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## Acronyms & Abbreviations

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<th>Acronym</th>
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<tr>
<td>AMT</td>
<td>Akiba Mashinani Trust</td>
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<td>ARISE</td>
<td>Accountability and Responsiveness in Informal Settlements for Equity</td>
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<td>BHPPF</td>
<td>Botswana Homeless and Poor People’ Federation</td>
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<td>CCODE</td>
<td>Centre for Community Organisation and Development (Malawi)</td>
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<td>CHW</td>
<td>Community Health Workers</td>
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<td>CODAHPASA</td>
<td>Centre of Dialogue on Human Settlements and Poverty Alleviation (Sierra Leone)</td>
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<td>CORC</td>
<td>Community Organisation Resource Centre (South Africa)</td>
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<td>CBA</td>
<td>Community-Based Adaptation</td>
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<td>CDMC</td>
<td>Community Disaster Management Committee</td>
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<td>CHC</td>
<td>Community Health Committee</td>
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<td>DOS</td>
<td>Dialogue on Shelter Trust (Zimbabwe)</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>EA</td>
<td>East Africa</td>
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<td>FOLUPS</td>
<td>Federation of Liberia Urban Poor Savers</td>
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<td>FSH</td>
<td>Greater Accra Metropolitan Are</td>
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<td>GANA</td>
<td>Global Commission on Adaptation</td>
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<td>HRDC</td>
<td>Human Resource Development Committee</td>
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<td>ICCAD</td>
<td>International Centre for Climate Change Adaptation and Development</td>
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<td>ICT</td>
<td>Information and Communication Technologies</td>
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<td>ISSP</td>
<td>Informal Settlement Support Programme (South Africa)</td>
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<td>KYC</td>
<td>Know Your City</td>
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<td>KYC TV</td>
<td>Know Your City TV</td>
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<td>LCC</td>
<td>Lusaka City Council</td>
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<td>LICC</td>
<td>Lilongwe City Council</td>
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<td>LWSC</td>
<td>Liberia Water and Sewage Corporation</td>
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<td>MC</td>
<td>Management Committee</td>
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<td>MICZD</td>
<td>Ministry of Inner-City and Zongo Development (Ghana)</td>
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<td>MMDA</td>
<td>Metropolitan, Municipal and District Assemblies</td>
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<td>MMRDA</td>
<td>Mumbai Metropolitan Regional Development Authority</td>
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<td>MOA</td>
<td>Memorandum of Agreement</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NMS</td>
<td>Nairobi Metropolitan Services</td>
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<td>NUPP</td>
<td>National Urban Policy Programme</td>
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<td>PSO</td>
<td>Professional Support Organisation</td>
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<td>PSUP</td>
<td>Participatory Slum Upgrading Programme</td>
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<td>SA</td>
<td>Southern Africa</td>
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Who is SDI?

SDI came into being in 1996 as a transnational social movement of the urban poor following years of peer-to-peer exchanges between Indian and South African slum dweller movements and subsequent inter-Africa, inter-Asia, and intra Africa and Asia exchanges. These exchanges revealed the critical value of a network of community-based organisations driven by the poor themselves. The savings collectives that form the building blocks of SDI provide a supportive space for poor women and youth to become active local organisers and drivers of urban transformation.

Consisting of more than a million slum dwellers in roughly 20 countries across Africa, Asia, and Latin America, the SDI Federations are comprised of vulnerable women, men, and youth who are mobilized around dynamic savings schemes networked at the settlement, city, and national levels to drive a collective, bottom-up change agenda for inclusive and resilient cities and to influence global development. Organised communities co-produce citywide strategies for securing tenure and increasing access to basic services, housing, and livelihoods with their local and national governments. They also play a central role in implementation, monitoring, and evaluation of these strategies.

In countries where SDI is active, women-centred savings groups network together to create national urban poor federations. These community-based organisations are supported by local NGOs who provide technical, financial, administrative and strategic support to the federation. Together, the federation and its support NGO comprise the country-level SDI affiliate, also often referred to as the national SDI “Alliance.”

Federations use tools and strategies such as daily savings, peer-to-peer exchanges, community profiling, enumeration, and mapping to organise a critical mass of urban poor communities in cities of the global South – enabling them to engage with local and national government as partners in development rather than beneficiaries, and to shift development agendas to be more inclusive and pro-poor, and ultimately more resilient and sustainable. Situated as a unique actor in the urban ecosystem, this organic movement enables the urban poor to change their own lives and the shape of their cities. Unparalleled in its capacity to bring together slum dwellers across three continents and to facilitate partnerships between poor communities, governments, and development partners, SDI prides itself on making investments in poor people’s efforts to drive their own development.
Executive Summary

Approaching the mid-point of our four-year Strategic Plan 2018-2022, SDI reflects on both the progress made towards our commitments, as well as the obstacles faced. While it has been a challenging year, what remains clear is the commitment and dedication of those involved in improving the lives of the urban poor – from Federation leaders and the professionals who support them, to SDI’s donor partners. Organised around SDI’s Theory of Change, this report demonstrates the network’s continued impact at settlement, city, and global levels during the period of April 2019 to March 2020, in which:

We committed to increase SDI’s knowledge and evidence through data and technology, with a particular emphasis on our Know Your City (KYC) platform. While Federations continue to use their profiling and enumeration data to influence planning, policy, and practice at the city and national levels, SDI is simultaneously working to integrate and visualise additional data sets related to Federation savings and projects. This year, SDI worked with a variety of partners to produce evidence for slum upgrading – a key strategy for building resilience, equity, and climate change adaptation. For example, collecting socio-economic and demographic data, the Senegal Alliance mapped community borders to create Digital Land and Surface Models; these were used by local government to identify the most vulnerable households for food aid distribution; to support municipalities in raising awareness of the needs and priorities of slum dwellers; and to promote respect of community boundaries. In Namibia, the Federation’s slum profiles informed citywide development plans in seven municipalities, all of which have initiated informal settlement upgrading projects based on community-driven data.

We are also ensuring that we collect data relevant to climate change risks that disproportionately impact the urban poor. For example, the Malawi Alliance collected data to create disaster-risk maps, which were then shared with the communities and led to the development of action plans, risk mitigation strategies, and in six of the seven settlements, Community Disaster Risk Management Frameworks. With this type of knowledge in hand, community members could see how some risks require infrastructure improvements, while others call for awareness efforts.

While this kind of data collection speaks to our settlement- and city-level efforts to address climate change concerns, at the global level we are also actively making our presence known in this space. This year, SDI broadened and deepened its engagements with new and existing partners interested in and receptive to SDI’s value-add in the climate change space through activities like joining the 2050 Collective, a group of grassroots and support organisations that have created an advocacy and knowledge-sharing platform for grassroots organisations, and hosting sessions and engaging in numerous global events, like COP25, the Goboshona Conference, and WUF10, among others.
While SDI also has prioritised exploring innovation through data, finance, and large-scale upgrading efforts, we have acknowledged that we must first understand and refine the efforts that the network has already developed, particularly around National Urban Poor Funds. However, we also are continuing to work on the development of funding models that allow communities to be at the forefront of the development process and to prioritize basic service and infrastructure projects. For example, as part of the Malawi Alliance’s disaster-risk management efforts described above, they are creating a Community Managed Fund (CMF) to leverage funds from government and other external funders to finance Climate Change Community Based Initiatives.

Meanwhile, we remain committed to expanding the reach and scale of the network with an emphasis on youth. KYC-TV remains the foundation for most of SDI’s youth-led programming, and during this reporting period, we expanded the programme, adding new groups in Kenya, facilitating the third year of exchange between the KYC-TV teams from Kenya and India, and using the team to document the ground-breaking Mukuru SPA consultation process. In addition, we launched the Change Our Picture competition, for which youth across the SDI network used photography, creative writing, and teamwork to address themes (resilience/climate, livelihoods, housing). From the resulting concepts, we developed a MOOC through KYC-TV, which continues to tailor its training for youth media activities. That said, while SDI’s network governance structures have brought a younger second generation of leaders on board, we are aware that considerable work remains to develop and integrate a youth inclusion programme across the network, giving youth the space to meaningfully contribute to network governance and programmes. As such, SDI has engaged various partners and affiliates to support funding and development of a youth programme, which we aim to make a focus of our next strategic plan.

From our affiliates to the Secretariat to our governance structures, our Strategic Plan also committed us to deeper reflection and discussions to understand our work in terms of a larger and longer-term programmatic approach rather than an output or projectized approach, as described in our Theory of Change. To that end, the Secretariat’s Projects Team developed, with input from affiliates, clear systems, guidelines, and assessments to align all upgrading projects to our Theory of Change.

Using the Thematic Working Groups identified last year, the network continued to expand and include more affiliates in decentralized decision-making, and we hope to clarify the roles and responsibilities of these groups in relation to the various network structures in the coming year, ultimately ensuring the network draws on a broader level of community and professional expertise. The SDI Board also established a committee to lead the network through a Constitutional Review process to ensure alignment between our governance structures and actual operations. This process will also provide an opportunity for the network to document the evolution of key organisational structures over the past 20 years, as previously identified in our capacity building plan as part of our transition planning.

The year’s biggest hurdles and, perhaps, opportunities for improvement, were around institutional strengthening. In 2019 we came face to face with serious systemic governance weaknesses, first identified in Sida’s 2019 audit. While laying bare our internal challenges, this process also demonstrated how we – as individuals and as a network – remain collectively committed to facing our challenges, learning from our mistakes, and doing everything in our power to ensure SDI becomes a stronger and more resilient organisation. SDI recognized the insufficiency of our systems and processes, and our failure to respect essential policies. In response, we embarked on an urgent action plan to investigate, address, and remedy immediate problems, while acting swiftly to prevent repetition of any such practices going forward.

This year has tested our resolve as individuals and as a network. It has pushed us to look past our personal interests, beliefs, and feelings to consider thoughtfully the values, goals, vision, and integrity of SDI – a social movement that has impacted thousands of informal communities, cities of the global South, and global dialogues across the world. SDI has committed itself to use this transition period to refine and strengthen its approach to ensure a more collective, transparent, and accountable way of working. Despite these challenges, we continued to progress towards the goals set out in our Strategic Plan, to which we remain staunchly committed, and which are further detailed in this report.
The overall intended impact of SDI’s work is the creation of inclusive and resilient cities where the lives of the urban poor are substantively improved.

### Pathways to change

#### Settlement
- We organize women-led savings groups and network them at settlement level
- We profile, enumerate, and map our settlements
- We mentor and train women leaders
- We support livelihood-building
- We equip youth with multi-media documentation skills
- We conduct settlement forums for dialogue between communities, government, and other urban stakeholders

#### City
- We network savings groups into city-scale federations
- We support partnerships between city governments and federations
- We produce citywide profiles and maps of all informal settlements
- We support city forums to shape urban policy and practice
- We establish community upgrading funds
- We design, build, and manage slum upgrading projects

#### Global
- We participate in global debates to influence policy
- We support regional hubs of national slum dweller federations
- We support peer-to-peer exchange between federations and their partners
- We manage Urban Poor Fund International (UPFI) and other community finance facilities
- We use our data to inform, monitor, and evaluate development agendas and commitments
The overall intended impact of SOi’s work is the creation of inclusive and resilient cities where the lives of the urban poor are substantively improved.

**Pathways to change What SDI does**

**What change looks like**

We organize women-led savings groups and network them at settlement level the city, have secure tenure, and universal access to basic services. We see safe and healthy communities where social cohesion is evident and even those with low incomes have access to economic livelihood opportunities and pro-poor credit. We see communities engaged in dialogue with government and our youth filled with opportunity and hope.

We see slum settlements that are recognized by the city, have secure tenure, and universal access to basic services. We see safe and healthy communities where social cohesion is evident and even those with low incomes have access to economic livelihood opportunities and pro-poor credit. We see communities engaged in dialogue with government and our youth filled with opportunity and hope.

We see cities where development is inclusive and urban decision makers recognize and value the skills, knowledge, and data of organized urban poor communities. We see institutionalized collaboration spaces for dialogue and strong partnerships for the coproduction of transformative policy, practice, and investment. We see citywide improvements to tenure security, housing, infrastructure, services, and livelihoods. We see slum upgrading supported by innovative pro-poor finance instruments that improve the lives of the poor and inclusivity and resilience of the city at large.

We see a world where organized urban poor communities are considered valued partners in urban development decision-making and where investment in inclusive and resilient urban development is prioritized. We see global decision-makers exhibit an increased capacity to integrate community driven knowledge in policy and practice, enhancing the social, human, physical, political, and economic capital of urban poor communities and enabling transformation of the status quo.

**Outcomes**

- Improved public health and safety
- Enhanced livelihoods
- Integrated and resilient neighborhoods
- Greater strategic influence of the urban poor
- Institutionalized collaboration between the urban poor and government
- Pro-poor data driven development
- Equitable and integrated urban policy implementation
- Expanded pro-poor financing instruments
- Global urban decision-making is slum-friendly as a result of collaboration with the urban poor
- Global public sentiment supports slum-friendly cities
- Greater global investment in pro-poor urban development
Settlement Change Pathway

Our Strategic Plan outlines the need to become more powerful and relevant. This strategy is rooted in the fundamental belief that systemic changes are required, and that decision-making processes must be reshaped in favour of greater equity and resilience. To do this, SDI invests in building social movements at the settlement level, demonstrating that those directly affected by systemic exclusion must play a lead role in shifting this reality. SDI has four strategic outcome areas under our settlement change pathway. These include:

1) Improved public health and safety
2) Enhanced livelihoods
3) Integrated and resilient neighbourhoods
4) Greater strategic influence of the urban poor

This section will illustrate how women-led savings, peer-to-peer learning exchanges, community-led data collection, youth opportunities, and dialogue between communities and local government contribute towards building safe, secure, and healthy urban poor communities.
Outcome 1: Improved public health and safety

SDI’s work on health and safety takes many forms, but in the last year, affiliates mainly focused on improving household and community access to safe and hygienic sanitation services. The provision of adequate sanitation for the urban poor has increasingly come to the fore across the SDI network. Efforts to address sanitation problems in informal settlements are complicated by challenges unique to urban informality, including high density and haphazard planning, complicated land-ownership arrangements, local political dynamics, and environmental challenges.

a. Health education and inclusion

Kenya’s Mukuru Special Planning Area (SPA) – the largest informal settlement upgrading project in East Africa – aims to use large-scale collaborative community planning to transform a 650-acre slum that is home to over 100,000 households, businesses, and institutions. Community consultations with the newly formed Mukuru Special Planning project resulted in the adoption of two health-related community proposals. First, the Community Health Committee (CHC) selected a Federation member to join it at the only public health centre within Mukuru, a posting that improves informal settlement members’ access to articulating health issues. Second, the SPA has demonstrated commitment to build four new health centres, for which the community has already identified sites through consultation processes.

In October 2019 the Botswana Federation along with the City Council held meetings attended by households lacking water and sanitation, government officials, Federation members, and representatives from TFCI (Trust for Community Initiatives, the Federation’s local support NGO). At the meeting, improvement schemes were offered for existing homes, and residents created partnerships with the local health post to gain basic knowledge on health issues and how they can work together to improve hygiene and keep their environment habitable. Meanwhile in Ghana, community health workers (CHW) partnering with Federation members organised health education and clean-up activities to improve public health and safety within their immediate localities.

ARISE: Using Community-collected Data to Improve Public Health in Slums in India, Kenya and Sierra Leone

Since early 2019, SDI Affiliates in Kenya, India, and Sierra Leone have participated in the ARISE Hub (Accountability and Responsiveness in Informal Settlements for Equity). Launched in January 2019 by the Liverpool School of Tropical Medicine (funded by UK Research and Innovation’s Global Challenges Research Fund), this five-year programme includes ten interdisciplinary partners from a range of backgrounds. Established to enhance accountability and improve the health and wellbeing of marginalised populations living in informal urban settlements in low and middle-income countries, ARISE works closely with and is guided by communities in collecting data, building capacity, and supporting people in exercising their right to health.

ARISE community health researchers in all three countries collected comprehensive data covering: a) the number of community health volunteers/workers (CHW), their geographical coverage, and how many families they serve; b) the challenges they face and community health level opportunities to improve healthcare at the household level.

Among the findings, the ratio between health workers and covered families was found to be inadequate, with at least one case where a single health worker served up to 800 families (the required number is 100 families). Detailed proposals were made to improve healthcare provision and included in the Health Sector Plan. In India, the Alliance also conducted surveys on community toilets (built and managed by poor communities). The survey results were used to petition city government to improve toilet maintenance where necessary.
b. Sanitation and settlement-level infrastructure

SDI’s approach to solving inadequate sanitation feeds into our efforts to assist communities to becoming key enablers in the delivery and sustainability of fit for purpose infrastructure. During the 2019-2020 period, SDI Affiliates continued to show success in providing settlement-level upgrades through the replication of proven community sanitation models.

Leveraging its existing work on community-managed sanitation blocks, SDI’s Ugandan Affiliate secured new construction sites for toilets in Kampala (Central Region) and Kabale (Western Region). Supported by the Dioraphte Foundation, the facilities provide critical WASH infrastructure in areas of importance to livelihoods of poor communities that under-resourced municipalities cannot service. Although the initial plan was to construct one sanitation block in each of Uganda’s three regions, problems securing land from the local authority in the Arua (Western Region) resulted in a second unit being constructed in Kampala.

The Kampala sanitation blocks were thus built in Wankulukuku Central Market and Kanakulya. The Wankulukuku Central Market’s landowner set aside a piece of land for the sanitation facility thanks to a series of negotiations by the Federation, while a piece of Federation-owned land was identified for the Kanakulya facility. Meanwhile in Kigongi Bataka (Kabale Region), a Memorandum of Understanding (MoU) to guide the relationship between the local authority, NSDFU, and support NGO, ACTogether was established, leading to the Municipal Council allocating a piece of land to accommodate the Federation’s sanitation facility, and waiving associated fees. By the end of the reporting period, the Kanakulya facility had begun construction, and the Wankulukuku and Kigongi sanitation blocks were in final construction stages, with only external painting, windows, door shutters, and solar installation remaining.

In Ghana, continued engagements between the Ghana Alliance and municipal authorities led to improved hygiene practices and provision of 365 toilet facilities for households in the majority of settlements across the Greater Accra Metropolitan Area (GAMA). Meanwhile the Zambian Alliance helped community members access loans to build toilets through the Swalisano Urban Poor Fund. Joining forces with the Lusaka Sanitation Programme – which provides toilets at a discounted rate of USD 114 versus over USD 300 – the community secured pour/flush type toilets, the resulting waste from which is periodically collected and transported to a processing site to be turned into gas or manure. Additionally, 25 Federation members acquired skills in constructing Biofil toilet facilities.

Under the Cities Alliance-supported Liberia Country programme, the Federation of Liberian Urban Poor Savers (FOLUPS), with support from the Liberia YMCA, constructed 64 water kiosks in 35 communities. Additionally, leadership and staff from the YMCA, FOLUPS and the Liberia Water and Sewerage Corporation (LWSC) came together with 289 men and 671 women from 64 communities, for training in both water kiosk management and how to review investment costs of sanitation projects so that communities can better understand and manage resources. The meetings also enhanced the skills of the community WASH team to increase collaboration with government and other service delivery partners for ongoing monitoring and support.

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In Kenya’s Mukuru SPA (described above), planning proposals – including Housing Infrastructure and Commerce (HIC) and Water, Sanitation and Energy (WSE) components – were adopted, and the first phase of road network and drainage construction commenced, improving the sanitation situation. Meanwhile, in Namibia, the Alliance with support from government constructed 806 houses, and acquired land for 323 Federation members. The Namibia Alliance also extended the Gobabis sewer network to an additional 1,088 households in Freedom Square settlement and supplied 148 Federation members with water connections and water meters.

The Zimbabwe Alliance supported slum upgrading interventions in Mucheke and Masvingo settlements, including the construction of a public pay toilet in the biggest marketplace; the drilling of two solar-powered boreholes (one of which includes a mini-grid system that increases the number of water points it services); and, in collaboration with the support NGO Dialogue on Shelter, renovations of two hostels that improved water and sanitation for roughly 11,000 people. Meanwhile in Stoneridge, the Alliance drilled another solar-powered borehole and erected 90 wooden and corrugated metal shacks for evictees who had been living in the open or in plastic structures for more than eighteen months. Finally, in Harare and Bulawayo, the Alliance installed five solar lights at community hotspot areas, including community water points, as well as 167 household solar lights in informal settlements across Zimbabwe.

**Expanding Access to Sanitation in Nigeria Slums**

Lacking any formal public sewerage system and suffering erratic and very limited electricity supply, the sanitation and water challenges in Lagos and Port Harcourt are enormous. Following multiple exchanges between the Nigerian Alliance and officials from Lagos Urban Renewable Agency (LASURA) to Kenya, Uganda, and Ghana between 2017 and 2018, the Nigerian Alliance determined that the Biofil sanitation model best suited the primary constraints in Lagos slums, namely limited space, high water tables, and lack of public sewerage systems.

During the period, the Nigeria Alliance built eleven Biofil toilets in slums across Lagos. To achieve this, community members set up toilet building committees, sourced materials, identified local skilled workers from Federation savings groups, and constructed toilets. Lagos communities in the settlements of Itun Agan and Ilufemiloye are working on strengthening toilet management processes, to ensure they operate more effectively. In Daramola, the community is strategizing how to attract more users to the community toilet, which has been under-utilized since its launch. Communities in Oreta and Ago Egun Bariga are receiving support from Daramola to finish constructing their toilets and installing the Sato-Pan, a toilet pan that mechanically and hydraulically seals pit latrines, thus eliminating the unsightly appearance and odours from open pit latrines and reducing the volume of water needed to flush.

The success of these toilets led to their replication in eight additional communities in Lagos and Port Harcourt. Specifically, in Port Harcourt, two communities identified land to construct Biofil toilets, and through the Federation process, identified key community members to lead the construction and management process. To support the Port Harcourt Federation, an exchange to a project site in Lagos was conducted.

Meanwhile, the Nigerian Alliance plans to add a solar energy component to the toilets as part of its scaling up and integration of services. Envisioned as solar lighting generated from a large array of panels on top of the Biofil toilets, the Federation demonstrated significant interest in construction and installation of solar street lights as a learning tool and lighting solution. The Lagos solar street lighting project kicked off with a series of training sessions to upskill the Federation “Go Green Teams,” which are leading the solar energy work. As part of a solar energy pilot project, Federation members constructed and installed a solar energy charging station in the JEI/Federation office in Lagos, demonstrating Federation members’ ability to make solar energy work practically at household levels, through the replication of small-scale projects.

Finally, the Federation media team developed a Biofil toilet explainer video, which was shown at community screenings in Lagos and Port Harcourt settlements where toilets will be constructed.
Going beyond savings schemes and acting on community development at large, in July 2019, the Botswana Alliance, the Maun administration authority officials, and Area Councillor met for the Tswelelo savings group activity to donate sanitary pads, toilet papers, hats, track suits, and socks to Gxhabara Primary School. The gifts were primarily distributed to the 100 students who do not receive social welfare (the sanitary pads were made available to all girls).

Meanwhile, the Federation of Liberia Urban Poor Savers (FOLUPS) organised training sessions covering rape law and age of consent. Aimed at improving safety for women and girls, the trainings also provided referral and support for victims of abuse or rape, as well as for people struggling with substance abuse, domestic violence, post-traumatic stress, and teenage pregnancy. A total of 50 Federation leaders attended (25 women and 25 men).

In Zimbabwe, the Alliance trained 20 health promoters in Masvingo to serve the Mucheke hostels, thus helping to keep the communal toilets for fourteen hostel blocks clean. Other trainings included self-defence training for 103 young people to reduce conflict and violence in communities, and two customer relations trainings for public transport crews in Harare and Bulawayo to improve passenger safety. Other youth-related safety activities included installing eight safety education billboards at public transport hubs in Bulawayo, and engaging 26 young people in community neighbourhood watch activities.

Meanwhile in Namibia, households from 63 informal settlements (in Karibib, Helao Nafidi, Dordabis, Tsumeb, Hentiesbay, Otjinene, and Windhoek) participated in learning exchanges at Freedom Square, Gobabis where they learned from the housing upgrading project there. In addition to this, 344 households in Grootfontein and Otjinene installed sanitation services after learning exchanges with other communities.
Outcome 2: Enhanced livelihoods

To improve the livelihoods of vulnerable people in informal urban areas, SDI Affiliates mobilize their communities into savings groups with a focus on women-centred savings, growing youth savings, and developing small loan facilities that support the growth of sustainable enterprises, which in turn allow the urban poor to earn a dignified living in informal contexts.
Thanks to support from the Abbé Pierre Foundation, the Senegalese Alliance provided approximately USD 22,000 in livelihood loans to 50 of the Federation’s most vulnerable savings groups to revitalize income-generating activities. Meanwhile in Malawi, 182 small business loans were disbursed to Federation members during the reporting period. Some members used these to recapitalise existing projects, while others used the funds to establish new income streams. With support from the Centre for Community Organisation and Development (CCODE), the Malawi Federation entrepreneurs also took initial steps towards becoming a business cooperative, a status that will give them greater access to grants and funds and allow purchase of materials and equipment at discounted rates.

The Namibia Federation increased its savings capacity to manage income-generating loans, with 51 new saving groups formed through exchanges, and roughly USD 24,000 saved to meet basic needs and secure further loans. Meanwhile in South Africa, the Federation Income Generation Programme (FIGP) increased incomes, helping Federation members contribute more to daily savings, such that they can plan ahead and only withdraw savings when there is a specific need. The increased income from the FIGP not only allows members to better support their families, but also has had a settlement-wide effect, with fewer people pressured to engage in criminal or illegal activities to make ends meet. Additionally, youth members brought into the Federation through South Africa’s KYC-TV programme also have made good use of their involvement in savings schemes. A Mpumalanga youth member paid her university registration fee through her savings with the Federation. Other regions also have reported that youth involvement in savings schemes keeps young people off the street. In KwaZulu-Natal, youth groups have started projects like a bakery, advising youth living on the street, talent shows for fundraising, baking, sewing, and an afterschool programme.

Finally, the Zimbabwe Alliance reported a total of 14,035 savers in 555 savings groups, and 1,497 youth savers in 75 urban centres as of March 2020. As many as 4,364 of the savers were mobilised during the reporting period, well exceeding our yearly target of 1,500. The Zimbabwe Federation and its professional support organisation, Dialogue on Shelter Trust, further reported that 80% of adult Federation members (and 40% of young savers) used their savings primarily to capitalise income generating projects, mostly for vending basic food and non-food items in informal settlements.
b. Livelihood trainings

Ghanaian Federation members enhanced their skills in production of liquid soap and pomade (hair product), developed their documentation skills, and as part of SDI’s resilience-building in urban settlements, improved fish smoking ovens, which the Federation built for fishmongers along Accra’s coast to improve local productivity and meet international standards for smoked fish.

The Zimbabwe Alliance developed eighteen community-to-community exchange programmes on youth-led livelihood projects, providing life skills training for 300 young people on entrepreneurship and business management. Meanwhile, 30 Namibia Federation youth members received training in Windhoek on permaculture and backyard gardening, and have gone on to train others, thus enabling communities in Ongulumbashe, One Nation, Havana, and Hakahana informal settlements to start community gardens.
Outcome 3: Integrated and resilient neighbourhoods

In terms of socio-spatial integration and neighbourhood resilience, SDI Affiliates advocated for, co-designed, and supported programmes for settlement upgrading and responsible relocations. When relocations are necessary, the affiliates accompany slum dwellers on their transition to formal housing, ensuring that the needs of the urban poor are addressed before, during, and after the process. In all cases, the aim is to ensure that both upgrading and relocation processes support the creation of more integrated and resilient neighbourhoods.
Collaborating with the Metropolitan, Municipal, and District Assemblies (MMDA), the Ghana SDI Alliance worked on flood-mitigation measures within the Greater Accra Region, and also invested in solar energy for the urban poor. To ensure improvement of the living environment in highly vulnerable, flood-prone, low-income communities, the Alliance supported participatory urban upgrading in targeted communities in high flood-prone areas, namely Giefe, Adabraka Sahara, Alajo, Avenor, Shianbu, and Alogboshie (all in the Greater Accra Region). The Ghana SDI Alliance also built capacity of communities in Teshie and Ashaiman (both in Greater Accra), around minimising solid waste in waterways.

Likewise in Tanzania, initiatives to reduce risks of flooding and disease and increase resilience, the Federation has used nature based solutions to clear drainages in their settlements. Meanwhile, in Senegal, the Alliance’s ongoing flood risk reduction programme worked in five suburban municipalities on the development of flood control structures (i.e., stormwater drainage structures, semi-collective sumps, and family toilets) and participatory flood risk management diaognoses.

Building Resilience to Disaster Risk in Malawi

During the reporting period, the Malawi Alliance supported urban poor communities to produce service maps, settlement risk maps, and strategic plans. Communities use these maps to inform disaster risk identification and planning, as well as to improve strategies to address risks related to social issues, such as violence, prostitution, waste management, and fire.

Having repeatedly experienced severe flooding as a result of climate change, the Malawian Federation responded with several post-disaster rehabilitation projects. Seeking to be proactive instead of reactive, the Malawian Alliance is implementing a resilience project that aims to build community-driven disaster resilience in seven of the most disaster-prone settlements (two in Blantyre, two in Mzuzu, and three in Lilongwe). The first phase of the project, “Building resilience for the urban poor in disaster prone areas”, focused on data collection and risk mapping of disaster-prone areas in each settlement, in collaboration with local universities. Through the data collection process, 21 people were trained in community profiling, and 35 in the use of GPS devices for the mapping of disaster risk areas and for the production of various disaster risk management maps. Seven disaster risk maps were produced and shared with the communities in the different settlements, allowing communities to develop action plans and risk mitigation strategies.

Six of the seven settlements developed Community Disaster Risk Management Frameworks as a tool for identifying risks and related enabling factors. Through the implementation of the community disaster risk management frameworks, community members learned that while some risks require infrastructure improvements, others require awareness efforts (i.e., about risk types and how to mitigate them), while still others call for the development of bylaws that the communities can enforce.

As part of the community mobilization process, disaster relief packs were distributed to community members affected by recent spates of flooding. The Federation implemented disaster risk management campaigns in six primary schools in the surrounding project areas, with activities reaching 12,000 learners in the different schools. Through this initiative, the project has supported schools to establish Resilience School Clubs, with the intention to raise awareness among learners around disaster risks. The Malawi Alliance also produced a handbook on community resilience planning, supporting university students’ urban planning studio classes geared towards enhancing community capacity to mitigate and respond to natural and manmade disasters. It is anticipated that the handbook will be useful to all affiliates of the SDI network, as well as slum communities wishing to build resilience across the global South.

Supporting targeted settlements to build strong partnerships with central governments, local authorities, and other stakeholders to allow for inclusive decision-making processes, the project is also developing a funding model that allows communities to be at the forefront of the development process and to prioritize basic service and infrastructure projects. To this end, the project is creating a Community Managed Fund (CMF) to leverage funds from government and other external funders to finance Climate Change Community Based Initiatives. During the reporting period, guidelines for the CMF, which outlined the fund’s objectives, management structure, and procedures for reporting on expenditure, were developed. Twenty-five trained community members will assist communities in adapting the guidelines to their respective contexts without diverting from the general principles outlined in the guidelines.

Through the implementation of the project, the Malawi Alliance has engaged the Lilongwe City Council around citywide resilience programmes. These engagements have opened opportunities for the Malawi Alliance to participate in discussions around the Lilongwe City Resilience Action Plan, which the City Council is developing with support from UN-Habitat. The project has established formal relationships with local CBO’s such as Nayo in Nancholi (Blantyre) and Youth for Development in Kawale (Lilongwe), which are now supporting project-related activities (e.g., Nayo supported households in producing suitable plans for flooding and other climate related disasters).
b. Knowledge is power: Supporting relocations and fighting evictions

One of the India Alliance’s core work areas is offering support on government relocation programmes to ensure that the needs of the urban poor are addressed before, during, and after relocation. Affiliate support focuses on accompanying the transition to formal housing, and ensuring that both upgrading and relocation processes create integrated and resilient neighbourhoods. In 2019-20, the Indian Alliance worked with communities to address post-relocation issues, such as the lack of a formally registered cooperative society (a requirement to get a land leave or access to amenities in India), lack of legal status, and exclusion from decision-making processes. A general and substantive lack of interest from government authorities in assisting relocated communities has also been a problem. To address these issues, the Alliance organised exchanges between communities and government authorities to unpack the challenges of the relocation process; understand the role that communities, the Federation, and the city play during the different phases of relocation; highlight and share challenges that arise pre- and post-relocation and how the communities overcome those; and meet with other civil society members to learn about maintenance.

In South Africa, data activities unlocked a partnership with the organisation Green Cape, leveraging energy programmes in Atlantis, Western Cape, and connecting to enumeration projects in the informal settlements of Freedom Farm and Malawi Camp. Located on land owned by Airports Company South Africa (ACSA), Freedom Farm and Malawi Camp, along with the nearby Blikkiesdorp settlement, are slated to be demolished to accommodate a runway realignment. In order to provide alternative energy solutions (while these communities wait for inevitable relocation), the South African SDI Alliance collected enumeration data for Freedom Farm and Malawi Camp – a process that also could inform the relocation process. ACSA has proven very interested in the Alliance approach, and could be open to a more bottom-up community-driven process with deeper participation. Meanwhile, on the other side of South Africa, in Kwazulu-Natal province, the Alliance, eThekwini municipality, and Project Preparation Trust conducted initial data collection of over 200 informal settlements to mobilise communities for upgrading, focusing efforts on six settlements. Negotiations with the municipality are underway to find a solution for the city to finance this project.
One of SDI’s main objectives is mobilizing urban poor communities to exert greater strategic influence in development agendas, an aim that requires continuous negotiation to carve out spaces of power and ensure participation and inclusivity in all decisions affecting their present and future.

**Outcome 4: Greater strategic influence of the urban poor**

In August 2019 the Botswana Federation attended a meeting with the Selebe Phikwe Council, which included community leaders, administrators, professionals, and politicians. The Federation members’ main purpose was to sensitize the Selebe Phikwe decisionmakers to recognize their presence in the district so they can effectively advocate for inclusivity in decision making. The meeting resulted in a working relationship, which will be followed up by a formal MOU. Further, it was agreed that the council will work with the federation to mobilize communities for development, as well as partner in other relevant community-driven projects. Meanwhile, the growing relationship between the Tanzania Federation and many municipalities was evidenced in invitations to the Federation to address leaders at government organised meetings, and government donations of office furniture and laptops to the Federation office.

The Zimbabwe Alliance’s capacity building of youth on urban governance and social accountability enabled youth affiliated with the Federation to engage government ministries, such as the government public transport operator, (ZUPCO), Ministry of Youth Sports Arts and Recreation, Ministry of Local Government and Public Works, Ministry of Transport, Ministry of Women Affairs, and Ministry of Small and Medium Enterprises (SMEs), in addressing safety in the community, public transport issues, and improving young people’s livelihoods. In addition, the Federation together with government, held multi-stakeholder meetings and civic engagements with transport and safety stakeholders in Bulawayo and Harare to build partnerships and improve transport safety for communities.
As part of the new working relationship between the Botswana Federation and the Selebe Phikwe Council, an environmental clean-up campaign is under discussion as the kickstart project for collaboration. In September and October (2019) the Botswana Federation also held several meetings with the Francistown Council team, including community development and physical planners, representatives from UN Habitat’s Participatory Slum Upgrading Programme (PSUP), and the Department of Town and Country planning, to discuss the revitalization of Boikhutso ward.

Meanwhile, under the Cities Alliance-supported Liberia Country Programme, the Federation organised and hosted settlement forums that brought together community members, civil society, and local government officials. These forums created space for slum dwellers to share their voices and priorities, which were then incorporated in local development plans. In addition, slum dwellers’ capacities to manage and contribute to upgrading projects for their settlements were enhanced at settlement forums that brought together 4,863 slum dweller participants (2,950 male and 1,913 female) from 113 profiled communities in twelve local government areas, to assist in developing sustainability plans for their respective community-managed upgrading projects.

In Kenya, the Federation, SDI Kenya, and Akiba Mashinani Trust (AMT) partnered with five other community-based organisations to advocate for the planning of Mathare informal settlement. An official letter was written to Nairobi Metropolitan Services (NMS) and presentations were made. Meanwhile in Malawi, the Alliance collaborated with the Ministry of Lands, Housing and Urban Development to successfully develop a Slum Upgrading Programme that will address the needs and priorities of the urban poor by improving living conditions for people living in informal settlements in major cities across the country.

Finally, in Zimbabwe, the Alliance hosted two seminars aimed at developing and pursuing a common pro-poor development agenda for slum settlements with stakeholders from academia, government, civil society, and communities. In addition, monthly network meetings by region were held to strengthen interaction between settlers, share ideas and plan engagements with City authorities, and two networking events at the national level brought city networks together to exchange experiences and ideas.
Shack Dwellers Federation of Namibia (SDFN) continued showcasing their participatory slum upgrading capacity, demonstrating how communities manage and implement service delivery and housing construction processes to national, regional, and local politicians and officials, while promoting informal settlement upgrading in partnership with multiple stakeholders. This occurred in the form of exchanges to projects, house openings, and events that include government partners in development efforts, such as stakeholders helping to make bricks, clear sites, or excavate foundations – all of which help to secure continued support for land, services, and financial resources. The information collected by communities enabled profiled communities to contribute proposals for their future development and assist in building constructive partnerships with relevant authorities. The Alliance also launched its new website, shackdwellersnamibia.com, and printed its annual report for the 2019-2020 financial year to share with stakeholders.

In Zimbabwe, the Alliance coordinated six Urban Informality Forums, both in-person and transmitted as webinars. These multi-stakeholder seminars included participants ranging from slum dwellers to academics, government officials, practitioners, and donors. The initiative is part of the affiliate’s efforts to continuously put issues of informality on Zimbabwe’s development agenda through a plurality of voices. Also related to developing greater strategic influence of the urban poor, the Zimbabwe Affiliate won a Supreme Court ruling in favour of the right of evictees of New Park, a settlement on the outskirts of Harare, to adequate shelter. This ruling has the potential to be applied to other evictees across Zimbabwe, making it an important win for the Alliance and for urban poor communities.

Additionally, the Kenyan KYC.TV team is in its third year of exchanges with India-based, film making NGO, Prayasam, with five participants spending four months in each other’s countries. The exchange produced four films based on scripts written by the previous years’ participants’ experiences in each other’s communities, and considerably improved participants’ technical proficiency in both filming and photography.

Finally, with support from the SDI Secretariat, Kenya’s Nairobi-based KYC.TV team recruited a group of ten new youth, thus expanding the programme to Nakuru city, where exchanges have started to occur, beginning with a one-week training on filming and editing. This training showcased the increasing importance of mobile media and new forms of mobile journalism, including filming on smartphones, which technology has made the programme more accessible to youth.

**Know Your City: Building Youth Agency and Voice Through Community-led Data and Stories**

SDI’s 2017 external and internal evaluations revealed the enormous success of our Know Your City (KYC) initiative. The dedicated platform for slum data collected and used by poor communities throughout Africa, Asia, and Latin America, the KYC initiative has helped communities organise at scale, strengthened partnerships with government, and shaped urban policy and practice.

In the reporting period, we increased support to Federations to use KYC data for more robust assessment of impact and change at settlement, city, and global levels. We also have made the platform more user-friendly, developing simpler analysis and visualization functions for communities. This work is key to challenging the dominant proprietary data systems that, built to exclude the urban poor, continue to guide urban decision-making. KYC Campaign’s current focus is on action-research and data collection on climate-related threats, including evictions, as well as deepening relationships with several academic and research institutions across the globe.

Our evaluations also showed KYC’s enormous as-yet unmet potential. Moving forward, we will focus on improving data analytics to better serve local planning and investment decisions. We are interested in identifying data user profiles and the appropriate technology stack, and also conducting robust data audits to build confidence in and grow use of our data by planning authorities and upgrading financiers.

Also a part of the KYC Campaign, the Know Your City TV (KYC.TV) programme engages youth to create media stories that amplify the voices of the urban poor, complementing KYC’s hard data with rich stories from the ground. Responding to requests from settlement youth for upskilling programmes to improve their livelihood opportunities, KYC.TV started as a media training programme for youth. Since then, it has grown into a transnational youth media programme that upskills, mobilises, and activates slum dweller youth to use media to make change in their communities and cities. Today, KYC.TV is the foundation for most youth-led programming at SDI. During this reporting period, we began expanding KYC.TV to different countries, details of which follow below.
Developed through KYC.TV training, the youth Federation’s knowledge and skills were put to good use as they covered the road shows for the Four Cities Sustainability Programme. The road shows in Ng’ombe, Chaisa, Chipata, and Kanyama raised awareness on solid waste management, encouraged waste reduction, recycling, and subscription to solid waste management services, and promoted good hygiene practices and proper waste disposal. The youth also displayed their talents, sharing the stage with renowned Zambian artists to deliver messages on best practices about waste management.

The Zimbabwe Alliance has supported the organising and mobilising of young people (aged 15-25), largely from slum settlements where the Federation has a presence. Now including approximately 2,000 young people, the Zimbabwe Young People’s Federation (ZYPF) undertook initiatives ranging from skills-building to arts, sports, documentation, savings, and urban safety initiatives. Following the KYC process of citywide slum settlement profiling and mapping, ZYPF members have been taking the lead in making use of digital tools to highlight challenges of urban informality. Meanwhile, the Safe and Inclusive Cities Project (supported by Plan International) has focused on building young people’s capacities to engage decisionmakers from city councils around practical initiatives to improve urban safety. Finally, under the SDI-supported KYC-TV initiative, youth-led documentation teams also are helping publicize Alliance activities.

South Africa

Federation-building activities in Cape Town included youth meetings to draft a guiding document for youth inclusion in Federation work and to share ideas and motivation. KYC.TV workshops and inter-regional exchanges also motivated youth from different provinces to start groups. Receiving training in GIS skills, youth affiliated with the South African SDI Alliance are now actively participating in enumerations, with some even leading the enumerations in regions where the Federation is active. Additionally, youth members brought into the Federation through South Africa’s KYC.TV programme have made good use of their involvement in savings schemes. See Outcome 2 above for more detail.

Zambia

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Zimbabwe

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City Change Pathway

Contemporary urban development challenges such as rampant inequality, rapid urbanization, climate change related risks, and limited public resources, call for creative, inclusive, and sustainable plans. SDI focuses on transforming urban environments at the city level, by demonstrating the value, skills, and knowledge of urban poor communities to influence decision making and policy.

Our Strategic Plan outlines four outcome areas under our city change pathway:

1) Institutionalized collaboration between the urban poor and government
2) Pro-poor data-driven development
3) Equitable and integrated urban policy implementation
4) Expanded pro-poor financing

This section illustrates how networked savings groups or Federations produce citywide profiles and maps of informal settlements, build partnerships with local governments to shape policy and practice, and develop slum upgrading projects for inclusive and resilient cities.

a. Institutionalized collaboration at work

The partnership between the Ghana Federation and local government on the implementation of the Amui Dzor slum upgrading project demonstrates an institutionalised collaboration. Following on the success of this project, and at a time when the government was particularly responsive to slum upgrading efforts, state institutions across Ghana became increasingly interested in securing partnerships with Federation groups to implement upgrading programmes. In particular, progress was made in growing institutional collaborations to provide household toilets for the urban poor across the Greater Accra region. Building capacity of Federation members to construct Biofil toilet systems at a fee, the Alliance modelled and propagated this system in Ashaiman (Greater Accra), and the success of this project attracted further institutional collaborations to continue doing the same across the Greater Accra region.
Significant Change Stories

Outcome 5: Institutionalized collaboration between the urban poor and governments
Outcome 6: Pro-poor data driven development
Outcome 7: Equitable and integrated urban policy implementation
Outcome 8: Expanded pro-poor financing instruments

Outcome 5: Institutionalized collaboration between the urban poor and governments

Mobilizing communities of the urban poor to exert greater strategic influence and power in local development agendas, SDI Affiliates work to have the urban poor’s value acknowledged, and ultimately for the urban poor to influence decision making and policy, both at the city and global levels.
In India, the relationship between the India Alliance communities and the city of Mumbai / Mumbai Metropolitan Regional Development Authority (MMRDA) is on a good footing and has resulted in the relocation of over 70,000 households to improved, formal housing through various government housing and upgrading programmes. As a next step, the Alliance is seeking to institutionalise the post-relocation process in order to ensure the government’s continued support to these urban poor communities. The Federation and Mahila Milan (a national network of women’s savings groups and part of the SDI Alliance in India) are also working in partnership with the city on large-scale housing and infrastructure projects. The Federation is also cultivating these relationships in cities like Ahmedabad, where communities still need to be organised before a substantive relationship with the city can be built.

In March 2019, the Namibian Federation signed two MOUs with local government authorities to institutionalise working partnerships with urban poor communities. The first MOU was with the Municipality of Swakopmund, and the second between the Namibian Federation and their support NGO, Namibia Housing Action Group (NHAG), and the Association of Local Authorities. Meanwhile, collaborating with the National Alliance for Informal Settlement Upgrading, the Namibia Federation is helping develop a strategy to kick-start upgrading at scale in partnership with government. The Federation is awaiting a meeting with the president to present the strategy.

Also advancing its institutionalized partnerships with government authorities, the Senegalese Alliance developed draft agreements with the Social Housing Fund of the Ministry of Urbanism; partnership agreements with the municipalities of Diameguene Sicap Mbao, Pikine East, Pikine West, Ndiarème Limamoulaye, and Yeumbeul Sud; and signed Memorandums of Understanding (MOUs) with the municipalities of Jeddah Thiaroye Kao and Wakhinane Nimzatt to facilitate the development of thirteen public spaces.

Thanks to the Zambia Federation’s 2018 leveraging of a five-year Memorandum of Agreement (MOA) with Lusaka City Council (LCC), the Alliance continued construction of a community-managed public sanitation block in Old Soweto Market in Lusaka, on land allocated by the LCC to the Federation. Specifically, the MOA allows the Zambian Federation to operate toilets constructed on city land for a period of three years, allowing it time to recoup its investment. Thereafter, a profit-sharing arrangement will start, with 60% of any profits accrued going to the Federation, and 40% to LCC. The construction of the sanitation unit is in its final stages with roofing, plumbing, and plastering in the process of completion.

In January 2020, the Zimbabwe Federation and their support organisation Dialogue on Shelter signed an MOU with the Masvingo Municipality, re-affirming the Zimbabwe Alliance’s position in engaging with the city around inclusive policies for slum upgrading. The MOU recognises the Alliance’s approach to sanitation service provision and allocates land for the construction of a public facility. This municipal partnership demonstrates how a long-standing history of constructive lobbying and collaboration with local authorities can yield city-level changes fundamental to the wellbeing of the urban poor. The Alliance has also contributed to the National Development Strategy through the coordination of Urban Informality Forums. This has been instrumental for the institutionalisation of slum upgrading as a national urban development strategy. In addition, the National Human Settlement Policy, which the Alliance has been contributing to since 2018, was finally adopted by the Government with the inclusion of language in support of slum upgrading. Finally, the Youth Federation and other partners worked with the Transport Department in finalizing the transport policy.
b. Pro-poor collaboration building resilience

The Ghana Affiliate secured a partnership with the Ghana Energy Commission to revise city policy to ensure reliable, affordable, and accessible energy for the urban poor through SDI’s Energy Justice project. Supported by both Sida and Norad, the project seeks to improve energy needs of slum dwellers through affordable access to efficient solar lamps and improved locally built fish smoker ovens for fishmongers in Ghana’s coastal communities.
Outcome 6: Pro-poor data driven development

SDI’s Affiliates have accrued a wealth of experience in data collection and analysis. Networked groups of the urban poor conduct research to gain visibility and advocate for evidence-based pro-poor policies in their cities and countries. They collaborate with authorities, who increasingly rely on their collective experience in community-driven data collection.

- Household enumeration: Community-driven census that generates a detailed, household-level socio-economic and demographic profile of the community.
- Participatory mapping: The creation of maps by local communities – often with the involvement of supporting organisations including governments, NGOs or other actors engaged in development or land-related planning.
- Informal settlement profile: Collection of community data through focus group discussions, guided by a standard questionnaire.
- Boundary and service mapping: GPS mapping of the settlement boundaries, as perceived by the community, as well as availability and functionality of services within the community.
a. KYC data in action

Data and assessments tied to Botswana’s KYC initiative in Boikhutso led to the installation of street lights as well as water and flushing toilets in households that were lacking sanitation. Additionally, 34 houses were painted and 16 trees planted along the A1 road as a result of the KYC programme. Collaborating with state institutions, the Ghana Affiliate shared data on informal settlements, informal economies, and other development needs of the urban poor. State institutions’ continued reliance on the Alliance’s participatory data collection has resulted in a more pro-poor urban planning decision-making process. For instance, the Alliance collected data helping to identify development priority needs for state intervention for the new Ministry of Inner-City and Zongo Development (MICZD), which oversees Ghana’s informal settlement/slum communities. The Alliance will also continue to collaborate with academia (University of Ghana at Legon and Kwame Nkrumah University of Science and Technology in Kumasi) to standardize data collection tools and make them speak to the needs of the urban poor.

SDI Kenya supported the development of a data-sharing policy and agreement to oversee the safeguarding and long-term preservation of the Federation’s slum data, outlining mechanisms to guide the Federation and PSO in proper management and sharing of data. In addition to the above, this year enumerations were rolled out in Mukuru to form an evidence base for the Mukuru Special Planning Area’s planning and development. The federation, together with other stakeholders involved in the Mukuru SPA project, collected and compiled accurate data on Mukuru that revealed the complex and deeply-rooted challenges that were crippling decent access to services and infrastructure in the area. These findings formed the evidence base for organised community consultations and then, together with the community’s feedback, for the development of Mukuru’s integrated development plan.

Working with Lilongwe City Council (LiCC), the Malawi Alliance is regularizing unplanned and informal communities within its jurisdiction. Having developed a rapid needs assessment tool, the Alliance piloted the tool in three informal settlements across Lilongwe to assess residents’ knowledge and understanding of the land regularization process. Data collected is guiding the partners in developing messages for targeted audiences, including the development and dissemination of a poster targeting communities that expounds on the regularization process.
Generating data on development priorities at the local, regional, and national levels, the Namibia Federation’s slum profiles informed citywide development plans in Mariental, Windhoek, Rundu, Otjiwarongo, Hoachanas, Maltahohe, and Luderits (all of which have initiated informal settlement upgrading projects based on community-driven data). Where communities embarked on upgrading projects, settlement profiles were followed by house-to-house enumerations and mapping. Meanwhile, collecting socio-economic and demographic data, the Senegal Alliance mapped community borders to create Digital Land and Surface Models. Local government authorities used this quantitative and qualitative data to identify the most vulnerable households for food aid distribution; to support municipalities in raising awareness of the needs and priorities of slum dwellers; and to promote respect of community boundaries.

As of November 2019, the South African Alliance nationally had profiled 1,511 informal settlements (up from 983 since September 2018) and conducted household enumerations in 196 informal settlements (up from 172). Alliance data unlocked project work with three rural municipalities, in partnership with the Western Cape Provincial Department of Human Settlements’ Informal Settlement Support Programme (ISSP). Meanwhile, also in partnership with the Western Cape Provincial Department of Human Settlements (DHS), Vusi Ntsuntha housing project members used community-collected household enumeration data to resolve issues with the Vusi trustees. This move allowed the Vusi project committee to take ownership of the process and move forward with the signing of the Land Availability agreement, in partnership with the Western Cape DHS.

In May 2019, the Zimbabwe Alliance conducted crime and violence hotspot mapping in Epworth, Hatcliffe, and Bulawayo. This was followed in September by community profiling on safety (in Harare, Epworth, and Bulawayo), as well as surveys on safe public transport and decent income, resulting in five community crime and violence hotspot maps generated for Bulawayo and Harare. All the data collection was intended to provide evidence for advocacy as well as the planning and implementation of community-led slum upgrading interventions. During the reporting period, under the Urban Social Assistance programme, the Zimbabwe Alliance also completed sixteen settlement profiles covering 75,600 households, and resulting in beneficiaries receiving cash transfers and savers receiving support with vending capital. Additionally, in November 2019, citywide settlement profiles were undertaken to pave the way for slum upgrading interventions, including WASH activities and hostel renovations. Finally, in partnership with the City of Harare and Dutch Water Operators (VEI), the Alliance collected data on water and sanitation needs in Hopley, an informal settlement that is home to over 8,000 families in Harare. This data collection resulted in the initiation of a water installation project in early 2020.
b. Evidence and influence: a focus on climate vulnerability

As outlined above, during the reporting period, we renewed our commitment to increase SDI’s knowledge and evidence through data and technology, with a particular emphasis on our Know Your City (KYC) platform. More specifically, in April 2019, the network held a two-day KYC exchange in Cape Town, with affiliates from Nigeria, South Africa, Zimbabwe, Kenya, Uganda, and India, as well as the Secretariat in attendance. As the first meeting of the KYC working group, the intent was to familiarize participants with the current status of the sdinet.io platform and to gain a better understanding of how affiliates are using their data and how they would like to be able to use it more efficiently. Sharing the challenges we experienced with the Ona platform (a data management partner SDI has worked with for over five years) that we want to avoid with sdinet.io and discussing the KYC programme, we identified funding opportunities on the horizon and developed a workplan for KYC’s transition to sdinet.io.

In addition to initiating KYC 3.0 exchanges and the review of our internal data platform, we endeavoured to expand the repertoire of the data affiliates collect, to better show the impact of climate vulnerability in slum communities, to map risks, and to develop localized mitigatory measures. However, following exchanges and meetings of this past year, we recognized the need to better understand and refine existing network efforts, particularly around National Urban Poor Funds. That process is ongoing, with internal assessments of the impact of Urban Poor Fund investments over the past decade taking place across the network.

Finally, while innovation around the use of community-collected data – particularly as relates to climate resilience – remains a key priority for the network, lack of resources and attention diverted into governance issues (see Institutional Strengthening below) resulted in falling behind.
Outcome 7: Equitable and integrated urban policy implementation

SDI Federations work to ensure that decisions related to the identification, prioritisation, and implementation of urban policies are participatory and inclusive. Communities mobilize, network, collect data, and develop plans that enable constructive collaborations, engagements, and negotiations with key stakeholders. Organised communities catalysed by the SDI Federations further gear these solutions by contributing their labour, collective savings, and facilities management capabilities once projects are operational.

a. Influencing national policy

The Ghana Alliance’s influence on national policy discourse can be seen in the case of Old Fadama, where the Alliance’s work has led to the threat of eviction being essentially removed in Accra’s largest informal settlement. Subsequently, Old Fadama has become an electoral area producing its own local legislator to represent settlement interests in assembly meetings, a development that gives hope for the future upgrading of the settlement into a formalized area.

This reporting period saw the launch of one of Kenya’s largest-ever informal settlement upgrading plans for the Mukuru Special Planning Area (SPA). Aiming to transform a slum area of 650 acres of land currently facing some of the most severe urban challenges in Nairobi into a healthy, functioning neighbourhood, the SPA plan goes beyond providing just a legal basis for upgrading. An innovative approach for large-scale collaborative community planning, the SPA offers a platform to unite Mukuru’s residents, the county government, and roughly 42 other organisations (including civil society, academia, and the private sector) to work together to design an Integrated Development Plan for the area’s 138,000 households, businesses, and institutions. The plan includes both spatial and sectoral elements, and contains six areas of focus: 1. water, sanitation and energy; 2. education; 3. health services; 4. roads, housing and commerce; 5. secure tenure; and 6. the environment. Once complete, the MIDP would guide delivery of sustainable basic social services. By the end of 2019, six sectoral consortia had completed initial residents consultations and developed draft sector plans. The draft plans were presented to the county government. Initial comments were made and received.

Then, in early 2020, Nairobi County government transferred some of its key functions to a newly-formed government body, the Nairobi Metropolitan Services (NMS)—causing some disruption to the SPA process.

In October 2019, 22 Liberian Federation members (thirteen men and nine women) participated in the diagnostic phase of the National Urban Policy Programme (NUPP), a joint initiative of UN-Habitat, the Ministry of Internal Affairs, and Cities Alliance. This process brings together local communities, civil society organisations, government representatives, and the private sector, to provide inputs into the development and implementation of Liberia’s NUPP. In Namibia, SDFN/NHAG and local authorities, along with NUST (University) have targeted at least 50% of regions nationally to start settlement upgrading programmes, planning and preparing layouts to enable citywide upgrading. Trainings were also facilitated for current and future urban policymakers, and implementers provided input on national strategies. SDFN/NHAG also formed an alliance with stakeholders to work together towards developing a national strategy for informal settlement upgrading efforts, and this work is ongoing.
Also, in December 2019, with finance from government, Namibia’s Oshakati housing project was established to address challenges of homelessness, shelter, and access to secure land tenure for the urban poor. Seven-hundred kilometres north of Windhoek and the second most populous place in Namibia, Oshakati urban centre is characterised by numerous informal settlements, and inhabitants face service delivery challenges linked to housing, extreme weather, energy access, clean water, waste, sewage treatment, and poor infrastructure, among others. Financial support from national government (channelled through local authorities) has helped ensure institutionalised collaboration between the urban poor and the local government, which allocated 300 plots to poor households in Oshakati, as well as services such as water, road, and bulk electricity. Support from Standard Bank via its corporate responsibility programme, Buy-a-Brick, also assisted. This project has strengthened the Federation’s role in housing provision and prepared the way for the Federation to be the largest housing provider in the low-income sector during 2019/2020.

Under the Fédération Sénégalaise des Habitants (FSH) City programme, national government and the Senegal Alliance partnered to implement the construction of 100,000 houses for urban poor families over the next five years. To that end, urbaSen (local support NGO) and the Federation assisted 200 families in improving their homes. In addition, FSH organised a seminar exchange programme, bringing together delegates from the Ministry of Planning, local elected officials, parliamentarians, employers, and community members as part of the Federation’s efforts to link ongoing housing projects to the State’s housing programme.

In South Africa, the National Department of Human Settlements used input by a Cape Town NGO Collaborative (of which the South Africa SDI Alliance is a member) for national policy deliberations on an updated human settlements white paper and the incremental informal settlement upgrading policy, which is informed by the white paper.

Finally, generating engagements with decisionmakers, and holding regular meetings at the local and national levels, the Zimbabwe Alliance advocated for pro-poor policies and held public officials accountable to their mandates in terms of basic service implementation. This led to the development of slum upgrading interventions in Masvingo, Stoneridge, and Hopley, including water projects that reached an estimated 11,000 people (as detailed in Outcome 1b above).
Outcome 8: Expanded pro-poor financing instruments

The SDI network continues to mobilize and advocate for increased financing opportunities and instruments geared towards the urban and rural poor. This includes city and national level urban poor funds, partnerships with the private sector, and leveraging relationships with state institutions to channel additional resources directly to urban poor communities.

a. Supporting pro-poor funds for housing and development

The Malawi Alliance continued to work with the Ministry of Lands, Housing and Urban Development to establish an Urban Fund that will support the urban poor in accessing financing for housing and services, while the Senegalese Alliance piloted an innovative financing system that allows Federation members to access home improvement, community upgrading, and livelihood loans. Meanwhile, the Gobabis and Karibib projects in Namibia continue to showcase how finance for upgrading can be secured using simplified and accountable access mechanisms. Finally, the South African National Treasury is developing a metro-level fund based on the Alliance’s Community Upgrading Finance Facility (CUFF) to enable communities direct access to resources for informal settlement upgrading, and have engaged extensively with the Alliance on these efforts.
b. Building financial management capacity

In Lilongwe’s Mgoni settlement, the Malawi Alliance piloted a Community Managed Fund (CMF), offering fund management training to responsible communities, and raising household awareness about their role. The Namibia Federation has continued to support the large-scale organisation of informal settlement communities to form smaller saving groups that demonstrate accountability, and whose incremental savings contribute to their development needs. Meanwhile, in January 2020 the Zimbabwe Alliance developed operating manuals for two existing City Funds in Masvingo and Bulawayo, and signed an MoU with Masvingo Municipality to partner on the implementation of incremental slum upgrading using City Funds as a finance facility for slum upgrading interventions. The Zimbabwean Alliance also took collaborative service delivery a step further by jointly steering the project through a team of members from Dialogue on Shelter, the Federation, and the Masvingo Municipality. Together with the municipality, the Zimbabwean Alliance is seeking to engage the urban poor in the creation of a co-managed City Fund providing blended finance for improved sanitation for the poor and informal settlement dwellers.
Although pro-poor financial instruments have yet to be formally adopted in Botswana, decisionmakers were encouraged by informal settler savings programmes, and banks appear increasingly open to developing better pro-poor systems. In Tanzania, pro-poor financing remains a major hindrance in securing capital for infrastructure development and housing development for the urban poor. To date, both public and private financial institutions have remained reluctant to engage with finance for low-income communities, which they regard as very risky.

c. Playing the long game
Global Change Pathway

SDI’s Strategic Plan outlines the need to clearly impact and shift global urban architecture. By investing in the social, human, and political capital of slum dweller Federations, SDI influences global urban policy and practice through institutionalized inclusion in urban development platforms.

SDI’s global change pathway focuses on three strategic outcomes:

1) Slum friendly urban development policies and approaches at scale
2) Greater political and public support for slum friendly cities
3) Greater global investment in pro-poor urban development

This section illustrates how urban poor Federations support regional hub platforms for strategic influence and learning, participate in global debates to influence policy, and use data to inform and monitor development agendas to ensure the delivery of long-term sustainable plans and practices that are inclusive and implementable. It also demonstrates our pivot towards engaging with critical issues around climate change and the role that vulnerable urban communities of the poor will play in helping cities mitigate against and adapt to the effects many are already experiencing. Over the past few years, SDI has recognised with increasing clarity the relevance of our core work to mitigate against, adapt to, and combat the effects of climate change on the urban poor – the population disproportionately affected by yet least to blame for increasingly frequent climate change related disasters, such as flooding, fire, landslides, and more.
Significant Change Stories

Outcome 9: Slum friendly urban development policies and approaches at scale
Outcome 10: Greater political and public support for slum friendly cities
Outcome 11: Greater global investment in pro-poor urban development
a. Partnering with grassroots organisations for greater impact, particularly in the climate change sector

SDI continued to engage with partners on the global stage with the objective of expanding and deepening our impact in the development and formalisation of slum-friendly urban development policies and practices at scale. SDI has worked to strengthen and build on existing partnerships, while thinking (and acting) strategically towards the creation of new partnerships, particularly in the climate change sector.

This year, SDI broadened and deepened its engagements with new and existing partners interested in and receptive to SDI’s value-add in the climate change space. In April 2019, SDI joined the 2050 Collective, a group of grassroots and support organisations that have created an advocacy and knowledge-sharing platform for grassroots organisations. The Collective includes SDI, Women in Informal Employment: Globalizing and Organising (WIEGO), Huairou Commission, Tebtebba, Pastoralist Alliance, as well as the International Institute for Environment and Development (IIED), Least Developed Countries Universities Consortium on Climate Change (LUCC), and International Centre for Climate Change and Development (ICCCAD) as supporting facilitators/connectors.

The 2050 Collective identified three key areas for collaboration:

1. Reshape patterns of development and finance architecture to:
   a) enhance access to climate finance to reach the local level; and
   b) give community actors authority in decision making on priorities.

2. Collecting a strong evidence base across the social movements to:
   a) reframe narratives that fuel underrepresentation;
   b) demonstrate expertise, tools, and innovations used to build resilience and position social movements as solution providers able to achieve significant reach and impact, and;
   c) understand the roles and resources needed to scale up.

3. Knowledge sharing and long-term (peer-to-peer) capacity building: Strengthening long-term individual and institutional capabilities (including climate finance readiness and access to / use of climate risk information).
b. SDI Global Advocacy: Critical climate change-related events

Participating in global events and debates allows SDI to raise awareness about our theory of change, highlight on-the-ground successes, influence policy, network with other leaders and changemakers, and expose SDI leadership and members to the relevant debates, discussions, and advances in our sector, with a particular and growing focus on critical climate change-related events.

To that end, The 2050 Collective sponsored SDI to participate in a number of critical global climate change-related events, including London Climate Week, New York Climate Week, and the Gobeshona “Research Into Action” Conference, where SDI Federation leaders played an active role as panellists and presenters, bringing the voice of the urban poor to the centre of debates and dialogues on climate change. In addition, SDI’s participation in the 2050 Collective has provided opportunities to connect with potential donors and decisionmakers at these events, with the aim of improving access to finance and resources for the urban poor. Finally, SDI is also working bilaterally with IIED to diversify income streams through climate finance.

Highlights of SDI’s participation in key climate-related events are listed below.

**COP25, Madrid (December 2019):** Sheela Patel, chair of the SDI Board, and Bisola Akinmuyiwa, member of the SDI Management Committee, were invited to speak at a number of COP25 events. This provided an important opportunity for Sheela and Bisola to connect with existing and potential partners in the climate change sector around issues of urban informality and the role of slum dwellers in taking inclusive action towards resilient cities for all. A Commissioner of the UN Global Commission for Adaptation, Sheela emphasized how these are opportunities to push for SDI’s involvement in formal climate processes and dialogues, as well as increased access to climate financing. Recently nominated to SDI’s Management Committee and serving as the only youth representative on the MC, Bisola was also one of the only urban poor youth representatives at COP25. Whilst space for youth from the global North to participate has grown in recent years, the same cannot be said for youth representing the urban poor from the global South. As such, SDI is prioritizing the presence of these youths’ voices at global events such as COP.

**Gobeshona Conference, Bangladesh (January 2020):** Hauwa Muhammed, member of the Nigeria Slum/Informal Settlement Federation, presented at the Gobeshona 6 International Conference on Climate Knowledge. Speaking to the debates around climate change and resilience-building and the ongoing evictions in her hometown of Lagos, Hauwa asked, “Where are WE [the urban poor] in the process and in the climate change agenda? In our communities, we don’t know when disaster strikes for us. Evictions ARE the disaster.”

"Where are WE [the urban poor] in the process and in the climate change agenda? In our communities, we don’t know when disaster strikes for us. Evictions ARE the disaster.”

Hauwu Muhammed, member of the Nigeria Slum/Informal Settlement Federation
World Urban Forum / WUF10, Abu Dhabi (February 2020): Thanks to sponsorship from various partners including UN Habitat, Plan International and IIEP, SDI managed to send a considerable delegation to WUF10 in Abu Dhabi. Sending not only its seasoned Federation leaders, but also a host of younger community leaders and professionals, the latter gained valuable exposure and lessons from time spent with their older peers. Participating in over 30 events at WUF10, SDI co-hosted the 2nd annual Grassroots Assembly (together with Huairou Commission) and hosted a networking event that highlighted the central role of slum dwellers in the realisation of innovative strategies for urban development. In addition, SDI participated as a member of the UN Stakeholder Advisory Engagement Mechanism, providing key inputs to the WUF10 Declaration.

In line with SDI’s global advocacy strategy, which states that work at the global level is only as good as the impact it allows Federations to have on the ground, various affiliates used their time at WUF10 to engage meaningfully with high-level government officials whose time and attention they have been unable to secure at home. This includes Zimbabwe delegates who met with both a national minister and local mayor to secure commitments related to Federation activities, and South African delegates, who met with the Deputy Minister of Human Settlements. Following the WUF10, the South African Deputy Minister attended the February 2020 Southern Africa Regional Hub Meeting in Johannesburg, where she opened her remarks by saying “investing in a human being is better than investing money”. She further stated that spending time with the Federations from Southern Africa opened her eyes and mind to the power of the Federation process, and the importance of investing in people. She committed to supporting the South African Federation, especially around placing women at the centre of the development process.

Social media posts about WUF:

- https://www.facebook.com/sdinet/videos/651822732243689/
- https://www.facebook.com/sdinet/posts/10157949311543688
- https://www.facebook.com/sdinet/posts/10157954808023688
- SDI events @ WUF10: https://bit.ly/3uoMx7u
International Conference on Community-Based Adaptation (CBA13), Addis Ababa (April 2019): SDI delegates attending the CBA13 in Addis Ababa, met with representatives from Federations from Philippines, Kenya, India, and Uganda. Sheela Patel, SDI’s Board Chair at the time, was in attendance, and also represented the Global Commission on Adaptation (GCA). In a meeting between SDI and the World Bank CEO Kristalina Georgieva, Georgieva committed to work with SDI to build community resilience and to increase local capacity on the ground.

In the same week, Dorice Moseti, a community leader from Muungano wa Wanavijiji (the Kenya SDI Federation) was declared winner of the Dragon’s Den competition for her community waste management concept. Audience members at the conference’s collective plenary and the judges voted Dorice’s concept as the winning climate adaptation business idea. The following excerpt featured in the conference’s daily newsletter quotes Dorice about her waste management idea:

“I live in Mukuru which has different challenges. I’ve looked into ways to collect garbage from the households in a way that will clean the drainage - not throw garbage in the river, and reduce emission from burning waste in the community. Through doing this I’ll be making money because youth will have jobs; women will be involved in turning trash to valuables that they can sell in the community and outside.

Living in an informal settlement, everything we pick can be sold to bring income. By the end of the day we will have brought all of the groups that bring garbage together to earn more than what they are getting now.

The first time I attended the Dragon’s Den, I thought, ‘Am I really supposed to be in this meeting? Everyone else is a project manager or CSO. I’m just alone...’ The CBA process taught us about the garbage collection service and product. The product wasn’t working (we learned on the second day), so we had to provide a service to get the product and make an income in the community. The dragons helped me develop that. I couldn’t have developed it without the training - it was the best way of doing it. If I was left with just my idea, it wouldn’t have worked. There would be no help to my community. Thank you for thinking that grassroots people should attend CBA13.”

Social media posts about CBA13:
- https://www.facebook.com/sdinet/posts/10157091094238688
- https://www.facebook.com/sdinet/posts/10157083554513688
- https://www.facebook.com/sdinet/posts/10157076889178688
Forum of the Standing Committee on Finance (SCF) on Climate Finance and Sustainable Cities, Beirut, Lebanon (September 2019): A grassroots member of SDI’s Uganda Federation (and part of the recently established internal Climate Working Group) attended the “Climate Finance and Sustainable Cities” session, and also represented SDI at a Forum session on empowering groups in vulnerable situations.

UN Climate Action Summit, September 2019, New York City, NY, USA: SDI’s delegation included both veteran and younger generation community leaders and professionals, all identified for their strategic role in global advocacy work and on-the-ground climate action work in their communities. Participating in over 30 events, and actively speaking in a number of key events and forums, delegation members met with key partners and donors to explore new opportunities for joint work on the ground, including the development of innovative climate finance mechanisms that serve the urban poor.

C40 World Mayors Summit, October 2019, Copenhagen, Denmark: Invited speaker Sheela Patel participated on the plenary stage at “Let’s Get Real: Climate change is happening and we must be prepared”, as well as at a side event hosted by the Coalition for Urban Transitions, where she discussed the need for local and national governments to work together with communities to create climate-safe prosperous cities. Meaningful participation in an increasing number of high-level events such as this has strengthened SDI’s position in global climate change debates, supporting the network’s assertions about the important role played by organised communities of the urban poor in this sector.
c. Other International Events and Key Results

In addition to the above highlighted climate change-related events, SDI members participated in seven other global events during the reporting period. All told, our presence and engagement at these events advanced the majority of our stated Outcomes (including 3-6, and 8-11).

Cities Alliance Assembly, Monrovia (April 2019): With the CAA held in Monrovia, the Liberian Federation took the opportunity to present its impressive work, which demonstrates how SDI methodologies empower communities in informal settlements with skills and knowledge to increase community resilience. More specifically, the KYC programme is equipping informal settlers with the capacity to analyse disasters, evaluate risks, and further respond by proactively establishing the relevant infrastructure and services in their communities.

Skoll World Forum, Oxford (April 2019): A memorial for former Skoll awardee Jockin Arputham highlighted Jockin’s contribution to improving the lives of the urban poor worldwide, and bringing their needs, priorities, and voices to the global stage.

Global Platform on Disaster Risk Reduction, Geneva (May 2019): Representatives from SDI’s Nigerian Affiliate participated in a Grassroots Academy, which allowed women from grassroots networks to share experiences, challenges, and best practices. In addition, alongside Groot International Organisation and the Huairou Commission, SDI co-hosted the event “Who is Aiding Whom? Recognising and valuing contributions of grassroots women to risk-informed development”, which explored the critical role of grassroots / urban poor communities in offering innovative solutions to disaster risk reduction. This event was an important opportunity for SDI’s second tier leadership - both professional and Federation - to play a key role on the global stage.

CoHabitat Network Annual Meeting, Geneva (May 2019): SDI leadership presented the network’s experiences in community-led housing solutions and keeping the perspective of the urban poor central to discussions. Relationships with urbaMonde, World Habitat, and other actors in the CoHabitat Network have continued to strengthen, leading to the development of joint initiatives, such as the first annual Community-Led Habitat Awards, launched at the 2019 UN Habitat Assembly. https://youtu.be/3h6DSPiBBAw

UN Habitat General Assembly, Nairobi (May 2019): In partnership with Cities Alliance, UCLG-A, IIED, and Sida, SDI hosted its own side event at this first meeting of the UN Habitat General Assembly since Habitat III, which also represented a critical moment to review progress towards the New Urban Agenda in achieving the SDGs. Highlighting our own case studies, SDI’s event focused on the key role of community-driven data and partnerships with urban decision stakeholders in the creation of truly resilient cities.

Stockholm World Water Week, Stockholm (August 2019): SDI was invited to co-convene a day-long seminar at the 2019 SIWI Stockholm World Water Week. This provided a critical opportunity for SDI to broaden and deepen its influence in the water, sanitation and hygiene (WASH) sector – an objective that is in line with our outcomes linked to influencing policy and practice towards improved public health and safety and the creation of integrated and resilient neighbourhoods at scale.

UN Civil Society Conference, Salt Lake City (September 2019): The presence of one of SDI’s young professional urban planners from SPARC India as a panellist for the Thematic Session: Enhancing the Role of Civil Society to Monitor Implementation of Sustainable Development Goal 11 demonstrates a shift that sees more young professionals taking a central role representing SDI on the global stage.

UCLG World Congress, Durban (November 2019): The South African SDI Alliance sent representatives of its three governing bodies (Board, Secretariat, and Management Committee), as well as a significant local delegation of Federation members and support professionals to speak at a number of high-level events, including Town Halls on Gender Equality, Addressing Informalities, and Sustainable Urban Development, and a Special Session on Affordable Housing. Sharing the experiences and expertise of organised communities of the urban poor with the wider urban development community, SDI representatives also created linkages and built partnerships with the local government officials who are essential collaborators for SDI groups on the ground.

SDI also continued to work jointly with various international partners to institutionalize partnerships and share knowledge between Federations and their city governments. Work with Cities Alliance in Uganda and Liberia continues to ensure that Federation work is increasingly embedded into city development frameworks. In Uganda, for example, the National Slum Dweller Federation and support organisation ACTogether have, with support from Cities Alliance, been engaged as a key stakeholder in the planning and development of the Kampala Jinja Expressway, a large-scale transport project, drawing on experience and support from the Kenya SDI Alliance, which has extensive experience working effectively with government and international development stakeholders on large-scale transport and infrastructure projects that place the urban poor at the centre of policy and practice.
SDI’s vision of change at the global level includes a world where urban poor communities are considered valuable partners in global urban development decision-making and policy creation. Global urban decisionmakers need to have the will and capacity to effectively integrate community-driven knowledge into both policy and practice, enhancing the social, human, physical, political, and economic capital of urban poor communities and enabling transformation. Key to realisation of this vision is a necessary increase in political and public support for what SDI calls “slum-friendly” cities. These are cities where people and policy acknowledge the dynamism, agency, and capacity for resilience and innovation in slum dweller communities and in the informal sector overall. These are cities whose governments (and other urban development decisionmakers from the private sector) consider the wellbeing of slum dwellers vital to the wellbeing of the city. This means seeking alternatives to evictions at all costs, and including slum dweller communities as active decision-makers in priority-setting around development finance and urban development planning.

Outcome 10: Greater political and public support for slum friendly cities

SDI 2019 - 2020
Activities towards the achievement of this outcome have been an increasing priority for the SDI network. To that end, this year, SDI held its second annual “SDI Week” in Amsterdam. “The Amsterdam Sessions” included a variety of seminars, public events, partnership meetings, and even a charity dinner attended by over 200 guests, including strategic actors from sectors, including government, impact investment, and international urban development. The Amsterdam Sessions aimed to promote a broader understanding of SDI’s critical role in addressing urban poverty and informality. The hope is that these annual events will build a “community of support” for SDI in the global North, leading to increased awareness of SDI’s work, and resulting in greater public and political support for slum-friendly urban development policy and practice, particularly in the form of increased access to finance opportunities for the urban poor.

In line with these aims, the 2019 SDI Amsterdam Sessions was co-hosted by Duurzaamheid, a Dutch organisation, which aims to bring innovation, sustainability, and social entrepreneurship into the Dutch private sector by creating strategic partnerships with organisations making a difference on the ground and possessing the capacity to create impact at scale.

SDI and Duurzaamheid joined forces in 2016, when Duurzaamheid ED Anne-Marie Rakhorst, and SDI board chair Sheela Patel, served together on the Board of the Human Cities Coalition. Since that time, Duurzaamheid has become a key partner, working closely with SDI’s office in the Netherlands to build meaningful and effective relationships with the government, private sector, donor agencies, and development organisations to increase public and political support and secure resources. Now a member of SDI Netherlands’s Advisory Board, Rakhorst and her team are submitting a funding proposal for SDI to the Dutch Postcode Lottery, one of Europe’s biggest charities.
b. Deepening our partnership with Cities Alliance

Of course, support for slum-friendly cities at the global level is only as good as the impacts it has on the ground. To this end, SDI continues to engage in strategic partnership with organisations like Cities Alliance, with whom SDI has been working jointly on the Liberia Country Programme. Linking SDI’s organised communities of the urban poor with their local and / or national governments, Cities Alliance held its annual Assembly Meeting in Monrovia, Liberia in April 2019. Three SDI board members – Sarah Nandudu (Uganda), Jack Makau (Kenya), and Megan Chapman (Nigeria), all with extensive experience working with Cities Alliance and / or supporting the work of the Liberian Federation on the ground – attended the meeting, which offered an important opportunity for the Liberian Federation to present its impressive achievements in collecting and analysing citywide slum data from across Monrovia. Providing detailed information about every settlement with ease, this presentation secured the Federation’s position as the go-to organisation for anyone looking for data – ranging from environmental to economic to social to political – on Monrovia’s slums. The presentation also laid the foundation for the continued partnership between the Liberia Federation and city government in planning and developing slum upgrading initiatives in Monrovia.
c. Youth-oriented campaigns

Over the reporting period, SDI worked on an urbaMonde-funded project to increase visibility, recognition, and support to the Coproduction of Habitat in Africa project, which revolves around three specific objectives:

- Providing a ‘seat at the table’ for youth (young urban dwellers and Federation members) both within SDI Federations and decision-making bodies, as well as more generally when it comes to talking about and acting on issues affecting their everyday lives and living environments (access to safe and adequate housing, services, culture, employment, and opportunities). Empowering Youth to speak for themselves, and acquire relevant skills and training, including using online social media platforms and local and international media outlets to amplify Federation youth’s voice.

- Peer learning and exchange: Strengthening (and to some extent reinventing) existing spaces for peer learning and exchange within the SDI network, to be more effective, participatory, strategic, and results-oriented. This specifically refers to the regional hub meetings, which occur twice yearly. Bringing Federation members and supporting NGOs together in each sub-region (West, East, and Southern Africa), these hub meetings could be better used to promote local advocacy objectives. We also are exploring adapting to virtual hub spaces for peer to peer learning and learning by doing.

- Project/outcome-oriented advocacy: Creating a more proactive project/outcome-oriented advocacy narrative within the SDI network that is linked to a call to action and shared across both national and international networks.

SDI also launched the Change Our Picture competition in October 2019. Advancing the mission of KYC-TV’s Make Media to Make Change, the competition encouraged youth across the SDI network to use photography, creative writing, and teamwork to address certain established themes (resilience/climate, livelihoods, housing) to communicate the realities of their “habitat”, neighbourhood, or community. While it was helpful to establish certain themes for the youth to focus on (including resilience/climate, livelihoods, housing), it should be noted that some participants wanted greater freedom to input at the theme level.

The resulting concepts led to the development of a MOOC (Massive Open Online Course) through KYC-TV, which continued tailored training for youth media. In sum, the #ChangeOurPicture campaign served as a small-scale testing ground for the idea of themed communications campaigns – a topic SDI has spoken about at great length. Proving instrumental in carving out spaces within Federation activities for youth, the project’s activities will become part of our global communications channels moving forward. Using this youth-generated media, we will launch a youth council / collective, which will be consulted regarding the question of established themes for future activities.
Outcome 11: Greater global investment in pro-poor urban development
SDI co-founder and former board chair Sheela Patel’s new role as commissioner on the Global Commission for Adaptation to Climate Change has increased her visibility as a champion of issues related to urban poverty and social movements. As SDI’s long-standing Chairperson, she has shared her new relationships and partnerships with all the Federations, thus allowing SDI to gain space, visibility, and representation in a very wide range of forums and increasing the network’s exposure to the challenges of climate change. This has in turn prompted deeper exploration about the implications of climate change within our own work, both in terms of its effects exacerbating current challenges of the urban poor, and the need to anticipate its consequences in our processes. But the value of this relationship goes both ways, with SDI and its affiliates addition to the climate change network benefiting the latter through providing insights from the lives of the urban poor. Indeed, adaptation initiatives “from below” have contributed to a better understanding of the impact of climate change on the urban poor in both low- and middle-income countries. For example, urban poor communities in Malawi repeatedly experience severe flooding as a result of climate change, leading the the Malawi Federation to respond with several post-disaster rehabilitation projects, as described in detail under Outcome 3 of this report.

It has also become clear that much of the “climate finance” intended for the poor often fails to reach these communities. In light of this, SDI joined the Global Commission on Adaptation and other grassroots networks and development practitioners in a campaign to create and adopt 8 principles for Locally Led Adaptation, creating an international cooperation architecture that facilitates the allocation of resources directly into the hands of the urban poor. It is our hope that in the coming years representatives of SDI will be involved in committees to advocate for a bottom-up, community-driven approach to climate change. Beginning in this reporting period, SDI made it a priority to participate in key international climate change events, such as Gobeshona, the annual Community Based Adaptation conference hosted by IIED, as well as COP and its Development and Climate Change Days event (as described in Outcome 9b above).
b. Frontline Funds: Enabling local access to climate finance

At the UN Climate Action Summit in September 2019, SDI joined several other organisations including the Global Resilience Partnership, IIED, Climate Justice Resilience Fund, Huairou Commission, and ICCCAD, to create the Frontline Funds Accelerator partnership. With a vision of creating a climate-just financial architecture that enables the realization of climate justice and sustainable development, the Accelerator is an equal partnership of diverse organisations with the common goal of ensuring grassroots-led initiatives are recognised for their value in climate adaptation and resilience. As the two social movements in the partnership, SDI and Huairou Commission received grants to strengthen their work in climate adaptation and to help address deficits in provision of basic services and infrastructure to urban poor communities.
Institutional Strengthening

SDI’s mission is to unite and enable the urban poor to articulate their own aspirations for change, and to develop their capacity, from the local to the global, so they can become critical actors in the transformation of their cities. As a network guided by a slum-dweller social movement, any institutional strengthening we engage in must build capacity both in community groups and professional support infrastructure in interdependent ways. In terms of strengthening the Secretariat’s capacities, the period covered in this report was one of significant change and multi-layered challenges.

In July 2019, an SDI systems audit identified critical areas requiring urgent attention. As soon as this was brought to light, SDI developed a workplan to address critical areas, establishing an internal controls committee to carry out an investigation and propose corrective measures. Appointing external consultants to assist with an internal process, SDI quickly corrected the most serious issues brought to light.

During this period, then-Managing Director and co-founder of SDI, Joel Bolnick, stepped down, and was replaced by then-Deputy Director, Beth Chitekwe Biti. A turnaround Committee on Internal Control of Governance (CICG) was established to address governance gaps, develop a clear structure for the network, and reactivate and strengthen the Secretariat.

Considering this, and in order to support effective implementation of our Strategic Plan, institutional strengthening has taken centre stage this year as a critical area of work requiring our dedicated attention. We have addressed this through a focus on rebuilding and capacitating our network governance structures and strengthening the technical offering of our Secretariat and professional support organisations (PSOs). That said, this process by no means came to a conclusion in the 2019/20 year, during which time our focus was fully absorbed in uncovering and understanding what had happened. As such, we recognise that it may require years of intentional effort to fully recover and strengthen the organisation to its full capacity and bring SDI to its highest potential.
Network Governance

SDI has been, first and foremost, a solidarity network – operating on principles of loyalty and solidarity – before it recognized the need to become a world-class non-governmental organisation with the systems and structures needed to receive and manage large grants from international donors. Our efforts to maintain the governance structures put in place for an international solidarity network – with grassroots leaders at the centre – left our governance structures underequipped in terms of capacity to engage systematically around oversight of management decision making across multiple cities and countries and to effectively document decision making. Our challenge now is to bring in the necessary professional competencies and independent oversight while ensuring grassroots leadership remains at the centre and that increased professionalism ultimately serves the organised urban poor communities.

Programmatic approach:

Prior to the 2019 systems audit, and with input from affiliates, the Projects Team at the Secretariat developed clear systems, guidelines, and assessments to align all upgrading projects to SDI’s Theory of Change. The network is using the thematic Working Groups identified last year to expand input and include more affiliates in decentralized decision-making. We hope to clarify the roles and responsibilities of these groups in relation to the various network structures in the coming year, to ensure the network draws on a broader level of community and professional expertise.

In early 2019, the Board also established a committee to lead the network through a Constitutional Review process to ensure alignment of governance structures to operations. This will continue and will be even more critical given the events since the committee was first established. The aim is to provide an opportunity for the network to document the evolution of social movements throughout the past 20 years and and streamline key organisational structures that comprise the network today. This was previously identified in our capacity building plan as part of our transition planning to make way for new leadership and remains a critical component of improving our network’s governance.
Hub meetings:

Regional hub meetings are critical to the network’s governance, providing a space for horizontal exchange, learning, and critical assessment of challenges and opportunities within the network. These meetings serve as critical opportunities for federations and their support NGOs to gather, with support from SDI’s governing bodies, to understand and reflect on their place in the bigger picture of the SDI network, how their work on the ground relates to the overall strategy of SDI, and how SDI can support them to achieve greater impact on the ground. Discussions at Regional Hubs provide inputs for further dialogue and decision-making at the SDI’s annual Board and Council meetings. During this reporting period, hub meetings were held in April and May 2019, and again in February 2020.

In April 2019, Hub meetings were convened in Sierra Leone (West Africa) and Namibia (Southern Africa). At the WA Hub, representatives from Sierra Leone, Ghana, Burkina Faso, Benin, Kenya, Senegal, Nigeria, Togo, and India shared experience on how they work with municipal authorities in their various countries to address common challenges. The Mayor of Freetown, Yvonne Aki-Sawyerr gave a keynote address, which was reported on by local TV news. They noted the significance of the Mayor’s relationship with the federation, highlighting that the federation was the first organization she met with upon taking office.

In Namibia, Monica Geingos, the First Lady of Namibia (FLON) and a Patron of the Shackdwellers Federation of Namibia, addressed those gathered for the Southern Africa Regional Hub meeting. Representatives from South Africa, Namibia, Zambia, Zimbabwe, Botswana and Malawi gathered in Windhoek to share challenges and successes over the last period, offering support where needed and learning from each others’ strategies.

Southern Africa and East Africa Regional Hub Meetings took place in February 2020 in Nakuru, Kenya and Johannesburg, South Africa. The agenda for these meetings was developed jointly by SDI’s Secretariat, Board and Management Committee (MC) and includes funding updates from the Secretariat, discussion of progress towards the Strategic Plan, updates on the affiliate self-appraisal and capacity building process, fundraising opportunities and support required, a review of the climate change and youth programmes, and project activities.

The Southern Africa regional hub meeting was opened by the South African Deputy Minister of Human Settlements and Water and Sanitation, Ms. Pam Tshwete MP, who shared with affiliates that “investing in a human beings is better than investing money,” stating that spending time with the federations from Southern Africa opened her eyes and mind to the power of the federation process and is the realisation of investing in people. She committed to supporting the South African federation, especially around placing women at the centre of the development process. In East Africa, the regional hub meeting included federation planning for next six months, discussion on how to improve strategic use of the regional hubs, the Nakuru housing site visit, and assessment of projects in the East African Regional Hub.

Youth Engagement:

SDI is in a real moment of generational shift from those who founded the movement and sustained it for decades to a newer generation. We recognize this intended transition over recent years has moved too slowly. We also recognize that we have for many years relied on too few leaders with too little independent oversight or effective checks and balances. The Sida audit report challenged us to address these issues. Because so much institutional memory has remained so concentrated, we have needed to move deliberately to investigate and fully understand the issues raised in the Sida audit report and to gather information needed to manage this needed transition.
Despite facing the challenges identified through the systems audit commissioned by Sida; SDI’s own Internal Controls, and Governance Control report; and a follow-up Sida Forensic Audit, SDI made great efforts to address issues of network governance and internal controls. The following key activities were identified to be implemented urgently:

- Adoption of a simple and clear Charter by the Council of Federations, outlining the mission of SDI as a global network, and clarifying its governance structures and their respective roles and responsibilities;
- Registration of SDI as non-profit company (NPC) in terms of South African legislation;
- Recruitment of a Board of Directors for the NPC capable of ensuring sound financial and operational oversight;
- Rebuilding SDI with stronger systems, policies and procedures with the assistance of contracted consultants;
- Review of staffing capacity and organisational structure in line with current priorities and programming;
- Recruitment and hiring of a new Secretariat Finance Manager;
- Upgrading communications with donors, partners and members to improve accountability, and rebuild trust in SDI.

In the current transition, our focus is on strengthening management, governance, and internal controls for our core mandate, and making necessary legal and structural changes. As such, with limited financial resources (due in part to the post-audit budget freeze), the SDI Board prioritised the continuation of Federation work on the ground. Financial constraints forced us to re-prioritise and postpone some activities and projects, resulting in slower progress than intended. In addition, we recognise the development of critical capacities within the Secretariat, PSOs and SDI’s governing bodies as more urgent than ever. While we have not had the resources available to dedicate time to capacity development during this period, we have prioritised it as critical in the coming years.
Financials

SDI Income for 2019/2020

- SIDA
- Arise
- Cities Alliance
- Ford Foundation
- Fundraising Events
- UrbaMonde
- Sundance Institute
- Tides Foundation
- Cities Climate Leadership
- Rockefeller Foundation
- Dioraphte
- Caritas
- IED
- Wereld Waternet Sarphati
- IIED
- SDI Income for 2019/2020
Partners

CGLU AFRIQUE

giz

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

duurzaamheid.nl

The Rockefeller Foundation

UN-HABITAT

FOR A BETTER URBAN FUTURE

Y CARE INTERNATIONAL

FORD FOUNDATION

SELAVIP

C40 CITIES

caritas

Global Infrastructure Basel

GLTN

GLOBAL LAND TOOL NETWORK

world habitat

THE NEW SCHOOL

Sida

PLAN INTERNATIONAL

MISEREOR

IHR HILFSWERK

you me agency

Huairou Commission

Women, Human & Community

ied

International Institute for Environment and Development

UCLG

United Cities and Local Governments

ARISE

Cities Alliance

Cities Without Slums

urbamonde

des villes durables par et pour les habitants