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Letter from the Chair of the Board

It is my pleasure to write this introduction to our 2021-2022 Annual Report, which records an important year of consolidation and progress for Slum Dwellers International. Amongst a number of achievements and organisational reforms, I would like to highlight the establishment of a new Board of Directors. For the first time, SDI has included independent, external directors with expertise in finance, management and governance to augment the oversight provided by leadership from community and professional organisations within the network. This new Board oversaw a comprehensive review and updating of SDI’s standard operating procedures, and a timetable for their implementation.

This period also saw the post-Covid revitalisation of SDI’s programmatic work, with particular focus on public health, youth inclusion and climate change adaptation at the local, national and global levels. While globally the effects of the Covid-19 pandemic continued to disproportionately affect the lives of the poor, continued support from SDI’s donors and partners saw communities’ needs and recovery being addressed in 18 countries where SDI affiliates are active. These efforts confirmed the networks’ capacity to mobilise quickly and effectively deliver disaster relief support in relevant, reliable and prompt ways.

In 2021, Covid-19 response efforts evolved from urgent, humanitarian response to addressing the longer-term impacts of the pandemic, including access to livelihoods, food security, infrastructure improvements, access to basic services, and the collection and use of community-driven slum data to build partnerships with and inform interventions from government to respond more effectively to urban crises. I am pleased to note how youth from across the SDI network have played a critical role in many countries’ responses to the Covid-19 pandemic, natural disasters and evictions, through involvement in action research and mobilisation efforts to collect data on the ground, develop media campaigns, and design and implement interventions.

In addition, youth inclusion activities resulted in the development of a framework of youth priorities and a vision for their increased participation in SDI’s federation governance structures. Youth inclusion has been further strengthened organisationally and programmatically by putting the co-created youth framework at the centre of institutional governance and programming. Significantly, youth leadership has emerged across the network, resulting in a visible increase of young people within the network as well as within governance structures.

Recognising the critical need to ensure communities on the frontline of climate impacts have a voice in decisions that directly affect their lives, SDI built on the work that commenced in the previous period to develop principles for locally led adaptation (LLA) to guide climate-related interventions and resource flows to the lowest possible level. Joining forces with other grassroots networks and civil society actors, our members contributed to the successful development and adoption of eight principles for locally led adaptation. While SDI is enthusiastic about the global support for the LLA principles, we have focused our efforts on demonstrating that urban poor communities across the Global South are already implementing the LLA principles. I believe that the real work of governments and global partners is to find ways to effectively partner with these organisations to finance, replicate and scale their work.

Overall, I can report that SDI has emerged from its own governance and management challenges with a renewed sense of commitment and organisational purpose. We are committed to targeted institutional development to strengthen the breadth and depth of SDI’s impact. As we close this chapter, I strongly believe that SDI is more capable than ever to support community-led, bottom-up processes that help to create a global voice comprised of the urban poor, engage international agencies and operate on the international stage in order to support and advance our vision for resilient and inclusive cities.

I would also like to thank all our donors and partners who continue to support our work. The positive achievements we registered over this year are in no small part due to your continued support.

Sincerely yours,

Joseph Muturi
Chair of the Board

About SDI

Slum Dwellers International (SDI) is a global network of slum dwellers in roughly 20 countries across Africa, Asia and Latin America. SDI-affiliated urban poor social movements—referred to within the network as federations—comprise thousands of the most vulnerable women, men, and youth mobilised 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 agendas. These savings collectives form the building blocks of SDI, providing a supportive space for poor women and youth to become active local organisers and drivers of urban transformation rooted in gender-sensitive, local, and communal priorities.

Federations use tools such as daily savings, peer-to-peer exchanges, community data collection and mapping to organise 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 as beneficiaries. Shifting development agendas to be more inclusive and pro-poor and ultimately more resilient and sustainable. Organised communities co-produce city-wide 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 implementing, monitoring, and evaluating these strategies.

SDI’s governance structure consists of a Council of Federations, which constitutes the membership of SDI, a Board of Directors comprising professionals and a Secretariat. SDI is situated as a unique actor in the urban development ecosystem and prides itself on making investments in poor peoples’ efforts to own and drive their own development.

Our Vision

SDI’s vision is for resilient and inclusive cities that improve the lives of the urban poor.

Our Mission

SDI seeks to transform slums into resilient neighbourhoods and inclusive cities by collectively driving a women-led, bottom-up change agenda for securing tenure and increasing access to basic services, housing, and livelihoods.
**Background and Introduction**

SDI's work continued to be driven by our 2018-2022 Strategic Plan, which recognised the need for a clearly articulated Theory of Change (TOC) – in which shows SDI’s complex, multidimensional interventions where connections between activities and long-term goals are articulated to measure and understand impact. Our Theory of Change maps out the logic behind SDI’s activities, outputs, and the outcomes it seeks along settlement, city, and global pathways. These outcomes build towards SDI’s overall intended impact to create slum-friendly cities where the lives of the urban poor are substantively improved. The pathways to change and outcomes are outlined below, with the full TOC included as an annex to this report.

This report is organised around SDI’s three Pathways to Change. At each level, significant change stories showcase examples of federation work over the last year, illustrating how activities translate into the outcomes set forth, and eventually into the desired impact at each level. This year’s annual report provides a testimony of the successful work urban poor federations are undertaking to transform their communities, cities, and ultimately influence changes at the global level to effect systemic change on global urban development policies, practice, and financing.

**Settlement Change Pathway**

Throughout the SDI network, the urban poor organise women-led savings groups to form networks of support for social cohesion, livelihood-building and collective voice at the settlement level. The collection of accurate data within informal settlements and slums, through the use of profiling, enumeration, and mapping, are integral strategies of our Know Your City campaign and are effectively employed to advocate for and effect desired change at the settlement level.

The participation of women and youth is central to building the skills, knowledge, confidence, to pursue livelihood-building and community upgrading strategies that increase capacity at the settlement level to adapt, absorb and transform when faced with shocks, stresses, and emergencies. This helps build inclusivity and resilience within communities. Complementing this work, settlement forums are conducted for dialogue between communities, government, and other urban stakeholders.

SDI envisions a future where slum settlements are recognised by cities and where the urban poor have secure tenure and universal access to basic services; where communities are safe and healthy, social cohesion is evident, and even those with low incomes have access to economic livelihood opportunities and pro-poor credit. SDI sees communities actively involved in dialogue with governments, institutions and other stakeholders, and youth as active agents of change, filled with possibility and hope.

**Case Story: Innovative Public Health Solutions in Zambia**

The impact of the Covid-19 pandemic was felt globally, however, its impact disproportionately affected people in developing countries such as Zambia. Lack of sanitation and an abrupt loss of economic opportunities due to lockdown rules, particularly among the youth, exacerbated the daily struggles of the urban poor. Seeking innovative solutions to the Covid-19 pandemic, public health and resultant socio-economic crisis, the Zambian affiliate, comprised of the People’s Process on Housing and Poverty in Zambia (PPHPZ) and the Zambia Homeless Peoples’ Federation, implemented a response programme to empower urban youth living in slums to contribute to public health solutions.
A metalwork training programme, delivered in April through June 2021, offered an opportunity for 50 youths, half of them female, to learn the skills required to fabricate portable handwashing stations. PPHPZ developed and coordinated the training programme and provided the necessary fabrication equipment. By the end of the year, over 200 stations were created and distributed throughout informal settlement areas that otherwise lacked easy access to clean water, improving communities’ ability to sanitise their hands and reduce transmission of the virus.

After completion of the programme, four youth started their own small enterprise and diversified their product offerings to include window frames, doors, and other metalwork products. Their entrepreneurial spirit has led them to begin discussions with an international Non-Governmental Organisation (NGO) for larger contract work and continues to provide consistent income while they improve their skills. Furthermore, they have in turn provided training to an additional seven youths and one adult. PPHPZ continues to support young entrepreneurs with marketing as well as negotiating larger contracts for newly constructed homes and provides employment placement assistance for others who participated in the programme.

During the 2021-22 period, climate action work on the ground in Malawi included capacity building on nature-based solutions (NbS) relevant to informal settlements (such as vegetative cover restoration to reduce land degradation) and the establishment of community governance structures to champion NbS in informal communities. In addition to this, the Malawi affiliate supported waste entrepreneur groups to turn household waste into biogas, liquid fertiliser, and compost, providing livelihood opportunities and improving waste management in informal settlements, and supported the clearing of l

Furthering their impact, the Malawi affiliate worked closely with the Ministry of Lands to develop and advocate for the adoption of the National Slum Upgrading Program (NSUP), which aims to improve the lives of thousands of low-income and vulnerable households in Malawi’s three major cities: Lilongwe, Blantyre and Zomba. The programme, which has been adopted by the Ministry of Lands as well as the Cabinet, draws together various stakeholders, including the Malawi SDI alliance, to improve the lives of the urban poor through resilient affordable housing, tenure security, creation of livelihood opportunities, and informal settlement upgrading. Specifically, the Malawi alliance advocated for the inclusion of the points below in the NSUP and will act as the Secretariat for the NSUP in Malawi: 1. Provision of serviced land for the urban poor; 2. Allowance for change in land use when established that this will have a significant impact on the lives of many people; 3. Negotiated relocation for communities sitting in disaster-prone areas.

Case Study: Climate Action for Resilient Upgrading in the Philippines

The Philippines affiliate of SDI, made up of the Philippines Action for Community-led Shelter Initiatives, Inc (PACSII) and the Homeless People’s Federation Philippines, Inc. (HPFPI), initiated Project UPGRADE with support from the Technical Assistance Movement for People and Environment Inc. (TAMPEI). Project UPGRADE aimed to build on the gains of earlier endeavors by the Philippine affiliate by providing geotechnical inputs into proposed site plans and housing unit designs to safeguard urban poor residents against climate change impacts. Participatory action research (PAR) activities, including an exchange of learning among stakeholders, aimed to increase awareness of the existing hazards in the area to enable informed decisions during ongoing planning and housing activities. It also supported the need for co-created solutions for climate-resilient communities through joint resources of technical professionals, locals and other stakeholders, while simultaneously addressing issues related to food security, health and sanitation and social capital. In addition, the PAR provided technical professionals and academic partners the opportunity to apply their expertise on the ground.

The project included a set of core co-creation activities including social preparation, geotechnical research, research validation with community members and learning exchanges.

Community orientations took place to articulate the objectives, outputs, timeframes and resource needs of the projects, and level of expectations from all stakeholders. The participation of HPFPI was crucial here in terms of community mobilisation, preliminary site visits and interface meetings were necessary to gather baseline information for subsequent research.

Following this, a technical assessment was conducted of the existing conditions in the area, resulting in recommendations on how to increase structural resilience to climate change impacts in the informal communities in Valenzuela City and Davao City. The research was done in close collaboration with TAMPEI, which served as the link between consultants and the community. A draft report was generated from the research with recommendations on how to move from planning to implementation.

Ongoing soil testing continues to inform the structural design of the houses, particularly considering that many of the homes are often submerged underwater. Findings are presented to the community for input, providing the ability to generate concrete action points towards project development and refinement of the site development plan.

To promote knowledge sharing and learning, TAMPEI and community representatives participated in Adaptation Research Alliance (ARA) workshops to share experiences from the project and learn from other projects and participants.

The Project highlights that local communities have capacity, willingness and interest in processes to integrate an array of ideas and assessments into crafting solutions. Through the results from geotechnical engineering research conducted for the project, the Del Rosario Compound Neighbourhood Association, Inc. community is on the path to integrating appropriate structural design solutions into their proposed housing units. This will also enable proper site planning and development strategies in the context of climate change adaptation.
City Change Pathway

The city is an important entry point and pathway for transformative change and has remained central to SDI’s work. Slums are an important and valuable part of urban society, containing enormous human capital and innovative potential. Projections demonstrate the 68% of the world’s population will be living in urban areas. As urbanisation is expected to continually increase, SDI believes it is important to recognise and value organised urban poor communities for their skills and knowledge and engage all stakeholders in partnerships to implement city-wide solutions for achieving social, economic, and physical integration of slum settlements into the city.

This period saw several advancements in this change pathway, including, continued focus on the community-driven collection, co-production, and use of slum data as a tool of collective intelligence to engage deeply with government, informing policy change and enriching city-level understanding of spatial inequities. This methodology is key to facilitating agency in city-level decision-making processes. Through these efforts, as well as persistent and compelling engagement, SDI has improved the commitment of local governments and urban decision-makers, influencing policy and practice to improve services and infrastructure and increase urban resilience. In addition, innovative and community-led pro-poor financing mechanisms and instruments were expanded to promote access to new resources and solutions for urban pro-poor development.

SDI affiliate has utilised their partnership with the city to influence the channelling of government resources to initiatives that will impact the lives of the poor. That SDI affiliate has utilised their partnership with the city to influence the channelling of government resources to initiatives that will impact the lives of the poor. As of March 2022, each dollar of seed funds has been revolved 5.7 times, with more than USD 85,000 being repaid, ensuring that the fund continues to provide much needed resources for urban development priorities of the city’s urban poor.

Zimbabwe SDI affiliate’s Urban Poor Fund, provides loans to low-income urban households unable to access other financial services.

Located within and operated by the communities it serves, the fund is quick and easily accessible, allowing community members to mobilise resources in response to their sometimes-unpredictable needs. Frequent, sometimes daily, women-led meetings provide a community-driven space for members to access savings, contribute to decision making, and ensure transparency and accountability in the fund’s operations. In addition to savings group meetings, Gungano members hold regular meetings at the settlement, city and national level, building a collective voice to articulate the needs and priorities of the urban poor.

Following this successful model, the Zimbabwe affiliate, together with the city council of Masvingo, a secondary city in south-eastern Zimbabwe, developed the Masvingo City fund using USD 20,000 seed capital provided during the Covid-19 pandemic. The fund, which is jointly owned and governed by the Zimbabwe Homeless Peoples’ Federation, Masvingo City Council, and Dialogue on Shelter has continued to grow through contributions from the urban poor and the city. As of March 2022, each dollar of seed funds has been revolved 5.7 times, with more than USD 85,000 being repaid, ensuring that the fund continues to provide much needed resources for urban development priorities of the city’s urban poor.

The fund prioritises loans for incremental slum upgrading and livelihoods, with beneficiaries selected by federation members themselves. The fund serves as a platform from which urban poor communities can leverage financial resources to negotiate with local authorities, pushing for inclusive urban development priorities. Both the Gungano Urban Poor Fund and the Masvingo City Fund provide invaluable examples of community-driven financing mechanisms that provide flexible and accessible financing to the most vulnerable communities. With the establishment of the Masvingo Fund, the Zimbabwe SDI affiliate has utilised their partnership with the city to influence the channeling of government resources to initiatives that will impact the lives of the poor.

In response to the rapid spread of Covid-19, the SDI affiliate in Sierra Leone, the Centre of Dialogue on Human Settlement and Poverty Aversion (CODOHSPA) and the Federation of the Urban Poor (FEUDP), in consultation with the Freetown City Council (FCC), developed a digital platform to improve communication and service delivery related to the pandemic. The app, FISCOVIA DATA, was created alongside a live dashboard in which communities could identify hotspots and link them to government service providers in real time. The app and dashboard provided two-way communication via a mobile device, relaid information to the appropriate authorities, and notified communities of the actions taken.

The data and maps generated throughout the project have become critical in informing policy and the rolling out of practices, particularly at the municipal level. These collaborative efforts contributed to positioning the SDI alliance to affect greater influence within city governance, including representation in the District Covid-19 Emergency Response Centre (DCOVCERC). It also initiated a conversation with Statistics Sierra Leone (Stat-SL) on how the work can gain accreditation from the statutory national data institution for broader use by the government. This has enhanced evidence-based policy, planning, implementation and investment in development and humanitarian domains across different sectors to ensure that no-one is left behind.
In August of 2017, the county government of Nairobi, Kenya gazetted the slums of Mukuru Kwa Nguna, Kwa Reuben and Viwandani as a Special Planning Area (SPA). This was in response to major limitations in addressing urban poverty and informality in terms of resource tenure and a lack of integrated development plans aligned with the country’s plans and overall growth goals.

Mukuru SPA is one of the largest ever informal settlement upgrading processes, with the aim to transform a 689-acre slum into a healthy and functioning neighbourhood to improve the lives of the 100,000 households who live there. The project is also a precedent-setting partnership for participatory upgrading of informal settlements at scale involving the residents of Mukuru, the Nairobi County government, and over 40 organisations from civil society, academia, and the private sector. The Mukuru SPA highlights how these stakeholders and institutions can all work together in an innovative and evolving approach to large-scale collaborative community planning.

Nairobi City County formed eight consortia to assist in the development of the Mukuru plans, including the Water, Sanitation and Energy (WSE) consortium which was tasked with developing innovative solutions to the unique water and sanitation challenges faced by the residents of Mukuru.

The WSE consortium developed sectoral, spatial and infrastructure designs to assist in the alleviation of Mukuru’s water and sanitation challenges, including the development of a Simplified Sewer System (SSS) and Pre-Paid Dispensers (PPDs) (for access to clean water) under the short-term implementation plan. Nairobi City Water and Sewerage Company (NCWSC) in collaboration with the Nairobi Metropolitan Services (NMS), the SDI-affiliated NGO Akiba Mashinani Trust (AMT), Muungano and Water Sanitation for the Urban Poor (WSUP) agreed to test out these innovations through a pilot project in Mukuru Kwa Reuben targeting 1,000 households. The project commenced in 2020, with construction of a 1.4km SSS network and a 1.6km water network, connecting 100 toilets and bringing sanitation services to 850 households, and 10 PPDs constructed, with each PPD serving 1,000 households.

The first step in the implementation of the SSS and PPO was household-level mapping and data collection throughout the pilot area. This revealed that there were 91 toilets serving 1,000 households, with residents living in structures without toilets having to pay 5 to 10 shillings (Ksh) per use. The pilot project supported structure owners to build more toilets at the pilot level, reducing the number of householders utilizing one toilet and increasing the number of toilets per 1,000 residents from 91 to 127.

Data also revealed that residents accessed water from informal water vendors, boreholes and rain harvesting. The supply of water from vendors was of inadequate quality and expensive (Ksh 5 for a 20L jerrycan). To improve access to clean water for settlement residents, the pilot rolled out PPDs, with one PPD serving 1,000 households. Water from PPDs costs Ksh 0.50 cents for a 20L jerrycan, allowing residents to save 50% per 20L jerrycan purchased.

The project has had significant impacts on the residents thus far, enhancing access to a clean, healthy, and safe environment through the separation of residents from their waste. Residents now spend less money to access better quality water and sanitation services. The project has had major social implications as well, improving dignity, privacy, and security for residents, particularly women. The multi-sectoral approach to stakeholder engagement, which includes various government departments as well as community members, demonstrates the benefits of integrated urban planning for not only slum dwellers but for all residents within a city.

Global Change Pathway

The work of SDI’s Global Change Pathway seeks to effectively address crises related urban population growth, conflict and natural- and human-made disasters, creating a world where organised communities of the urban poor are valued partners in urban development decision-making and where investment in inclusive and resilient urban development is prioritised. On the global stage, SDI advocates for the integration of community-driven knowledge into global policy and practice in order to transform the status quo. By front-lining participation of slum dweller leaders in global debates and supporting the growth and consolidation of a global slum dweller movement, SDI uses our knowledge, information, and data to inform, monitor and evaluate global development agendas and commitments.

Over the 2021-22 period, SDI’s work on the global stage was increasingly focused on the climate crisis and its impacts on the urban poor. SDI federations across the network worked daily to build their resilience and capacity to adapt and respond to the impacts of the climate crisis in their communities. But at the global stage much work remains to make clear the capacity of organised communities of the urban poor to lead on climate adaptation and manage climate finance at the local level.

Recognising the critical need to empower local stakeholders to lead in adapting to climate change – and to ensure that communities on the frontline of climate impacts have a voice in decisions that directly affect their lives – SDI built on work that commenced in 2020-21 to develop principles for locally-led adaptation to guide climate-related interventions and resource flows to the lowest possible level. Joining forces with other grassroot networks and civil society actors, SDI contributed to the successful development and adoption of eight Locally Led Adaptation (LLA) Principles. In January 2021 it was announced that 40 governments and leading institutions had committed as endorsers of the LLA principles, and that number has only continued to climb since then. The LLA principles gained increased traction at COP26 in Glasgow, where SDI participated in several side events and played a key role in the inaugural Resilience Hub.

SDI during this period focused its efforts on demonstrating that urban poor communities across the Global South are already implementing the LLA principles in their work and inspiring governments to partner with these organisations to finance, replicate and scale their work. At the core of the LLA principles is a demand that more resources be channelled to the lowest possible level, making climate finance available to those who need it most. SDI has made strides to demonstrate the capacity of urban poor federations to manage finance locally and increase flows to urban poor communities. This work is ongoing and is supported by evidence that demonstrates the capacity of SDI federations to manage large-scale financing and implement capital projects – built through decades-old savings and loan systems to finance settlement upgrading projects. SDI is confident that the development of climate finance mechanisms that work for the urban poor would have invaluable impact on the reduction of vulnerability risk through facilitation of tangible adaptation assets that are developed and managed by slum dwellers.
Institutional Strengthening

Network Governance and Turnaround

The 2021-22 was characterised by the continued rebuilding and strengthening of SDI’s governance structures and Secretariat. The adoption of the SDI Charter by SDI’s membership (the Council of Federations) in March 2021, which clearly articulates the role of all key network governance institutions, laid a solid foundation for continued strengthening of the organisation’s institutions and systems over the course of the year. Critical achievements in this regard include the establishment of the SDI Board of Directors, with the inclusion of independent, external directors with expertise in finance, management, and governance, as well as leadership from community and professional organisations within the SDI network.

In addition to these important achievements, SDI made significant improvements to accounting systems and practices, including the drafting of a Finance and Administration Manual and the implementation of improved accounting software and related technical support. This was part of a comprehensive assessment of existing standard operating procedures (SOPs) and a rollout plan for their revision and updating.

The Council of Federations met once during the period (August 2021), providing an important opportunity for network membership to gather for updates on the funding status of the organisation and the organisational turnaround process at the Secretariat – including requests for approval of proposed changes to the governance structure. The approved governance structure includes the Council of Federations as network membership, a Board of Directors for fiduciary responsibility and oversight, and a professional Secretariat responsible for implementing the activities and Strategic Plan of the network. In addition, the network structure includes a Coordinating Team and Regional Hubs as key operational structures mandated to a) support the implementation of the SDI Strategic Plan; b) provide spaces for learning and capacity building of federation and professional leadership. The Board of Directors met seven times during the reporting period. While the focus of discussions centered largely on administrative and governance issues, this was critical to ensure a solid foundation for future programmatic work and for the Board to provide strategic inputs on SDI’s programme and strategy moving forward.

Youth Inclusion

Youth, who comprise nearly half of the global population and will constitute nearly two-thirds of urban dwellers within the decade, play a critical role in urban transformation. Despite the serious effects of the Covid-19 pandemic, 2021-22 was milestone year for SDI’s youth inclusion work. The Youth Inclusion program aimed at supporting the development and implementation of a framework for youth influence and participation in SDI’s federation governance structures; b) the establishment of affiliate-level youth programming; and c) development of a second-tier leadership process. Youth inclusion has become a key organisational principle for the network in recognition of the youth’s key role in the sustainability of the network and in their function as the bridging mechanism to modernisation and promotion of social cohesion.

During 2021-22 period, youth inclusion has been strengthened organisationally and programmatically by putting the co-created youth framework at the center of local and regional internal dialogues. This existing document describes a youth-led change agenda that seeks to address self-identified priority issues such as sustainable livelihoods and resilience.

Significantly, youth leadership has emerged, promoting intergenerational learning, and facilitating succession planning. In countries across the network, youth have mobilised to establish national youth councils, providing spaces for young people to have their voices heard on issues that affect them. This has proven to be an effective way to engage youth in the civic process. In addition, the SDI communications strategy, developed as a component of SDI’s youth inclusion and institutional strengthening activities, has been approved at Board level, being implemented at the Secretariat, and is gaining traction on ground. At the regional level, youth inclusion was placed on all regional hub agendas during the period. Rich discussions took place about how to more effectively incorporate youth input and activities into federation plans and budgets, resulting in commitments from the federations to consider the needs and perspectives of young people in decision-making processes.

Five strategies have emerged to mobilise youth to the movement:

- **GROW SOCIAL CAPITAL:** Youth Power! Organise young women and men through calls to action within our social movement to drive change and development. Build on cohesion and community spirit amongst young people.

- **GROW POLITICAL CAPITAL:** The network’s data and story portals - Know Your City (KYC) and Know Your City TV (KYCTV) – can be a powerful mobilising tool to create greater awareness on critical social issues that are relevant to young people. Use these tools to drive political action and involve young people in decision making processes.

- **GROW ECONOMIC CAPITAL:** Savings and Loans. Youth organise or join savings groups to jointly solve community issues. Provide access to entrepreneurship opportunities and support for youth enterprises.

- **GROW HUMAN CAPITAL:** Youth Skills and Talent. Facilitate access to mentors and training that enhances skills and confidence of young people. Create spaces for federation youth to develop and showcase their talent, attracting other young people to the movement.

- **GROW PHYSICAL CAPITAL:** Settlement Upgrading. Youth must play an active role in planning and upgrading their settlements through participation in decision-making processes such as community planning, community-led waste management, and advocacy for land, land and services.

The network focus on youth inclusion has resulted in a visible increase of young people at the decision-making table through increased participation in federation’s governance structures. SDI will continue its youth evidenced-based approach as a central concept for programme delivery, supported by the inclusion of youth leaderships in governance and decision-making.

Conclusion

As SDI approaches the end of our 5-year Strategic Planning period, a process has begun to review the achievements, challenges, and vital lessons learned over this period. The network established a Strategic Planning Steering Committee, comprised of members of the Board, Secretariat, and network leadership, to guide this process and prioritise the adoption of a new Strategic Plan for the 2023-2027 period in early 2023. While there is always room to learn and grow, we are confident that our work this year has re-affirmed SDI’s critical role as a key voice of organised urban poor communities – and that our institutions and capacities have been strengthened to support the delivery of even more impactful programming to the communities we serve.
Financials

SDI received income from thirteen philanthropic, academic or non-profit organisations during the reporting period. Over one-third of the income was received from the Swedish International Development Cooperation Agency (SIDA), who remained a committed supporter of SDI’s throughout this reporting period and beyond. SIDA and the Ford Foundation invested heavily in the continued institutional strengthening of SDI, particularly the SDI Secretariat while the others primarily contributed to various programmes addressing thematic issues such as climate change, public health, and youth inclusion.

Remaining central to SDI’s work, the Know Your City programme accounted for a quarter of SDI’s expenses, while investment into the three change pathways, namely settlement, city and global, collectively comprised forty percent. Institutional strengthening continued to be a heavy area of investment, as noted previously in the report, comprising just under twenty percent of expenses.