

# COHORT STAGE

## WORKPLAN & ORIENTATION DOCUMENT

Outline to plan activities and overview of support to be provided to cities



# Executive Summary

## Brief

The Nurturing Neighbourhoods Challenge (“the Challenge”) is hosted by the Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India, in collaboration with the Bernard van Leer Foundation and with the technical support of WRI India. This Challenge aims to incorporate a focus on neighbourhood-level improvements in Indian cities that promote healthy early childhood development (0-5-year-old children) in the planning and management of Indian cities. By shaping urban neighbourhoods that work well for pregnant women, young children, and their families, cities can nurture strong communities, economic development, and better quality of life for all.

## The Challenge

Through this 3-year initiative, selected Indian cities and their partners will receive technical support and capacity-building to pilot and scale improvements in public space, mobility, neighbourhood planning, access to early childhood services and data management across city agencies to enhance the physical and psychological health of young children and their caregivers. At the end of “good to great” phase, 10 winning cities would be identified who will scale the solutions throughout their cities and set an example of the young children centric development.





# COHORT PHASE

## Piloting solutions in 25 cohort cities to go “from good to great” (March-August 2021)

WRI India will support cities for a period of six months to implement pilot projects in neighbourhoods to enhance the quality of life for young children and their caregivers as part of their proposals.



### Expectations from Selected Cohort Cities:

- Appoint Nodal person as a single point of contact
- Take steps to implement pilot projects including tactical trials and permanent solutions
- Prepare communication plan to reach city residents and co-create solutions
- Engage with community stakeholders and initiate data collection
- Participate in national and city-level workshops
- Develop strategies to scale-up solutions across the city
- Identify financial sources to implement pilots
- Participate in final jury event

WRI India will provide following forms of support to the cohort cities:

<b>Technical Support for pilot projects</b>	Access to expertise
	Data collection
	Engagement with stakeholders
	Pilot project formulation
	On-ground trials and implementation of pilots
<b>Capacity Building</b>	Independent mentor support
	Workshops to enable peer-to-peer learning
	Best practices as support material
<b>Scale-up Support</b>	Pathways to scale
	Support for institutionalizing solutions

Cities will take small steps towards making a big change in the lives of young children with the implementation of pilot solutions envisioned in the application phase. During the phase, cities will leverage the opportunity to educate its citizens, engage with key stakeholders and showcase the benefits delivered due to the interventions. This orientation document assists cities with outline to plan activities and guides on the support that will be provided by WRI India. The workplan activities are indicative and can be customized to implementation requirements of the cities.

- Section 1: Workplan**
- Section 2: Communication Strategy**
- Section 3: Resources and Tools**

# SECTION 1: Workplan

The following work plan for the pilot phase will assist cities to take informed decisions and deliver scalable solutions. Cities will receive necessary assistance on components of the workplan from WRI India as per agency requirements.

Sr. No.	Milestones	Timeline
<b>Team mobilization and initial capacity building by connecting with independent mentors</b>		
1	<b>Agreement on pilots and data collection</b>	March-April
	<b>- Pilot project sites reviewed and agreed for development</b> discussions with decision makers and stakeholders to confirm on the pilot projects	
	<b>- Preintervention data collection to define baseline scenario and evaluation measures</b> Collect ITCN oriented data with the help of ITCN toolkits (Refer section 3) Conduct data analysis to define baseline scenario and work towards solution identification Determine evaluation metrics for identified solutions	
	<b>- Stakeholder identification and community engagement</b> Create a communication plan that aligns with envisioned pilot projects Convene focused group discussions with key decision makers to get buy-in to adopt ITCN principles Form necessary partnerships with government and non-government stakeholders Identify NGOs and RWAs to onboard for community engagement process Ensure community engagement through consultations and FGDs with help from engagement toolkits	
	<b>- Identification of project components and drafting quick win activity schedule</b> Arrive at project components for the pilot projects based on data analysis and community inputs Identify immediate implementable actions for each of the projects Initiate dialogues with stakeholder agencies for necessary approvals	
2	<b>Tactical trials</b>	May-July
	<b>- Tactical interventions as quick wins to gain momentum</b> Test proposed solutions and temporal activities at with low-cost tactics at pilot project locations Create temporal interventions at strategic locations and timings strategic to ITCs to generate awareness for public spaces and streets for young children Invite community members to participate and gain their feedback (Refer section 2) Involve stakeholders and key decision makers in activities to build confidence in the initiative Leverage media channels to generate awareness and spread the word (Refer section 2)	
	<b>- Impact measurement</b> Measure impact against set objectives for projects and make necessary changes to implementation strategy if required Communicate the impact of trials with stakeholders to build consensus towards permanent implementation	
<b>Peer-to-peer learning workshop for cities:</b> Leverage the connection opportunity with mentors from lighthouse cities and a network of independent experts Sharing experiences from tactical trials and learn from the NNC cities network Participate in workshops and hands-on exercises designed to build capacity		June
3	<b>Pilot project formulation and tendering</b> Define project components and material specifications suitable to ITCs Prepare technical drawings for pilot projects and make necessary financial outlays for project execution Development of tender documents and invite bids for civil work on pilot projects	June-July
4	<b>Pilot project implementation and measuring impact</b> Review bids and identify implementation contractors Coordinate with related agencies to ensure smooth implementation of pilot projects Get the completed projects inspected for necessary compliances Collect user opinion through various outreach channels and in-person interviews (Refer section 2) Record behavioral changes due to improvements in the neighbourhood (Refer section 3)	July-August
5	<b>Preparing for long term changes</b>	August
	<b>- Roadmap to scaling-up</b> Prepare scaling up plan that identifies neighbourhoods and solutions to replicate the success Identify sustainable financial sources for scaling-up the solutions	
	<b>- Towards institutional setup</b> Envision dedicated institutional and budgetary setup to steer the future projects to transform city scenario <b>- Strategy for long term policy changes</b> Frame strategy to incorporate changes required in policies	
6	<b>Documentation and report compilation</b> Document journey of transforming their city to suit the needs of young children to present the case to jury Compile a report with data evidence to justify the transformation and its benefits delivered	1st & 2nd week of September
<b>Evaluation of proposals by final jury and announcement of 10 winning cities</b>		3rd & 4th Week of September

## SECTION 2: Communication strategy

### OBJECTIVES

- Generate awareness around the needs of young children and their caregivers in the city
- Highlight and build support and consensus around trials, pilots and related activities
- Engage with the community and residents to co-create solutions and cultivate champions

### HOW

The communications plan will be tied to project activities in the work plan to build consensus. WRI India will support the city to develop and roll out a communications plan, incorporating the following strategies:



#### On-ground campaign activities

1. Visit by a city official to one of the sites, with local media and press coverage. For e.g. – A walk with a toddler with a city leader to understand issues at one pilot site
2. Campaigns and events highlighting the tactical trials/pilot projects. For e.g. pop-up melas/festivals in public spaces, anganwadi or preschool drives, street closure for toddler-oriented Raahgiri Day



#### Social media

1. Leveraging city's social media platforms to create awareness and interest:
  - Document and disseminate updates related to NNC pilots
  - Crowdsourcing ideas and testimonials from target audience
  - Share polls and perception surveys
  - Engage public through slogan/poster/photo competitions



#### Local press/media

1. Outreach to local press/media to cover events and activities happening under the initiative.
2. Podcasts about the activities and events on local radio channels.



#### Op-eds, articles, knowledge-sharing

1. Writing and publishing key findings from trials/pilots
2. Engaging on national and global platforms to share learnings



#### Identify key champions

1. Identifying local champions for early childhood-centric development among individuals and organisations (NGOs, CSOs, RWAs) that can support city's vision and initiatives
2. Private businesses willing to support the initiative

## WHO TO ENGAGE



### Public Sector Stakeholders

- Political Leaders (Ministers, City Mayors etc.)
- Urban Local Body (ULB)
  - Municipal Commissioner/ Mayor
  - Sections/ Department Officers (such as Public Works, Town Planning, Health)
  - Ward Councillors
  - Local Councillors (such as Local Area Federations, Slum Forums)
- Smart City Cell (and their technical consultants/ knowledge partners)
- Public Transit Agencies
- City Police Department and Traffic Police
- Government Programme Workers (such as Anganwadi and ASHA workers)



### Community Stakeholders

- Young Children and their Caregivers (such as pregnant women, parents, older siblings, grandparents, etc.)
- Community Members (such as community leaders, women groups)
- Community/ Civil Society/ Not-for-profit Organizations
- Government and private Early Childhood Development Service Institutes (such as education and health)
- Resident Welfare Associations, Neighbourhood Associations



### Private Sector Stakeholders

- Academic and Knowledge Institutes
- Built- Environment Professionals (such as developers, urban planners, urban designers, etc.)

## SECTION 3: Resources and Tools

As part of the Cohort phase, cities will be provided with a set of tools that can be useful for collecting data about site conditions, user activities, user perceptions, and other relevant data. Cities can leverage these tools and knowledge products for having a data-oriented approach towards implementing projects.

An initial list is detailed below. Cities will receive assistance to use these tools from WRI India. Detailed templates will be provided through further communications. Please note that some of these tools may have to be modified as per city's context, site characteristics and data requirements.

- 1. ITCN Framework and Guidelines** – This resource developed by Bernard van Leer Foundation in partnership with Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. It comprises of five publications that will help Indian cities to create infant, toddler and caregiver-friendly neighbourhoods. Please refer to the table below for a list of resources with their brief description.

i	<b>Policy Framework</b> <a href="#">View resource</a>	This document lays out the rationale for making improvements to neighbourhoods and explains the objectives of doing so. It constitutes an overall strategy for the young children and caregiver-friendly neighbourhood.
ii	<b>Design Guidelines</b> <a href="#">View resource</a>	This document supplement other urban design guidelines to understand key features of pedestrian-oriented public space, physical components and approaches to young children-friendly design of neighbourhood.
iii	<b>Policy Workbook</b> <a href="#">View resource</a>	The document guides urban leaders and citizens to define policy frameworks to achieve ITC-friendly neighbourhoods. It discusses helpful institutional frameworks, which stakeholders need to be involved, what roadblocks may need to be addressed and how.
iv	<b>Evaluation and Monitoring Metrics</b> <a href="#">View resource</a>	This document contains a set of 65 indicators that cities can use to measure the quality of a neighbourhood for young children and caregivers and incorporate evidence-based decision making.
v	<b>Best Practices Compendium</b> <a href="#">View resource</a>	The Compendium draws on global and Indian examples of neighbourhood-level design interventions that meet the objectives of creating neighbourhoods for young children and caregivers.

2. **Urban95 Starter Kit ([View resource](#))** – This document developed by Bernard van Leer Foundation is designed to help municipal governments and their partners understand the value of investing in young children and families and to provide actionable ideas and guidance on how to do so.
3. **Best Practices and Intervention Ideas ([View resource](#))** – This document, compiled as a resource for the Nurturing Neighbourhoods Challenge, illustrates various Indian as well as global examples of neighbourhood-level interventions that focus on young children and their caregivers as one of the primary user groups. It presents strategies of combining multiple supportive components to create holistic improvement across many domains.
4. **Street Design related resources** – This set of toolkits around street design will help cities to create safe, inclusive streets for all user groups. Some of these tools are to enhance to safer streets in general and therefore, the principals mentioned here will need to be further tuned to focus on young children-centric street design. Please refer to the table below for a list of resources with their brief description.

i	<b>Cities Safer By Design</b> <a href="#">View resource</a>	This resource developed by WRI Ross Centre for Sustainable Cities and made possible by funding through Bloomberg Philanthropies provides guidance on making cities safer through urban and street design that promotes safety for all road users. It lists down detailed measures and elements that ensure safety in neighbourhood streets.
ii	<b>Streets For All Toolkit</b> <a href="#">View resource</a>	This resource released by WRI India and UL (Underwriters Laboratories) aims to serve as a guidebook for citizen groups and communities to implement open street initiatives in local areas. It provides detailed steps for planning, operating, implementing and evaluating these open streets events.
iii	<b>Designing Streets for Kids</b> <a href="#">View resource</a>	This resource is developed by GDCI-NACTO with the support of Bloomberg Philanthropies, the Bernard Van Leer Foundation, the FIA Foundation, and Fondation Botnar. It sets a baseline for designing urban streets with a focus on the specific needs of babies, children, and their caregivers by seeing them as pedestrians, cyclists, and transit users.

5. **Site mapping tools by Gehl** – This set of tools developed by Gehl Institute in collaboration with Bernard van Leer Foundation will be used in and around pilot locations to map user profiles, their activities on pilot sites and interviewing users. Please refer to the table below for a list of tools with their brief description.

i	<b>People Moving Count</b> <a href="#">View tool</a>	This tool records people moving through an area at a given time. It allows us to understand type of user profile and their form of mobility.
ii	<b>Stationary Activity Mapping</b> <a href="#">View tool</a>	This tool observes what kinds of stationary activities are happening in a place. It helps us to understand who is present and how a place allows different uses.
iii	<b>Urban95 Quality Criteria</b> <a href="#">View tool</a>	This tool assesses specific qualities of a place from the perspective of caregivers and young children. It is an informative discussion tool that highlights central characteristics of a healthy environment in public space.
iv	<b>Intercept Survey</b> <a href="#">View tool</a>	Intercept surveys capture information about how caregivers and their children are spending time in a place and their general perceptions.

