, with greater flexibility than conventional project finance. Urban Poor Funds, Community Upgrading Funds (CUFs) or similar finance facilities place development funding under greater and more direct control of local communities. Collaborative governance structures for decision making bring together community leadership, government, donors, etc. SDI exceeded its target to undertake over 100 upgrading projects with support from the Basket Fund. The projects undertaken in the past year, shown in Table 5, are a clear indication of the growing capacity of the urban poor to forge partnerships with government and jointly implement a wide range of upgrading interventions.

Communities and Government Learn Together

A testament to the capacity of federations to organize at city scale and position themselves as central stakeholders in city development is the increasing willingness of high-ranking city officials from both the political and technical wings to participate in learning exchanges with members of slum dweller federations. The shift in practice that this represents should not be understated. It marks a clear departure from the conventional way urban poor communities are viewed by cities. Rather than beneficiaries of or obstacles to city development, the community is recognized as a partner and a peer seeking to learn and replicate what has worked elsewhere for the betterment of the city.

The supreme value of the SDI global network is that the younger affiliates often get to start on a higher rung of partnership with their governments than older affiliates owing to the visible benefits of partnership exhibited on exchanges. A delightful twist is that we now see the partnerships in younger affiliates prompting a step change in the ambitions and practice of older affiliates. This positive cycle indicates a strong future for the SDI network.

Over the past four years, SDI has witnessed federations become even more vigilant about learning exchanges resulting in action. The federations' Regional Hubs consistently interrogate the requests for learning exchanges and demand careful planning to ensure the federation and government teams are well prepared, are clear about objectives, and are committed to translate their learning into change upon their return. This approach has led to very clear replication of "best practice", particularly in sanitation and energy projects. The learning in exchanges must not be abstract, but grounded in pragmatic commitment to collaborative action.

Indeed, in the past four years, the Basket Fund has supported 51 city-to-city exchanges, resulting in 39 formalized partnerships between federations and governments, and the replication of close to 30 innovative projects. As is often reflected upon in the SDI network, the impact of exchanges can be like a long piece of string. You keep pulling and pulling, but you can't find the end.



Jinja Town Clerk and federation at SA solar

Durban city officials and federation/ISN in Nairobi

Local Partnerships for Sustained Local Action

Over the past four years, the Basket Fund has supported slum dweller organizations in cities throughout the global South to position themselves as essential collaborators in any plans for interventions in poor neighborhoods. Affiliate support from SDI has ensured many of these organizations are healthy enough to capitalize on opportunities that present themselves and to shift from an advocate to implementer at the drop of a hat. Federations increasingly push for formalization of their partnerships with government and the quality of the MOUs and MOAs they produce are increasingly “Implementable” with clear actions, expectations, and timeframes attached. The danger, as noted above, is that these agreements risk turning into Service Level Agreements, which will again undermine the intent and potential of city-community partnership. Strong examples from Durban, Nairobi, and Francistown highlight the potential for these agreements to balance such concerns.

The sustained local action of federations behind the scenes of projects is not always evident to outsiders. Federations must invest considerable effort in building and maintaining relationships. They constantly report challenges bringing new officials up to speed with partnership commitments, whether or not a formal agreement is in place or not, and they lament stalled implementation each time officials’ positions are reshuffled. When there are delays, the federations must hold the community on board and manage inevitable suspicion and frustration to ensure the projects are not totally derailed. Federations must constantly push government to understand that partnership is more than participation or consultation and they must organize communities to understand that while they are not mere beneficiaries of government interventions, they must not abdicate the state of its responsibilities. In smaller cities, a partnership with one city department increases the likelihood a federation will partner with the city on projects and programs than span multiple departments or sectors. In larger cities, federations must work even harder to support a cohesive partnership approach and often play the role of coordinating transversal engagements between city departments. In the past four years, federations have made linkages between upgrading and strategic city programmes for spatial transformation, inclusion, climate change adaptation and mitigation, and resilience etc.

A clear indicator of success for the network is that we increasingly see government’s seeking out federations rather than only the other way round. When partnership is seen as a strategic imperative for enhanced action rather than a pesky requirement of line ministries or donor partners the essential anchor of sustained locally driven action is laid.



Above: Federation leaders, MKhabela, Rose Molokoane, Mayor of Ethekwini, and Emily Moholo after agreeing to sign the MOA before the close of the financial year.

Below: Fransina Amunyela, house owner and Namibia federation member; Hon. Peya Mushelenga, Minister of Urban and Rural Development, Madame Monica Geingos, First Lady of Namibia and Namibia federation Patron, and Maria Elago, Deputy Mayor of Swakopmund



We're not just talking: Changing people's lives

Meaningful improvements to the quality of life for informal settlement dweller is the priority of SDI's work. For projects supported between 2013-2018 SDI tracked the number of families whose tenure and access to basic services improved. Since 2013, the upgrading interventions supported by the Basket Fund have directly improved the tenure security of over 118,000 households and improved sanitation access for over 45,000. These projects have created skills in urban poor communities – from project planning using KYC data, to negotiation with government for land or financial contribution, to construction and project management. The project interventions have set precedents for the use of climate friendly building materials and created jobs for the urban poor. Critically, the projects have catalyzed partnerships between communities and government that demonstrate how incremental upgrading led by communities can work in practice and the potential for scale.



*Top left: Federation in Zambia construct houses; Top right: Federation members In Tanzania construct houses
Middle left: Vigunguti federation member lays simplified sewerage; Middle right: Ndola sanitation team, Zambia
Bottom left: Namibia fed mamas get to work; Bottom right Stoneridge water project, Zimbabwe*

Diversifying the Upgrading Portfolio: Energy justice

The SDI energy justice program currently spans 10 countries within the SDI network, namely: Uganda, Tanzania, Malawi, Namibia, Zambia, Zimbabwe, South Africa, Ghana, India, and Philippines. When initiating activities, the energy justice program was explicit in its goal to integrate the provision of energy services derived from renewable energy into the SDI agenda of in-situ settlement upgrading. This meant that the development and later distribution of products would have to be responsive to this larger informal settlement upgrading agenda. SDI's community-led informal KYC settlement profiling work has been a critical asset to understanding these needs and the aspirations of local communities. It has been invaluable in the process of segmenting the market and in co-developing appropriate offerings for each segment.

Initial broad based research into electricity service provision in informal settlements in both the grid connected and off-grid spheres showed a range of players and interest groups active within the energy (in this case electricity) system value chain. Important value propositions derived from providing energy justice for the urban poor were identified at each level within the value chain. These insights were significant for understanding distinct opportunities for SDI's community-led process as well as the energy justice program's ability to leverage financial and political support for the integration of renewables into low-income urbanized areas from local and national governments.

In the first two years SDI embarked upon a process to design and co-develop solar PV products suitable for urban poor energy consumers. During this time, research into the off-grid solar PV market showed a multitude of technologies, enterprises, and associated delivery models seeking to serve the low-income sector. Much of the research available was focused on rural communities and residents of small towns – households far from the grid with little prospect of grid extension to their communities any time soon. The programme rapidly gained an understanding of solar PV products available on the market, including solar lanterns, Pico solar home systems, and slightly larger solar home systems.

Many of the energy justice projects have provided technical training in solar PV installation and maintenance to slum dweller federation members. An understanding of these technical aspects enabled federation members to play a leading role in conceptualizing how solar PV can benefit communities and which solutions would be best suited for the local context.

Technical trainings conducted have taken various forms. In many SDI projects formal training in installation and maintenance has been conducted by technical training institutes and other stakeholder organizations. The highest level of technical training received by federation members has been seen in SDI's East Africa Hub (Tanzania, Uganda, Kenya) where federation members were formally accredited as solar technicians under Kenya's national solar PV technician accreditation scheme. At least two countries have undertaken training in the fabrication of solar PV panels and associated components within the solar PV value chain.

SDI has designed and developed four categories of solar offerings across the network:

1. Lanterns and Pico solar home systems: Mission Cell in Mbale, Uganda and Bukom and Jamestown in Accra, Ghana
2. Larger scale home systems: Cowdray Park in Bulawayo, Zimbabwe and Chamzazi in Dar es Salaam, Tanzania
3. Grid connected solar PV for communal housing: Govandi in Mumbai, India and Ashaiman in Greater Accra, Ghana
4. Public lighting infrastructure for local authorities: Kibugambata in Jinja, Uganda

SDI has placed considerable efforts on integrating energy service provision into SDI's agenda for incremental settlement upgrading and wider strategies for change. These efforts have been carried out alongside continuing efforts to identify and expose communities to good practices in sanitation, informal market upgrading, and housing. This year, SDI's energy justice program has been exploring and testing concepts for the integration of grid-embedded solar PV infrastructure located on the rooftops of low income housing blocks in Ghana and India.

The approaches being tested have the ability to increase energy security at household and city scale, reduce tariffs to housing cooperatives and individuals, and present the opportunity for the clean energy transition to be led by the urban poor.

In Ghana, the federation began to organize its members and consider how they might capitalize on the Energy Commission of Ghana's subsidy programme for rooftop solar PV. This aims to promote renewable energy use for households but is framed as being only accessible to detached houses rather than multi-family dwellings such as Amui Dzor, a federation built low cost housing project for 36 families in Ashaiman. The priority was to establish whether a solar project could reduce the utility bills of Amui Dzor residents and provide a reliable source of electricity to homes and businesses. The Ghana SDI Alliance began an engagement with the Energy Commission for the solar electrification of Amui Dzor and demonstrate Ghana's first multi-family housing facility to make use of a net metering and smart metering system. The community argued that the project would serve as a precedent-setting project for affordable low impact housing. The Energy Commission and the Ashaiman Municipal Council are providing significant support to the project. The final project design not only reduces the energy tariffs of the cooperative, but increases their resilience to electricity tariff increases and outages. Although this project involves a building retrofit, the intention is for it to set a precedent for solar integration into all future low-income housing developments.



Top left: Tanzania community solar; Top Zimbabwe community solar technician training
Bottom left Amuidzor Housing solar, Accra; Bottom right: Zambia community solar technician; Right middle: 24
Family in Ruimsig now electrified

In Mumbai, the National Slum Dweller Federation and Mahila Milan, with their support NGO, SPARC, held discussions with a private sector developer, the state electricity distribution company, and the Slum Rehabilitation Authority (SRA) in November 2017. They agreed to partner on a precedent-setting, community-managed pilot project installing grid-connected rooftop solar PV onto government-built, low income city housing projects in Mumbai. This small-scale embedded generation infrastructure will subsidize the energy tariff of the housing's public utilities, including water pumps, lifts, and corridor lighting, freeing up additional financial resources for use by the cooperative in the maintenance of the buildings. The solar PV system installed makes use of enabling net-metering policy and a capital subsidy incentivizing the tapping of Mumbai's vast rooftop solar potential. Connected to the grid supply the system imports as well as exports electricity allowing the housing cooperative a saving of around Rs. 1.9 lakhs annually.

Women from Mahila Milan have been trained in routine maintenance and energy use monitoring of the solar system. Ultimately, the aim is to demonstrate a model that can be locally financed and managed and contribute to energy security and financial resilience for the city at large.



Top left: solar lift operator; Top right: federation ladies Mahila Milan; Bottom: Panels on roof of India Oil colony run water pumps and a solar powered elevator

Change Story 3: Clean Cooking for Improved Health

SDI understands that slum and informal settlement upgrading is the number one solution for improving health outcomes in developing cities and its efforts in this respect contribute greatly to reduce indoor air pollution and lower the risk of shack fires. A clean cooking initiative for improving public health in slum communities augments SDI's incremental upgrading efforts and provides valuable intermediary solutions for the poorest households, with particular benefits to women and children. This year the South Africa SDI Alliance organized around the issue of unclean cooking. Toxic smoke from indoor cooking with charcoal and paraffin kills 4.3 million people annually and primarily affects women and children. At a forum in Cape Town in 2017 it was clear how much the issue resonated with leaders from the city's shack settlements. The women explained the significant challenges posed by unclean cooking and heating. They explained the paraffin they use for cooking and heating causes chest pain and congestion. They lamented the frequent accidents, injuries, and shack fires caused by paraffin cookers and heaters, reciting terrible stories of injury and property loss. They explained how expensive paraffin and kerosene becomes in the winter (when distributors increase their prices) and how far they have to travel to purchase it. They explained that they prefer to buy fuel in small quantities due to unreliable incomes.

SDI and the SA SDI Alliance launched a joint venture titled "Partnership on Clean Cooking Projects in Cape Town". The collaboration brings together a social enterprise, Clean Cooking Revolution (CCR), and communities in the SA SDI Alliance with the intention of scaling CCR's operations into new markets. The so-called "last mile distribution" challenge is well known in the renewable energy sector and many federations are exploring ways to collaborate with businesses to bring quality products into the informal settlement market and create business opportunities for their communities. The collaboration aims to pilot an innovative model of community part-ownership – or equity – in a social enterprise. SDI is providing project level support, assistance in the identification of new settlements with a demonstrated need for improved cookstoves, as well as strategic advice to the SA SDI Alliance regarding how to structure a recoverable investment with CCR. The partnership with CCR has the potential to lead to additional collaboration in the area of stove manufacturing and the production of a cookbook and campaign to raise awareness. The federation will feed knowledge back to CCR about product user experiences and adaptations that women in informal settlements prioritize.

The Ghana, Zimbabwe, and Kenya federations are also implementing clean cooking programs and the four federations have engaged in a series of peer-to-peer exchanges to enhance their efforts.



Clean cooking demonstration and testing by mamas in Cape Town

Table 4. Outcome Two Indicator Tracking, 2013-2017

Indicator	Baseline	Target 2013-14	Achieved 2013-14	Target 2014-15	Achieved 2015-16	Target 2016-17	Achieved 2016-17	Target 2017-18	Achieved 2017-18
Upgrading projects	10	30	30	60	60	100	90	100	124
Identification of good upgrading practice	0	Practices identified	3 identified	Replication in learning centers	Replication in learning centers	Replicated in 8 cities	8	10 (add 2 cities in the energy justice prgm)	10
Cities exposed through exchange	Learning systems established	10	10	25	26v	40	40	55	61
HH with secure tenure	32,140	32,500	32,765	37,500	40,481	42,500	43,312	52,000	150,161
HH with basic services	51,135	58,750	61,489	62,500	80,305	67,500	83,930	100,000	96,599
Formalized partnerships with local authorities	45	55	60	60	70	65	78	75	84
Replication of innovative projects	0	10 cities	18	20	20	30	30	35	38
Design and development of starter packs	0	2 affiliates	2	4 affiliates	4	10	10	10	10
Solar kits installed	0	750	5,791	3,750	12,916	9,750	14,047	20,000	21,566

Note on variance:

1. None. SDI exceed targets met or exceeded all targets.



Kibera railways housing relocation project, Nairobi

Table 5. SDI Upgrading Projects 2017-2018

Category	Country	Project	Brief
Water / Sanitation	Tanzania	Vingunguti Simplified Sewer System – Phase 3	This project involves the scaling up of a Simplified Sewer System (SSS) – an innovative, affordable and decentralized water-borne sanitation solution – in Vingunguti settlement in Dar es Salaam. SSS is 25-50% cheaper than conventional sewer system, because the design allows for the use of smaller diameter pipes, which can be installed at a shallow depth and at a flatter gradient. SSS is also more appropriate solution for dense slums and can be maintained and managed by the community. During this phase 150 households were mobilized and organized into saving groups, 3 sewer lines were installed, 150 household toilets were improved (upgraded or replaced) and were connected to the sewer system. As a result 150 households have access to proper sanitation. In addition, 15 Federation members from the community were trained to install and maintain the system.
Housing	South Africa	Ruo Emoh housing – top structure	Ruo Emoh is a community driven medium density housing project situated on a well-located land in Mitchells Plain, Cape Town. The project was started almost two decades ago by backyard dwellers who members of Federation of the Urban Poor (FEDUP), SDI's affiliate in South Africa. After years of struggle against red tape bureaucracy, the top-structure component of the project was completed in December 2017 and 49 families moved into their new homes. This project encapsulates the struggle and the tenacity of the urban poor to access a well-located land and highlights the sad reality of bureaucratic red tape in the housing delivery process, lack of political will from local councilors and the NIMBY (not in my backyard) attitude from the local neighbors.
	Namibia	Walvis Bay housing project	The project involves the construction of 100 low cost housing units on a serviced land allocated to the 5 savings groups of the Shack Dwellers Federation of Namibia. Following negotiations between the Federation, the Municipality of Walvis Bay, and the Ministry of Urban and Rural Development, a serviced land was allocated to Federation members as part of the Massive Land Servicing Initiative in the country. After delays in securing approval for house plans, construction commenced in November 2017.
Energy	Namibia	Gobabis streetlighting and net-metering	Street lighting pilot project This pilot project will provide 10 solar powered street lighting solutions. Household electrification pilot project The provision of solar home systems to 45 households, with the twofold aim of addressing energy poverty in these households as well as generating interest in solar energy at the household level.
	Ghana	Amui Dzor rooftop PV	The establishment of a hybrid grid – solar PV for the Amui Dzor housing project, which is in Ashaiman slum, Accra. 31 families will benefit from this project, which seeks to capitalize on the Ghanaian Energy Commission's <i>Subsidy for Rooftop Solar PV Programme</i> . The project also aims to reduce household reliance on the grid system and in so doing, reduce the amount owed for utilities.

	Ghana	Bukom lanterns	The project has aims to empower local Federations to perform sales and distribution of solar lanterns to fisherfolk and low-income residents (200 households to date). This project is entirely Federation planned, delivered, and reported and has strong support from Asheidu Keteke Sub-Metro Assembly.
	Zimbabwe	Dzivarasekwa SHS – Phase 2	The project aims to provide poor households – both those who are not currently connected to the main electricity grid and those who are – with renewable and affordable source of energy for cooking and lighting. This project is part of the Zimbabwe Alliance’s Renewable Energy Programme. The programme seeks to alleviate energy injustice through the provision and/or improvement of energy infrastructure for 313 households and the creation of associated livelihoods in the renewable energy space.
	Zimbabwe	Victoria Ranch SHS – Phase 2	The Project aims to provide poor households – both those who are not currently connected to the main electricity grid and those who are – with renewable and affordable source of energy for cooking and lighting. This project is part of the Zimbabwe Alliance’s Renewable Energy Programme. The programme seeks to alleviate energy injustice through the provision and/or improvement of energy infrastructure 313 households and the creation of associated livelihoods in the renewable energy space.
	Zimbabwe	Cowdray Park SHS – Phase 2	The Project aims to provide poor households – both those who are not currently connected to the main electricity grid and those who are – with renewable and affordable source of energy for cooking and lighting. This project is part of the Zimbabwe Alliance’s Renewable Energy Programme. The programme seeks to alleviate energy injustice through the provision and/or improvement of energy infrastructure 313 households and the creation of associated livelihoods in the renewable energy space.
	Kenya	Nakuru SHS	The project has been designed as a self-sustaining business entity, with the goal of developing and supporting a market for a LED/solar-based household light solution for 2,340 households. It will be a marketing project that will work with existing manufacturers, and appoint distributors and retailers to deliver lighting solutions to the consumer.
	Uganda	Masese SHS	Solar Home Systems (SHS) have been provided to 108 households within the target communities. A number of different scales of solar PV systems which cater to the energy needs and budgets of different households are offered. Customers purchase SHS using a Federation ‘Solar Loan’ or with a one off cash purchase.
	Uganda	Jinja basic energy co-op	Partnership with Jinja Municipal Council and the Jinja Basic Energy Cooperative Limited has leveraged a municipal subsidy of 50% from the local municipality to deliver 650 SHS and 200m of solar streetlights to Kibugambata settlement. The project set precedent in that the Federation managed cooperative provides a cost optimized alternative to outsourcing installation and maintenance of public lighting at a cost optimized rate.
	Uganda	Arua SHS	Solar Home Systems (SHS) have been provided to 7 households within the target communities. A number of different scales of solar PV systems which cater to the energy needs and budgets of different households are offered. Customers purchase SHS using a Federation ‘Solar Loan’ or with a one off cash purchase.

	Uganda	Mbale SHS	Solar Home Systems (SHS) have been provided to 159 households within the target communities. A number of different scales of solar PV systems which cater to the energy needs and budgets of different households are offered. Customers purchase SHS using a Federation 'Solar Loan' or with a one off cash purchase.
	Philippines	Various Regions SHS	Raise the awareness and knowledge of member associations/groups and communities of HPFPI on renewable energy sources, particular solar energy, and applications in urban and peri-urban areas. Pilot the use of the use of solar home kits by 100 member households of active savings groups and associations of HPFPI on the use of solar home kits Prepare other HPFPI partner community groups/associations and replicate the project.
	India	Govandi Rooftop PV	Communal facilities for 840 households supplemented by net-metered solar PV system include common area lighting, elevators, and crucially the pumping of water from underground tanks to overhead tanks. These energy costs are conventionally borne by levies paid by the building's residents. A reduction in the cooperatives overall electricity bill means more money for maintenance. As with other NSDF managed projects 100% of routine maintenance of the solar system is done by trained Mahila Milan members.
	South Africa	Grobblershoop	The !Kheis LM project is a benchmark project for implementing a learning-by-doing enhanced basic services program based on sustainable development at the Local Government level. The program seek to demonstrate a comprehensive up-lift of the indigent population by leveraging sustainable development knowhow that creates a local economic development platform that leverages renewable energy (for 2,100 households) and other resources as a catalyst to achieve universal access to basic services for all.
Market upgrading	Kenya	Woodley Jamhuri informal market upgrading	This project involves upgrading of a vibrant informal market in the middle of Nairobi. The market is home to 1,400 informal traders selling a range of retail and wholesale products including fresh produce and wholesale vegetables, second hand clothing, shoes, etc. The market and the livelihoods of the traders is under constant threat of eviction due expansion of private development in the area. The market also lacks proper drainage and sanitation, and lacks proper accessibility and circulation because of poor planning.
City and area-wide upgrading	Kenya	Mukuru - SPA	This project involves the SDI Kenya Alliance and the Nairobi County Government working with the community towards an area-wide integrated development plan for Mukuru. With over 100,000 households, Mukuru is one of the largest informal settlements in Kenya. This is large and exciting project aimed at demonstrating an area-wide planning, upgrading, and transformation of slums, grounded on meaningful community participation and partnership between communities and the local government. Following the Alliance's strong advocacy and robust community data research, the County Government of Nairobi declared Mukuru a Special Planning Area (SPA). The SPA declaration is a rare opportunity for several reasons. Firstly, it demonstrates a significant concession by the local government that conventional planning processes and tools are not sufficient to address the complex challenges of slums. Secondly, it recognizes the critical input needed from communities in planning and upgrading of slums. Thirdly, it creates the space to explore new innovative solutions over the next two years.

	Zimbabwe	Masvingo citywide upgrading	This project will involve a practical partnership between the Zimbabwe Homeless People's Federation and the Municipality of Masvingo to scale up the slum upgrading efforts in Masvingo to a citywide level by establishing a Slum Upgrading City Fund. Following an enumeration and profiling of slums in the City, the Federation implemented 1,000 ecosan toilets in Masvingo demonstrating community driven alternative sanitation solution. As a result the Municipality agreed to partner with the Federation and establish a jointly owned and managed City Fund to scale up the solutions initiated by the community. Once completed, the project is envisioned to improve the lives of over 5,000 households by addressing tenure issues, improving access to water and sanitation and other basic services.
Land tenure / eviction alternatives	Philippines	West Timawa community-led land acquisition	This project involves assisting the community to purchase the land where their informal settlement is situated from a private landowner. The land is 3,872 square meters in extent and the purchase price was USD 48,770. The community paid 30% of the purchase prices and SDI provided funds the balance of 70%. The land is well located along the Iloilo City's main road, closer to the city's main existing infrastructure and social facilities. Following community mobilization, profiling and enumeration, and negotiations, the community entered into a land purchase agreement with the owner, and started to save towards the cost of land. While the immediate aim is to assist the residents of the informal settlement to have a full security of tenure, the long-term goal is to start the incremental upgrade of the informal settlement. The immediate outcome of the project was that over 300 households have full security of tenure and will start working towards upgrading of their informal settlement.
Commercial opportunities	Zimbabwe	Dzivaresekwa mixed-use development	This is a mixed-use development at Dzivaresekwa Extension in Harare. The goal of the project is to develop retail spaces for local enterprises as well as affordable rental housing in order to generate revenue for the Zimbabwe SDI alliance, thus reducing its dependence on external donor support.
	South Africa	Ruo Emoh - commercial development	This is a joint venture commercial development between SDI, the SA Alliance, and People's Environmental Planning. The project will involve developing a small commercial enclave at the recently completed Ruo Emoh development. The development will include office facility for the SA SDI Alliance, Know Your City resource center, retail shops, as well as rental housing stock.
Other	Malawi	Malawi disaster resilience fund	This project will involve building resilience for the urban poor people in disaster prone areas by building their capacity to undertake disaster risk mitigation and adaptation strategies. Malawi has been plagued by flooding disasters due to extreme weather conditions caused by climate change. The urban poor have been the most affected by these frequent floods, because of poor infrastructure in their informal settlements, lack of resources and knowhow. Over the years, with support from SDI, the Malawi Federation and CCODE have assisted several communities to rebuild their livelihoods following flood disasters. With this project, the Malawi SDI Alliance has now set out to address the impact of climate change on the urban poor in a more sustainable fashion by establishing a Resilience Fund in order to engage wider stakeholder including the community, government, private sector and other development partners.

Table 6. Good practice exchanges, 2017-2018

Topic	Date	Cities	Key learning
Energy	April 2017	Jinja, Mbale, Dar es Salaam to Nairobi	Federation members from Uganda and Tanzania participated in a solar technician training course held at Strathmore University's Energy Research Centre in Nairobi. The training equipped solar technicians with skills needed in design, installation, repair, and maintenance of solar systems. Federation members were formally accredited as solar technicians under Kenya's national solar PV technician accreditation scheme.
	April 2017	Cape Town to Accra	The SDI Secretariat projects team provided technical support to the initiation of both the improved cookstoves (ICS) project and Phase 2 of the solar PV project. With regards to ICS programme meetings were held with prospective private and public sector strategic partners including the CSIR and SNV Ghana both of which are active in delivering household and institutional level ICS solutions. In the case of SNV success was demonstrated by commitments to share information relating to behaviour change and market development for clean cook stoves. The exchange visited Ashaiman Municipality within which sits the Amui Dzor housing project. Support from the municipality was generated regarding the exploration of a roof-top grid connection system for this low income housing block. A visual assessment was made of the unit's suitability for this approach.
	June 2017	Cape Town to Nairobi	SDI's energy justice programme was invited to attend the inception meeting of the Mukuru Special Planning Area project at Nairobi City County. This was a multi-stakeholder meeting chaired by NCCG meeting during which stakeholders made commitments to form sectoral consortia, aligned with NCCG departments, in order to deliver sectoral plans feeding into the final SPA plan. SDI's energy justice programme committed to contribute technical assistance to the Water, Sanitation, and Energy (WSE) consortium. SDI joins Caritas Kenya, Sanergy, Omonde Trust, and Strathmore Energy Research Centre in this work. The output of this exchange was an MoU.
	July, Oct, Dec 2017	Cape Town to Jinja	SDI's Energy Justice programme in collaboration with Jinja Municipal Council, Municipal Development Forum, ACTogether and NSDFU set up an advisory committee on informal settlement upgrading. This committee will stand for a period of 5 years. The initial task of this advisory committee is to form the executive committee for NSDFU's Alternative Basic Energy Service Delivery project in Kibugambata, Walukuba Division, JMC. The advisory committee also stands to be a formal collaborative body to feed into the wider redevelopment of Kibugambata settlement. All three of these exchnages were in support of the development, and inception of the advisory committee and project development.

	July 2017	Cape Town to Nairobi	This exchange fed into the first meetings of the Water, Sanitation, and Energy (WSE) consortium under the Mukuru SPA and involved meetings with the consortium lead Caritas, SDI Kenya Alliance partners, as well as technical professionals.
	Nov 2017	Johannesburg to Cape Town	The purpose of this exchange was to develop strategic and operational planning for two projects between PEER Africa and SDI. Project 1) Value-added Off-Grid/Hybrid Rural Informal Settlement Upgrade Project, Opweg Area, Groblershoop, Northern Cape: Discussions surrounded a request for investment to provide a programmable and financially viable off-grid/hybrid mini-grid energisation solution in the solar corridor region of SA. Funds will be used to enable a live test demonstration (LTD) of the solar PV based solution which we believe will lead to a scalable intervention for the upgrading of informal settlements across the region including the Northern Provinces in South Africa. Project 2) Walukuba Alternative Basic Energy Service Cooperative: The settlement has been the focus of work in respect of incremental and affordable informal settlement upgrading through research work by the Knowledge Sharing Programme of Korea (KSP), SDI enumeration and mapping, and community redevelopment planning led by ACTogether Uganda and NSDFU. The result of this is that Jinja Municipal Council (JMC) has approved a detailed action plan for the settlement's redevelopment founded on landsharing. This is being driven forward by community leadership, supported by ACTogether, CARITAS, and the JMC.
	Nov 2017	Jinja to Johannesburg	This exchange built upon the above exchange, exposing Jinja Municipal Council (JMC) officials to municipal cost optimization strategies centered on the integration of RE technologies into the municipal energy mix with their counterparts from iKheis in South Africa. The importance of this centered on advocacy for alternative, off-spec technical and administrative approaches to pro poor energy service provision. The exchange resulted in positive support from the JMC towards the concept of using Genesis street lights delivered through the alternative energy service delivery project in Jinja municipality. This exchange and the commitment shown by SDI resulted in additional leverage from key decision makers in Jinja including the Mayor. It is likely a 40% increase in financial commitment to the project can be attributed to this.
	November 2017	Accra and Harare to Cape Town	This exchange brought together the SDI affiliates (South Africa, Zimbabwe, Ghana) which are conceptualizing and implementing clean cooking projects as part of SDI's energy justice program. This was an opportunity to share approaches, models, and transfer lessons learned between the cook stoves projects. Members from the KYC TV teams from all 3 countries had also been producing media related to clean cooking over the past months and used this opportunity to network the teams, provide more training, and begin to integrate into the broader SDI movement.

Citywide planning & upgrading	July 2017	Kiandutu to Mumbai	Member from Kiambu County Government, University of Nairobi, Federation and support NGO staff visited Mumbai to explore methodologies of slum upgrading used in India such as land shares, transfer of development rights, and working with developers to finance housing. These were of particular interest to the Kiambu County officials who seek to develop an upgrading model that is able to capture value from the land towards financing housing. The County was keen to have continued support of the Indian SDI Alliance in the Kiandutu planning process. SPARC has continued to support the process.
	October 2017	Mumbai to Mukuru SPA, Nairobi	The main purpose of the exchange visit was to join the Housing, Infrastructure and Commerce consortium, which was made up of delegates from the Kenya SDI Alliance, SPARC India, Berkeley University, University of Nairobi, Caritas Switzerland, and the Nairobi County government. The delegates from India also included Professor Sejal Patel from CEPT University in India. Discussions were held to explore land-based financing similar to the ones implemented in India to unlock the tenure challenges by incentivising both land and structure owners. This approach could also make sure that Mukuru development is financially viable for both the County Government and the beneficiaries.
Know Your City	May & August 2017	Cape Town, Harare, Gobabis to Francistown	A series of exchanges were held this year to begin the citywide profiling of Francistown agreed upon in 2016 in an MOU between the Francistown City Council and Botswana Federation to launch a KYC campaign. The Botswana Federation has been supported by SDI affiliates from South Africa, Zimbabwe, and Namibia. The KYC exercises were carried out by both the Federation and SDI Affiliates and the Botswana Government, including officials from the Ministry of Infrastructure and Housing Development, Statistics Botswana, and the Department of Community Development. In fact, the Botswana Government co-supported the second KYC exchange, demonstrating their commitment to this partnership.
	June 2017	Nairobi and Mbale to Monrovia	Federation members from Uganda and Kenya supported their Liberian to establish settlement-wide forums where communities will put their KYC profiling data to use and generate consensus on the interventions required to transform their settlements into safer, healthier neighborhoods. During the exchange, 4 settlement forums were held in West Point, Peace Island, Clara Town, and Cowfield Community with over 60 community members participating in each forum. These forums will be the platform in which communities will prioritize and develop upgrading projects which will be supported by the Community Upgrading Fund (CUF) as part of the Cities Alliance supported Liberia Country Program.
	September 2017	Harare, Monrovia, Mumbai, Nairobi to Cape Town	On 7 September 2017, the South African SDI Alliance co-hosted the Digital Impact World Tour with SDI and the US-based Stanford Centre for Philanthropy and Civil Society in Cape Town's Langa township. This one-day "stop" – the eighth on the tour and the first in Africa – discussed the role of data collection in the production of social change in the digital age, and in particular the power of community-gathered data for partnerships with local governments. The event brought together close to 150 people representing slum dweller social movements, civil society, funders, academics, city, provincial and national government, and private sector actors to explore the possibilities and responsibilities for using digital data to inform inclusive urban development policy and practice.

	January 2018	Monrovia to Nairobi	Members of SDI's Liberian Affiliate visited Kenya to see how they can use their KYC data to build partnerships with government and other stakeholders to plan and upgrade settlements across Monrovia. Additionally, this exchange provided an opportunity for two vibrant federations, one of the youngest and one of the most mature, within the SDI network to share experiences and learn from each other.
Youth	May 2017	Cape Town to Accra	The objective of this exchange was to support and re-invigorate the Accra KYC TV team that had been established. This was done in a learning-by-doing approach to document, through picture and film, the solar energy and clean cooking initiatives of the Ghana Federation.
	July 2017	Cape Town to Harare	This was the first KYC TV training held in Zimbabwe and it brought together youth from various parts of Harare as well as from Bulawayo. Youth media teams were formed and participated in training on media literacy, media for change, as well as care and correct use of equipment. The beginnings of a distinctive look and feel for SDI youth KYC TV videos was established and the team produced media that supported the Zimbabwe federation's clean cookstoves initiative.
Other	May 2017	Latin America Hub strategic planning	This exchange was held to convene members of the emerging Latin American Hub. The focus was to consolidate regional and national groups and structure learning engagements between Brazil and Bolivia, as well as explore SDI links within Latin America.
	May 2017	Accra and Nairobi to Lagos	Given the recent waterfront evictions, the Nigerian federation requested support from the SDI network to explore different approaches to fighting evictions while at the same time developing a more proactive approach to demonstrate alternatives. Senior members of SDI from Kenya and Ghana shared alternative approaches to evictions that have been used across the SDI network to influence Lagos government officials on their approach to slum upgrading.
	August & October 2017	Mumbai to Jakarta	SDI and Human Cities Coalition (HCC) have been exploring strategies to influence private sector investments in Jakarta. In August 2017, SDI affiliates from India and Philippines, HCC Jakarta stakeholders, and community members of Penjaringan participated in an innovation workshop to try and build consensus among partners to jointly prepare possible solutions for Penjaringan community. Innovation workshops held in October 2017 explored possible solutions for WATSAN and housing and well as explore possible collaborations between SDI and ACHR networks in Jakarta.
	July 2017	Cape Town to Harare	The Zimbabwe SDI affiliate is exploring commercial opportunities and requested support from the SDI Secretariat Projects Team to jointly assess the viability of several commercial project ideas including affordable student accommodation in four secondary towns, mixed-use commercial development, etc. and understand the process of effectively conceptualizing, planning, implementing and operating surplus generating commercial projects without drifting too far from the federation's core urban development agenda. The team discussed and generated some key guiding principles for commercial/investment projects. They agreed to develop a business plan to provide affordable student accommodation in Gwanda and Chinhoyi. They agreed that the mixed-use development in Dizevaresekwa will be undertaken in two phases due to current risks associated with lack of full and control and the acquiring of the necessary development rights.

Table 7. Tenure secured through project intervention, 2017-2018

Below is a breakdown of the number of households with access to basic services and tenure security from the upgrading projects listed above. These figures are specifically attributable to projects supported through the Basket Fund for this year.

Projects	Country	Households benefiting from improved secure tenure through projects
Ruo Emoh housing – top structure	South Africa	49
Walvis Bay housing project	Namibia	100
Woodley Jamhuri informal market upgrading	Kenya	1,400
Mukuru SPA	Kenya	100,000
Masvingo citywide upgrading	Zimbabwe	5,000
West Timawa community-led land acquisition	Philippines	300
TOTAL		106,849

Table 8. Basic services secured through project intervention, 2017-2018

Projects	Country	Households benefitting from improved basic services through projects
Vigunguti simplified sewer system – Phase 3	Tanzania	150
Gobabis street lighting and net-metering	Namibia	45
Amui Dzor rooftop PV	Ghana	31
Bukom lanterns	Ghana	200
Dzivarasekwa SHS – Phase 2	Zimbabwe	313
Victoria Ranch SHS – Phase 2	Zimbabwe	313
Cowdray Park SHS – Phase 2	Zimbabwe	313
Nakuru SHS	Kenya	2,340
Masese SHS	Uganda	108
Jinja basic energy co-op	Uganda	650
Arua SHS	Uganda	7
Mbale SHS	Uganda	159
Philippines SHS	Philippines	100
Govandi rooftop PV	India	840
Groblersthoop	South Africa	2,100
Masvingo citywide upgrading	Zimbabwe	5,000
TOTAL		12,669



Solar sales and tech team in Mbale, Uganda



Manufacturing solar streetlights in Jinja, Uganda

Table 9. Community-government MOUs, 2017-2018

Country	MOUs this year
South Africa	City of Cape Town, Low Income Energy Services Task Team The Low Income Energy Services (LINES) Task Team team set up by the City of Cape Town consists of the relevant city department, NGOs and businesses. This is a collaborative space to discuss energy services for low income households in Cape Town. Focus areas include: • Supporting and enabling a network of businesses to provide energy services in a sustainable way to low income communities • Assisting to address key low income energy issues such as fair allocation of FBE and FBAE, electrification and metering of backyarders, theft reduction and electrification of informal settlements on private land • Supporting and assisting the development of sustainable, energy appropriate and integrated human settlements for low income communities • Electrification and metering of backyarders – the City is providing this in city-owned rental properties. Members of the SA SDI Alliance including SDI, CORC, ISN, as well as private sector partners of SDI sit on this task team.
South Africa	Ethekwini Municipality (Durban). The MOA and Implementation Protocol developed in 2017 set out clear collaboration agreements with regard to joint action by the Municipality and the South African SDI Alliance for housing projects, upgrading, city resilience building, safer cities initiatives, and climate change adaptation.
Ghana	The Ghana Alliance forms part of Steering Committee for the Amui Dzor solar PV project. The committee is comprised of members for the Ashaiman Municipality, Electricity Commission, Electricity Company of Ghana, and the Ghana SDI Alliance. This committee's role is to demonstrate a precedent setting model for grid connected solar PV for low-income housing.
Kenya	A Memorandum of Understanding (MOU) was entered into by the Nairobi City County Government (NCCG) and Caritas Switzerland, Slum Dwellers International, Oxfam, Kenya, Umande Trust and Sanergy Limited on the Mukuru Special Planning Area (Mukuru SPA Project). The consortium focuses on the Water, Sanitation, and Energy sector with SDI's Energy Justice programme feeding technical support into this. The main objective for the Mukuru SPA Project is to develop a local physical development plan that is an implementation of the Nairobi Integrated Urban Development Master Plan (NIUPLAN, 2014-2030). The Mukuru SPA local physical development plan will be integrated into the NCCG County Integrated Development Plan (CIDP) for resourcing and implementation.
Botswana	The Francistown KYC campaign has brought recognition to the Federation processes. The Federation has drafted an MOUs with the Department of Town and Regional Planning (DTRP) which will cement the existing partnership with the DTRP.

*Federation members at National Urban Forum, Botswana*

Table 10. Replication of innovative projects, 2017-2018

Innovative project	Replication
Marketplace sanitation facilities	Public sanitation in marketplaces, Zambia
Solar hubs for energy justice	Roof-top solar in Accra
	Roof-top solar in Mumbai
	Jinja streetlighting
Incremental housing to promote access to the poorest	Community-led land acquisition in West Timawa, Philippines
	Walvis Bay housing project
	Ruo Emoh housing project
	Mazvingo citywide upgrading

Table 11. Solar panel starter kits installed, 2017-2018

To date, SDI has provided 21,666 households with access to solar power. The table below details the number of households who have received access to solar energy this year.

Country	Solar starter kits installed
South Africa	2,100
Namibia	45
Zimbabwe	939
Uganda	924
Ghana	231
Kenya	2,340
Philippines	100
India	840
Total	7,519



Outcome Three: International advocacy space focused on promotion of people-centered citywide upgrading

SDI began this four-year period with a commitment to ensure that the voice of the urban poor was heard and taken seriously in global urban development policy debates and decision-making processes. During this period, SDI has formalized partnerships with key decision makers and agencies on global urban stage, and through our own work and joint-work with other grassroots networks, has secured institutionalized spaces for grassroots communities within the global urban development architecture. This is evidenced through the election of Rose Molokoane, one of SDI's most dynamic leaders, as the chairperson of UN Habitat's World Urban Campaign, the establishment of a Grassroots Constituency Group in the General Assembly of Partners, one of the key civil society platforms for engagement during and since Habitat III, the sponsorship of grassroots leaders to participate in both Habitat III (approx. 30) and WUF9 (approx. 100), and the establishment of a Grassroots Assembly, with the inaugural event having taken place earlier this year at WUF9.

Now that SDI has achieved much of what it set out to in this regard, the organization is faced with a challenge on two fronts: 1) Making more substantive demands, based on robust, data-driven arguments, in the spaces where we have become comfortable and are already a household name, and 2) Broaden our reach even further in the spaces where SDI is relatively unknown, i.e. the private sector through improved and targeted media and communications and the development of relationships with private developers, impact investors, and corporates; and in new sectors within the development world, i.e. increasing our activities and partnerships with strategic and influential actors in the climate sector, a sector where SDI has already noted great potential to use our tested methodologies to effect great change.

This work will require new skills for community leaders and professional support staff alike but has been noted as a necessary move in order for SDI's global advocacy work to continue to create impact in improving the lives of the urban poor at the city and settlement level. SDI strives to ensure that its global advocacy work seeks strategic, innovative, and impactful avenues to promote a people-centered citywide upgrading approach in the global arena, ensuring that SDI's global work has a direct impact on local processes at the city and settlement level.

In the past year, this has meant continued engagement with many of the organizations, activities and international events that SDI has built relationships with over the years. After years advocating for the voice and priorities of the urban poor to be considered a critical and essential input in these debates and decision-making processes, SDI's efforts have paid off as we find that the needs and priorities of the urban poor – and in many cases the urban poor themselves – are being included and represented in global urban development debates and policy. This was made clear at WUF9, where SDI was without a doubt the most visible and substantive voice of the urban poor in attendance.



SDI at WUF 9

SDI has also sought out new, innovative organizations and partnerships over the course of the past year, many of which have begun to bear fruit in what appear to be promising new opportunities to broaden the reach of SDI's message (the continued work to improve SDI's branding, communications, and media work) and escalate impact through partnerships with agencies operating in less familiar sectors, such as private sector organizations and the climate change sector. These have led SDI to realize the potential that exists to effect greater change in the lives of the urban poor through the broadening and deepening of our global advocacy work, so long as it remains intimately linked to the on-the-ground challenges of our federations.

Table 12. Outcome Three Indicator Tracking, 2013-2017

Indicator	Baseline	Target 2013-14	Achieved 2013-14	Target 2014-15	Achieved 2015-16	Target 2016-17	Achieved 2016-17	Target 2017-18	Achieved 2017-18
Partnerships with global orgs	0	2	2	4	5	6	6	8	8
Exchanges with potential partners	0	4	4	8	8	12	13	16	17
Joint activities with other agencies	0	2	2	4	5	6	8	10	10
SDI asked for policy guidance	0	4	4	8	8	12	12	16	15
MOUs bi/multi laterals	0	3	3	4	6	5	7	12	12
Invitations to key int'l events	0	4	4	8	11	10	22	20	31
Production and dissemination of qualitative data on lived experience of urban poor	0	3	3	6	7	9	13	20	20

Note on variance:

1. No significant variations



Nigeria federation hosts Lagos State Urban Renewal Agency (LASURA) officials

Table 13. Exchanges with potential partners, 2017-2018

In 2017-2018, the SDI Secretariat and Management Committee (MC) continued to jointly identify key actors in the urban sector to engage with as potential partners. Drawing from the valuable inputs of the 2017 External Evaluation, SDI expanded its view to consider potential partners from both civil society and the private sector, as well as looking towards partners engaged less directly in urban issues through work around resilience, media, and data. This has led to some exciting emerging opportunities and SDI is confident that there is much to be gained by continuing to broaden our view with regard to potential partners.

Date	Potential partner	Key learning
Sept 2017	Digital Impact: Digital Impact World Tour	On 7 September 2017, the South African SDI Alliance co-hosted the Digital Impact World Tour with SDI and the US-based Stanford Centre for Philanthropy and Civil Society in Cape Town's Langa township. This one-day "stop" – the eighth on the tour and the first in Africa – discussed the role of data collection in the production of social change in the digital age, and in particular the power of community-gathered data for partnerships with local governments. The event brought together close to 150 people representing slum dweller social movements, civil society, funders, academics, city, provincial and national government, and private sector actors to explore the possibilities and responsibilities for using digital data to inform inclusive urban development policy and practice.
Oct 2017	Sundance Institute: Stories of Change Lab	The Sundance Stories for Change lab is an advanced experiential workshop which aims to support projects which pair social entrepreneurs with filmmakers. For the SDI delegates to this workshop, it was an eye-opener that made clear the power of media for social change through interactions with leading industry practitioners. The team took home inspiration encouragement as well as strengthened relationships with each other and SDI's partners at Sundance and the Skoll Foundation, and new contacts with some of the top minds in the industry.
Nov 2017	Clean Cookstove Revolution (CCR): Southern Africa Clean Cooking Exchange	Women from SDI-affiliated federations from across Southern Africa gathered in Cape Town in November 2017 to explore solutions to the critical issue of unclean cooking – the cause of death for approximately 4.3 million people every year. A demonstration was held of a clean cook stove and, once it was agreed that the stove was both safe and cost effective, SDI and the SA SDI Alliance launched a joint venture under the title of "Partnership on Clean Cooking Projects in Cape Town". The collaboration brings together a social enterprise, Clean Cooking Revolution (CCR), and communities in the SA SDI Alliance with the intention of scaling CCR's operations into new markets. The collaboration aims to pilot an innovative model of community part-ownership – or equity – in a social enterprise.
Nov 2017	Coad International Institute: Resilience Exchange	SDI, the Philippines Alliance, and the Sierra Leone Alliance have engaged COADY institute in Canada to raise awareness for community driven urban resilience strategies. The first exchange involved a visit to Philippines to engage community members in Manila on their resilience building efforts and to document these. The next exchange seeks to bring Philippines leaders to Sierra Leone to support the production of case studies developed by the communities themselves and ultimately to inform community-administered courses on resilience building at COADY.

Table 14. Joint activities with other agencies, 2017-2018

SDI continues to engage in activities with the organizations and networks we have built relationships with over the years and reported on in previous periods, and these activities continue to influence debates and decision-making in the urban global advocacy space in favor of the creation of pro-poor policy and slum friendly cities. In addition to these, SDI has sought out agencies to partner with on various activities that create potential to broaden our reach and deepen our intended impact to create inclusive and resilient cities where the lives of the urban poor are substantively improved.

Joint Activity	Summary
Resilience Measurement, Evidence & Learning Community of Practice (CoP)	Participation in the Community of Practice for Resilience Measurement has resulted in joint activities with Global Infrastructure Basel (GIB) in pursuit of linking KYC data to sustainable infrastructure standards and investment decisions. It also resulted in joint work by 100RC, SDI, and ITAD aimed at mainstreaming KYC data and partnership within resilience strategy development, implementation and monitoring.
Slum profiling in Manila and Jakarta with Human Cities Coalition (HCC)	In partnership with SDI and the Human Cities Coalition (HCC), the Philippines federation is exploring strategies for influencing private sector urban infrastructure investments. In the capital city of Manila, a major port-linked investment plan was commissioned to guide trillion-dollar investments. In order for the urban poor to become part of the dialogue and protocols for planning such investments, the federation has commenced profiling and mapping of selected settlements in Malabon City, Manila Metro. Community members were trained to map and profile their communities and analyze the data on settlement demographics, land status, basic service vulnerabilities, location hazards, challenges, and priorities. In Jakarta, where there is no local SDI affiliate, the profiling was done by an international SDI team comprised of Indian and Filipino federations and support professionals. Data was collected using Know Your City protocols, meaning that once settlements had been identified by SDI and HCC, they were mapped and profiled by community teams. In both cities, with the support of SDI and members of HPFPI, the information was fed back to the communities before being presented by community leaders to city officials.

*Philippines federation members in Manila*

Table 15. Policy guidance requests, 2017-2018

The table below outlines key achievements of the SDI network over the reporting period with regards to external requests for policy guidance.

Requesting body	Topic	Progress
United Nations	High Level Independent Panel to Assess and Enhance the Effectiveness of UN Habitat	The Chair of SDI's Board and one of the organization's founding members, Sheela Patel, was asked to sit on an independent high-level panel to assess and enhance the effectiveness of UN Habitat. A final report was prepared and submitted to the UN Secretary General on 1 August 2017.
Nairobi County Government	Mukuru Special Planning Area (SPA)	In March 2017, the belt of slums forming Mukuru – one of Nairobi's largest informal settlements – was declared a Special Planning Area (SPA) by the County Government of Nairobi as the result of action-based research and interactions between the Nairobi County Government and a number of institutions that work with the Mukuru community, including the organizations that comprise the Kenyan SDI affiliate. The declaration allots a 2-year period for a participatory planning process to develop an innovative area-based upgrading plan for Mukuru. Cognizant of the rare and urgent opportunity this presents, the federation is undertaking intense organization of the Mukuru settlements into women-led savings groups and neighborhood associations in order to ensure robust community participation at every stage of the planning process and the incorporation of local businesses and enterprises in the upgrading and service delivery value chain.
eThekweni Resilience Strategy	Resilience in informal settlements	Skye Dobson from the SDI Secretariat was recruited by eThekweni Municipality (Durban) as a Resilience Building Option (RBO) expert on informal settlements and supported background research and preparation of the resilience strategy.
Cape Town Resilience Strategy	Resilience in informal settlements	SDI and the South African SDI Alliance were invited to be part of the Cape Town Resilience Strategy formulation process. Through a series of consultations the contribution of the KYC data, the federation and ISN's organizing capacity, and the ability of the alliance make an impact on city resilience outcomes has become clear to the city resilience team.



South African SDI Alliance with Cape Town Mayor and Chief Resilience Officer

New agreements with bi- and multi-laterals, 2017-2018

- **C40 Cities** SDI and C40 have agreed to partner under the Inclusive Climate Action programme in order to bring city mayor and organized communities into closer collaboration for climate action that enhances city inclusivity. The collaboration will emphasize: knowledge generation and local dialogues; transnational city-to-city action-oriented exchange programs; making the case for inclusive climate action, and enhancing global thought leadership with support from IIED. This work has commenced with learning exchanges between Durban and Nairobi already underway and IIED and SDI supporting the Nairobi county and federation to package projects for CFF (climate fund).
- **urbaMonde:** This year SDI signed an MOU with urbaMonde on the Social Production of Habitat / Community-Led Habitat Platform. The platform was designed in Geneva in October 2014 during a meeting of the founding members: ACHR, CHI, NCLTN, HIC, and SDI. The aim is to build international solidarity links between local communities organized through different models: saving groups, community land trusts, housing cooperatives, co-housing, etc. The platform aims to increase the visibility of community-led housing, informal settlement upgrading and infrastructure projects and raise awareness on the ability of organized inhabitant's groups to build the city in both the Global North and South. SDI as a partner will develop the regional process in Africa with the support from its network members across Africa, Asia, and Latin America.
- **UCLG:** SDI and UCLG have made great strides in deepening and formalizing their relationship. At a meeting at World Urban Forum 9 in Kuala Lumpur between UCLG, SDI, Cities Alliance, TECHO, Mercociudades, and Land Alliance, it was agreed that UCLG will facilitate dialogue and coordinate exchange between SDI, TECHO, and Mercociudades in order to exchange further information and methodology in support of the Know Your City campaign's expansion in Latin America.
- **100 Resilient Cities** – SDI and 100RC have been working together in Accra and Cape Town in support of mainstreaming Know Your City data and partnerships within resilience planning, implementation, monitoring, and evaluation processes. This builds upon lessons learned by SDI in engagements with the Durban resilience strategy development process in which collaborative informal settlement action is one of two key resilience building strategies for the city.
- **Human Cities Coalition (HCC):** SDI is working with HCC, a public-private partnership of organizations from Dutch business, government, NGOs, and academia dedicated to making cities more inclusive and sustainable. In addition to the formalized partnership to engage in the co-production of infrastructure planning and development solutions between government, private sector, and organized urban poor communities, the Chair of SDI's Board, Sheela Patel, sits on the HCC Board and will be able to provide critical input to the organization.

Invitations to key international events

SDI continues to utilize participation in key international events as opportunities for federations to showcase successes and lessons learned from local experiences, and to highlight local challenges on the global stage in order to seek and build alliances that can escalate impact.

SDI's participation in events at the global scale has cemented the organization's role as the leading grassroots organization working on the creation of inclusive and resilient urban development. This was evidenced at World Urban Forum 9 in Kuala Lumpur (February 2018) where SDI delegates were sought out to serve as speakers, panelists, and co-hosts in upwards of 50 events, and where SDI's work and methodologies was showcased as best practice even when no one from SDI was in the room.

Change Story 4: SDI @ WUF 9

It is easy to forget how much has changed regarding slum dweller participation in global policy and agenda setting forums. SDI's presence in these spaces has completely overhauled their responsiveness to the issues of poor people. A few highlights from WUF 9 are shown here:

- 70+ SDI delegates; 14 affiliates from Africa and Asia; 85+ speaking engagements
- SDI was asked to represent Grassroots Communities on the WUF Advisory Board, the committee responsible for drafting the [Kuala Lumpur Declaration for Cities 2030](#). Rose Molokoane (SDI Coordinator, Chair of the World Urban Campaign, and Co-chair of the GAP Grassroots PCG) and Sarah Nandudu (Co-chair of the SDI Board and the GAP Grassroots PCG) provided critical inputs regarding security of tenure, prevention of forced evictions, active participation of grassroots communities in planning, development, and decision-making, and the critical role of community generated data.
- SDI and Huairou Commission co-hosted the inaugural Grassroots Assembly, creating space to reflect on the impact of grassroots constituency contributions to sustainable urban development to date and the value of grassroots-driven partnerships for localizing implementation of the New Urban Agenda towards achievement of the SDGs. The Assembly produced a set of achievements, commitments, and recommendations that were presented in plenaries and used to inform grassroots inputs to the Kuala Lumpur Declaration.
- SDI's booth was, once again, a lively hub for events and a central point for key discussions between SDI federations, current and potential partners, government officials, press, and key urban decision stakeholders.
- In an extremely well attended event at the booth, SDI launched a landmark publication [“Know Your City: Slum Dwellers Count”](#) showcasing the extraordinary contribution of the Know Your City campaign to understanding and taking action to reduce urban poverty and exclusion. Like the publication itself, the launch event brought together institutions at the forefront of emergent solutions that hold great promise for enhancing inclusiveness and resilience at scale. Many of the publications authors were in attendance.
- SDI followed up on the many requests received at Habitat III to expand into Latin America with key meetings with Latin American stakeholders (TECHO, Mercocuidades, UCLG, and Land Alliance) as well as the dissemination of a call to action for Latin American organizations to connect with SDI to create new partnerships around the Know Your City Campaign.
- SDI, Cities Alliance, and UCLG-Africa hosted a joint networking event titled “This is Know Your City: Using community-collected data for successful implementation of the New Urban Agenda.” The event got off to a dramatic start when the parade of singing federation leaders was blocked by UN security guards and almost prevented from proceeding to the event. Luckily, they were able to put their negotiation skills to good use and made it upstairs to what proved to be an inspiring, dynamic, and practical event. Chaired by Clare Short, former Secretary of State for International Development, Department for International Development (DFID) and current Chair, Cities Alliance Management Board, the event highlighted the impact of the Know Your City campaign's expansion by showcasing the impact of KYC data in securing tenure and improving living conditions in Lagos, Monrovia, Nairobi, and Manila.



Table 16. Strategic international events, 2017-2018

Event	Strategic importance
World Urban Forum 9	A team of 70+ SDI delegates from across the network participated in 80+ events and meetings over the course of the 7-day conference, continuing to raise the profile of SDI as the leading grassroots organization working on the creation of inclusive and resilient urban development, highlighting the on-the-ground impact of the network's work, broadening and deepening partnerships in order to escalate impact, and building the capacities of even more of SDI's community leaders and support professionals.
COP23	The 23rd Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), which was adopted at the Rio Earth Summit in 1992 and entered into force in 1994, with 195 countries now signed on. In 2015, the parties negotiated what is now known as the legally-binding Paris Agreement, which established specific actions and targets for reducing greenhouse gases emissions, mitigating and adapting to the effects of climate change, and financing mitigation and adaptation efforts in developing countries. Every year, the signatory countries gather to share experience, success, and challenges towards these shared goals.
Skoll World Forum	Since being awarded a Skoll Fellowship in 2014, SDI has been invited to participate in the annual Skoll World Forum where thousands of the world's "most influential entrepreneurs, key thought leaders, and strategic partners" gather to share learnings and create new partnerships. In 2017, SDI was invited to share our unique expertise on housing and infrastructure rights and to speak in a session titled "Urban Epicenters: Fault Lines or Common Ground?"
UCLG Culture Summit	In an effort to deepen our relationship with UCLG, SDI was invited to participate in this event – "the main meeting point at the global level of cities and networks that are committed to culture and sustainability" – in order to open an in-depth dialogue on culture with civil society networks that play a fundamental role in the global debate on development.
UN Habitat High Level Panel Hearings	SDI participated in meetings and events during the UN Habitat High Level Panel Hearings in New York, NY. Among these was a meeting of the ExCo of the General Assembly of Partners (GAP). SDI serves as the Chair of the GAP Grassroots Constituency Group, whose main message is to ensure that grassroots communities are included in the implementation and monitoring of the New Urban Agenda towards the achievement of the SDGs, and to show that when grassroots communities are involved efforts towards resilience and inclusivity are much more attainable.
Cities Alliance Urban Days	SDI was invited to participate in two events, co-hosted by Cities Alliance and the Swiss Agency for Development and Cooperation (SDC). These events brought together Cities Alliance members, the Swiss development community, and partners from government and civil society, in order to expand partner networks and escalate efforts to achieve the 2030 Agenda for Sustainable Development and the New Urban Agenda.
African Centre for Cities International Urban Conference	SDI and UCLG-Africa hosted a joint roundtable entitled "Collective Intelligence: African slum dwellers and city governments partner to plan, implement and monitor inclusive and resilient urban development," that included panelists from SDI-affiliated federations and local government institutions from Nairobi, Lagos, Cape Town, and Accra, and was moderated by academics Robert M. Buckley and Achilles Kallergis. This panel reflected upon the role of community-generated slum data and active partnerships between slum dwellers and city governments for building local collective intelligence to accelerate implementation of new global development commitments.
UCLG EGM on Decent Housing	SDI was invited to participate in an expert group meeting to discuss preliminary research strategies for the fifth global report on Local Democracy and Decentralisation (GOLD V). The EGM contributes to the SDG monitoring process by focusing and reporting on the role Local and regional governments are playing in promoting access to decent housing for all and assess their involvement. SDI was invited because of our ability to provide resourceful inputs around the role of local governments, in partnership with civil society, to grant decent housing for all. We were also given the opportunity to deepen our relationship with Ms. Leilani Farha, the UN Special Rapporteur on adequate housing, who was in attendance as well.
UN Habitat 26 th Governing Council	SDI was invited to participate in the 26 th Session of the UN Habitat Governing Council, where the international delegation participated in panels, side-events, meetings, including meetings with UN Habitat's ED Joan Clos, the World Urban Campaign, Cities Alliance, and others. In addition, SDI leaders had the opportunity to meet with government officials and engage with the external evaluators. These relationships are important at the global stage for advocacy and influence and at the local level for implementation of projects and programmes.

Qualitative data on lived experience of urban poor, 2018-2018

Another major component of SDI's advocacy work is the creation and dissemination of the stories, experiences, and learnings of the federations that make up the SDI network. Documentation of the knowledge, learning, and experience of the federations – the lived experiences of the urban poor themselves – is critical to creating the desired changes in public sentiment to one that supports slum-friendly cities. Over the 2017-2018 period, this work has centered on the continued expansion of SDI's Know Your City TV programme, the launch of a new SDI website whose content is aimed at a much wider audience, and the production of digital and print content (photography, copy, and film) for web, social, events, and programmatic publications. These are listed in detail below in Table 17.

Table 17. Qualitative data products

Product	Description & Purpose
Expansion of KYC TV teams to 3 countries	KnowYourCity.TV youth media teams were established and trained in three additional African countries: Nigeria, Kenya, and Zimbabwe. By equipping youth with film and photography documentation skills and resources, they are able to share stories of the lived experiences of the urban poor with the world by making media that contributes to the transformation of slums and cities.
Launch of new SDI website	A new SDI website , comprised of strong visual content with a marketing / fundraising angle and equipped with fundraising capabilities, was designed and built in order to strengthen SDI's brand, broaden the reach of SDI's messaging and communications, and attract diverse income streams.
Landmark publication: "Know Your City: Slum Dwellers Count"	This landmark publication showcases the extraordinary contribution of the Know Your City campaign to understanding and taking action to reduce urban poverty and exclusion. The publication brings together institutions at the forefront of emergent solutions that hold great promise for enhancing inclusiveness and resilience at scale. It details the work of organized communities of the urban poor to collect systematic data on conditions in their settlements and fill critical gaps in knowledge. Coupled with powerful images, it presents examples of enlightened local governments seeking to change the status quo through collaborative and inclusive city planning and management, it captures the essential partnerships of public, private and community actors working to make fundamental change.
Urban Poverty Fighter film and photo content	With the launch of the new SDI website, the Global (now Urban) Poverty Fighter campaign was expanded to include additional photographic and video content that highlights the extraordinary lives of some of SDI's most dynamic leaders. This material has been used on SDI's digital communications channels to broaden the organization's reach, particularly for fundraising, and to generate interest in the human element of our work.
SDI 2017 Annual Report: The Road to Resilience	SDI's Annual Report 2017 centers on the issue of urban resilience. In this report, SDI showcases the contribution informal settlement communities are making to build the resilience of their settlements and cities. It outlines examples from across the SDI network in the past year and suggests that the world's billion slum dwellers be seen as critical partners on the frontline of building resilience for the most vulnerable.
World Urban Forum print and web documentation	Creation of poignant, high-impact documentation to draw attention to SDI's events and exhibition booth during the week-long conference in Kuala Lumpur. The aim of this material (print and digital) is to use strong visuals and punchy copy in order to stand out in the crowd and be true to SDI's ideology and brand identity in order to break down the barriers that perpetuate divisions between the informal and formal (us and them) to convince urban decision makers of the value-add in working with the urban poor to co-produce urban development solutions.
KYC TV produced films and photography	The content produced by Know Your City TV youth media teams continues to improve in quality and expand in quantity. This year, coupled with the expansion of the programme to three additional countries, additional focus was placed on training of existing teams in order to improve on the quality of content produced. This has been made possible largely through the addition of a Know Your City TV Programme Director – a highly qualified filmmaker based at the SDI Secretariat in Cape Town. The work speaks for itself and can be viewed on their YouTube channel and Facebook page .

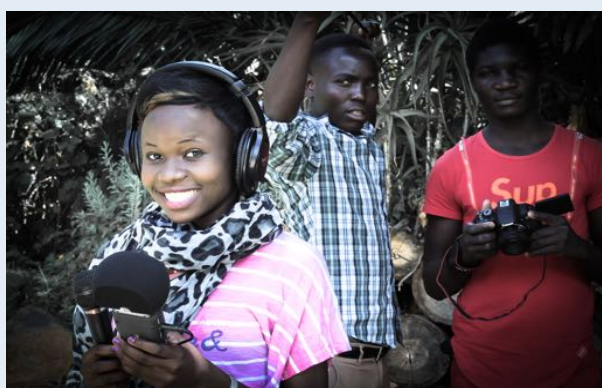
Change Story 5: KYC TV: Makin Media, Making Change

What does it actually mean to live in a slum? What is it about the slum that makes it such a stubborn development challenge? Information is power and Know Your City TV (KYC TV) puts the power of storytelling into the hands of slum youth. With these rich stories, KYC TV starts conversations about the transformation of slums and cities.

The content produced by Know Your City TV (KYC TV) youth media teams continues to blow the network away. This year, coupled with the expansion of the programme to three additional countries, additional focus was placed on training of existing teams in order to improve on the quality of content produced. This has been made possible largely through the addition of a KYC TV Programme Director – a highly qualified filmmaker based at the SDI Secretariat in Cape Town. The work speaks for itself and can be viewed on their [YouTube channel](#) and [Facebook page](#).

Achievements this year include:

- KYC TV youth media teams were established and trained in three additional African countries: Nigeria, Kenya, and Zimbabwe. By equipping youth with film and photography documentation skills and resources, they are able to share stories of the lived experiences of the urban poor with the world by making media that contributes to the transformation of slums and cities.
- The Nigeria KYC TV team continued to use film and photography to find creative ways to document eviction resistance and to advocate for the co-production of inclusive eviction alternatives. Some of the work produced by the Nigeria team can be viewed [here](#).
- Additional training workshops were held this year in [Cape Town](#), [Kenya](#), [Nigeria](#), and more.
- KYC TV delegates from Nigeria participated in the Sundance Institute Stories for Change Lab an advanced experiential workshop which aims to support projects which pair social entrepreneurs with filmmakers. For the SDI delegates to this workshop, it was an eye-opener that made clear the power of media for social change through interactions with leading industry practitioners. The team took home inspiration encouragement as well as strengthened relationships with each other and SDI's partners at Sundance and the Skoll Foundation, and new contacts with some of the top minds in the industry.



KYC TV Zimbabwe (top left); South Africa (top right); Kenya (bottom left); Nigeria (bottom right)

Outcome Four: Long-term sustainability of the SDI network advanced

Under this outcome, SDI made clear progress toward diversifying its income streams, building new tiers of leadership at all levels to build organizational sustainability, growing and strengthening its Urban Poor Fund, and rapidly scaled its youth engagement.

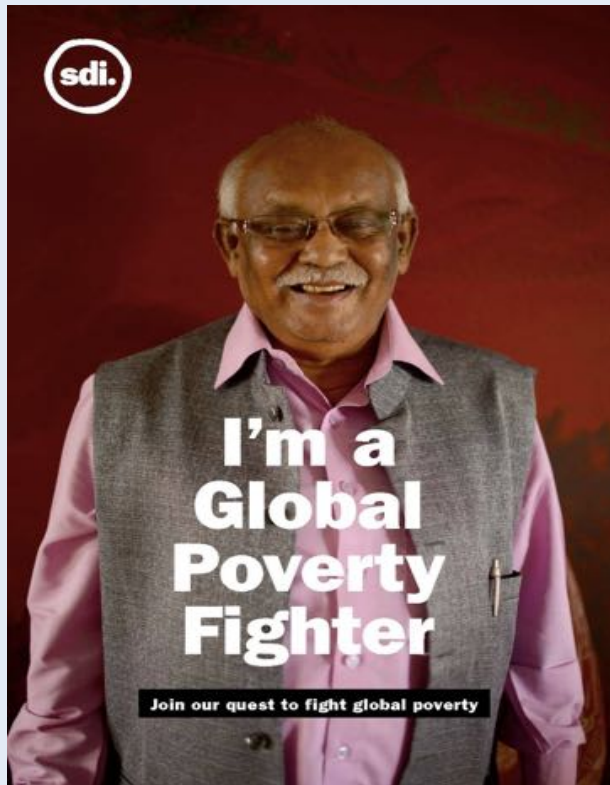
Urban Poverty Fighter Campaign: SDI has developed a campaign that simultaneously builds the organisations profile and targets people in the North who are interested in poverty eradication and grassroots resilience. This campaign has income generation as a secondary outcome (profile being the first). In direct terms it has only raised \$1,000 from direct appeal but it is now starting to build a donor base. Indirectly the Urban Poverty Fighter Campaign has also been used, especially in the Netherlands, to build a partnership with an organisation called Duurzaamheid that is committed to sustainability. Duurzaamheid is supporting SDI in efforts to engage potential partners in the Netherlands. (See more information on the campaign in Box 5.)

Direct Appeals: SDI has sharpened its focus on a specific form of direct appeal, beginning in the UK. SDI has partnered with an agency called Goedgedacht Trust that does rural development using a similar methodology to SDI. Together they have set up a funding instrument called Grow Peace in Africa (with the prospect of expanding to Latin America and Asia). There is now an office in the UK and a current donor base of 1,000+ donors. In this second phase SDI themes will also come online (to date all themes in the direct appeal have been Goedgedacht Trust related - even though SDI is 50% partner and therefore co-owns the donor list and receives interest on its portion of the invested capital). Furthermore SDI and Goedgedacht's appeals (all under the name of Grow Peace) will all have the very same theme: supporting SDI and Goedgedacht to set up community-based resource centres with a definite focus on youth activities: specifically computer and related technology training and media (film and photography). The first centre is due to be officially opened in Woodstock, Cape Town in June 2018. Photos of the SDI-owned building in which the center will be located are shown below.

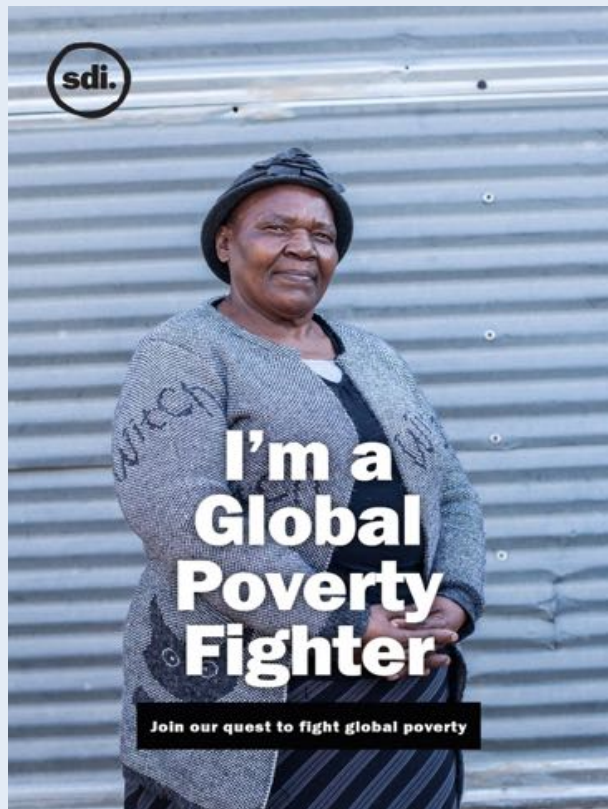
Challenge Funds: SDI has started working with Rockefeller Foundation (Jaykumar Menon and Nancy Macpherson) to develop an Urban Poor Challenge Fund to be run by SDI's Urban Poor Fund International in support of initiatives that support achievement of SDI's Theory of Change outcomes. Linked to this concept is a focused engagement with institutions involved with Climate Finance, with the aim of securing contributions from C40 and from the Green Climate Fund. SDI has invested in strengthening its project management, project impact measurement, and project documentation in support of this effort.



Change Story 6: Global Poverty Fighters



With the launch of the new SDI website, the Global Poverty Fighter campaign was expanded to include additional photographic and video content that highlights the extraordinary lives of some of SDI's most dynamic leaders. This material has been used on SDI's digital communications channels to broaden the organization's reach, particularly for fundraising, and to generate interest in the human element of our work.



SDI puts people at the center of the fight to end global urban poverty.

Meet the Poverty Fighters [here](#).

Urban Poor Fund International (UPFI)

The Basket Fund supported SDI to undertake extensive internal and external consultations resulting in a determination that SDI projects funded through UPFI fall clearly into three categories and that these need to be measured separately. These are: a) Learning Projects, b) Precedent Setting Projects, and c) Cost Recovery Projects. (The latter has a sub-category of commercially viable projects)

Another important development was the recognition that SDI projects are not ends in themselves but means to other ends - these being SDI's core objectives of building and sustaining national and global networks of women centred savings collectives, known broadly as federations of the urban poor.

This means that SDI projects are to be measured in combination with SDI's Theory of Change, with socio-political outcomes being measured and given equal importance as tangible outputs such as house construction, services delivered and revenue generated. In other words the recycling of capital in UPFI projects needs to be measured alongside a second "bottom line". These indicators for this bottom line were categorised as follows:

1. Gearing of community contribution (in cash or kind)
2. Leveraging of resources from other stakeholders - especially local authorities and national governments - in the form of subsidies, professional/technical support, access to land, provision of bulk services
3. Impact on (a) policy, institutional arrangements, resource flows from the state as well as (b) the lives of affected households and (c) on attitudes/opinions, especially from decision makers in relation to informality and poverty
4. Demonstration of scale either through (a) replication and institutionalization by the state and other development role players and (b) replication through the SDI network, locally and in other countries.

Each of these measurements is to be given a "score" which will be used to assess the effectiveness of the project and will be measured alongside actual rates of recovery of funds. The 5th, but separate indicator, is the recycling rate of capital contributions by UPFI to the projects. Learning and Precedent Setting Projects are expected to score high on the second, social "bottom line" and to score incrementally on the financial bottom line. Repayments are expected to come from the community collectives (not individuals), state subsidies, and other grants.

Learning projects are expected to recover a minimum of 10-20% (differing from country to country) which is the community contribution that is required to kickstart the project. Learning projects are expected to score high in terms of community level social outcomes: i.e. improved living conditions for the participants, stronger organisation, more capacity at community level, more central role of women, closer ties to government.

Precedent Setting Projects are expected to recover anywhere from 20-90% They are expected to score high on social outcomes, not only at the community level, but also at the city level, meaning they are to demonstrate impact on policy, institutional arrangements, relationships, partnerships and attitudes.

Cost Recovery Projects are expected to recover as close to 100% as possible. (Commercial projects are expected to generate returns) They will also be measured in terms of the "social bottom-line" but the financial rate of return is expected to be 100% or higher. In addition to the cost recovery sources in the learning and precedent setting projects (community, state, donors) it is expected that surpluses will be generated from the market as well. The real value of the products generated and held by SDI affiliates (not by individual households) will be factored into the financial assessment of the projects. The products to be measured are generally land, sanitation units, community resource centres, and decentralised energy hubs.

Examples:

1. Learning Project: Ghana: Water Connections. Capital Amount \$8,940. Recovered to date: \$734. Impact: Local Government partnership strengthened. Access to water improved (This project would get an average score)
2. Precedent Setting Project: Zimbabwe: Water and Sanitation Project. Capital Amount: \$30,350. Recovered to date: \$21,200. Community contribution \$11,400. Impact: reduction of wash related diseases; enumeration influenced health and sanitation dept strategies at local govt level. Scale: replicated in 5 other settlements. (This project scores very high)
3. Cost Recovery Project: South Africa: Housing Project. Capital Amount: \$21,000. Recovered to date: \$21,000. Community contribution \$2,000 plus free labour. Impact: strengthened relationship with local and provincial Govt. Scale: additional project finance secured from state in the same city. (This project scores high)

SDI has now consolidated documentatio of its project portfolio and captured all past projects seeded by UPFI from 2002 to March 2018, addressing rates of recovery per project and also all other outputs and outcomes, including gearing, impact, leveraging, and scaling.

Building second tier leaderships at all levels

Over the past four years, SDI has invested in the growth of a new crop of leaders throughout the network – at the city, national, regional, and global level. The SDI network is, at all levels, governed by slum dweller leaders and SDI has witnessed a marked growth in the ability of more and more federation members to play leadership, mentorship and governance roles in the network. SDI's unique and unparalleled capacity to bring together slum dwellers across three continents and to facilitate partnerships between poor communities, governments, and development partners rests on this community leadership.

The roles and responsibilities of national leadership, those at the regional Hubs, and those on the Council, MC and Board have deepened and the quality of engagement continues to grow. The dedicated efforts of the SDI President to mentor a group of federation leaders from across the network to play the role of a network Management Committee has resulted in a highly capable team that has taken over the day-to-day support to the network and allowed the President to concentrate on high level strategic guidance. SDI's Board Chairperson has likewise identified two deputy board chairpersons and has begun a dedicated capacity-building program to grow the abilities of the community leaders on the board to fulfill the important responsibilities of this role more effectively. At the Secretariat, the Managing Director has created a team structure with an increasingly capacitated team of Directors that have bridged the capacity gap between top management and Secretariat staff identified in previous evaluations. This has created new touch points for Secretariat relationships with affiliates and brought onboard new skills to support increased scale and impact. Like the President, the Director is now able to concentrate on high-level strategy – especially the diversification of SDI income steams and growth of UPFI.

Together, the Board, Management Committee, and Secretariat have systematized joint management through a dedicated work stream aimed and mentorship, quarterly meetings for joint planning and management, as well as monitoring and evaluation of progress. The three bodies led a robust Strategic Planning process resulting in the SDI's 2018-2022 Strategic Plan. In short, SDI's organizational health has improved considerably and constitutes a solid institutional base to drive implementation of ambitious programmes in the years to come.

Growing youth membership to ensure the relevance and sustainability of the movement

At the outset of the Strategic Planning period SDI set itself a target to grow youth membership by 25%. SDI has exceeded this target threefold. The majority of youth programs across the network have focused on KYC TV and the KYC campaign, which focus on supporting youth to produce critical knowledge on the living conditions of people in slums. Youth have produced a series of films, been contracted to produce documentaries and case studies for a wide range of organizations, have hosted film festivals, have produced public service announcement videos and vlogs, and other multimedia content. This has supported their engagement with all levels of federation and increased participation in city planning and partnership negotiations.

In Mukuru, for example, the Kenya Alliance has developed and commenced work on a children and youth mobilization process dubbed, Inuka Angaza (Rise up and Shine). Inuka Angaza aims to involve 30,000 children and youth in Mukuru and build a platform where the critical voices of Mukuru's children and youth start to interact with the formal planning process. In Liberia, where the federation is supported by YMCA, long standing youth advocacy programs have connected seamlessly with the federation KYC campaign to enhance the conversion of federation knowledge into influence on policy and practice.

Youth have been supported to develop skills in critical areas of the upgrading value chain from: building materials production; to construction; to clean energy enterprise development; to solar energy system installation, maintenance and repairs; to monitoring and evaluation of project impact. Youth have also been engaged through the art, visioning settlement upgrading in India, painting murals to promote peace in the settlement of Nairobi, using dance and drama for community engagement in South Africa etc. Sports has also been used to attract youth members – from boxing in South Africa, to soccer in Kenya, Sierra Leone and in Togo. Indeed, in Togo one soccer match alone resulted in the signing up of over 250 new youth savers. Public spaces that are safe for children to play are now prioritized by most federations in their upgrading efforts. The youth in Zambia formed environmental watchdog committees in two settlements to ensure adherence to waste disposal methods in the communities.

The federations report that more and more youth are saving, some within their parents groups and others in new groups they have formed themselves. In Malawi, the federation organized regional youth savings symposiums to encouraged slum dweller youth to save, while in South Africa youth groups have begun “birthday savings” where the groups pool a small contribution weekly and then distribute to members on their birthday. In Tanzania and Uganda youth groups have begun extending livelihood loans to each other to build business.



Youth construction teams, Jinja Uganda



Youth soccer tournament, Mukuru, Kenya

Table 18. Outcome Four Indicator Tracking, 2013-2017

Indicator	Baseline	Target Y1	Achieved Y1	Target Y2	Achieved Y2	Target Y3	Achieved Y3	Target Y4	Achieved Y4
Donor finance reduced budget %	NA	98%	98%	95%	96%	90%	90%	90%	
New sources of finance secured	0	1	1	2	2	4	3	6	6
SDI cross-subsidy projects developed to concept stage	0	3	4	6	6	9	9	9	9
UPFI recycling	Not known	Mechanism in place to establish rate	Mechanism in development	Increase recovery by 5%	Mechanism developed	5% increase	Change of course	Change of course	Change of course
Revenue generating projects underway	0	1	1	3	3	5	5	7	7
Rotation of Board and Council members	0	2	0	4	2	Effective governance with board determining agenda	Effective governance with board determining agenda	Training of two new board co-chairs	Training of 2 new Board co-chairs and 2 NGO reps on MC
Identification and training SDI staff	0	Establish protocols	HR review complete	Current staff mentored	Current staff mentored	Refined strategic alignment of Sec roles	Refined strategic alignment of Sec roles	Project mgt systems compliant with intl climate finance & impact investing requirements	Strengthened project mgt systems, brought on staff to focus on project mgt, measurement, impact
Expanded coordinating team	7	11	12	Core team reps from all mature feds	9	MC are lead implementers	MC are lead implementers	Improved record-keeping by MC in terms of meetings and resolutions	Joint planning meeting between Board, MC, Sect.
Youth membership grows by 25%	NA	Generate youth data baseline	7,940	Add 10%	Added 7.7% (total 8,552)	25%	69% (total 13,425)	30%	104% (total 16,214)



