Perspectives on Addressing Urban Children's Needs
Scope of Work; Nov., 2015

1. Background

For the first time in history, over half of the world's population currently lives in cities. Over the next 100 years, this trend will continue as cities across the world are projected to double their populations. 5.2 billion people will be added to urban populations in the developing world; 60 million per year for the foreseeable future. These new inhabitants will be predominantly young and poor. Save the Children (SC) is committed to meeting the distinct needs of this expanding population of vulnerable children.

Save the Children is a global NGO, consisting of 29 national members, who program internationally through Save the Children International (SCI) in over 40 countries. Emerging from a recommendation in SC's 2010-15 Mid-Term Strategy Review, the Urban Strategy Initiative is working to develop, publicize, and invest in 4-5 urban value propositions that a) meet the needs of urban children and b) can inform the 2016+ Strategy. The Urban Strategy Initiative is a joint venture managed and funded by seven Members (Australia, India, Italy, Korea, Sweden, Switzerland, and the United States) and SCI.

SC's new strategy is expected to propose a strong focus on urban children, and to address their needs in a holistic way, either directly or in partnership with others. Most of SC's work is organized thematically, and SC's strategy will continue to be guided by thematic "breakthroughs". The Urban Initiative's baseline (April 2014) identified $300m (life-of-award values) in programming

2. Objectives, Deliverables and Tasks

Save the Children China Program is seeking a team of experts in urban development, esp. its impact and perspectives addressing the needs of vulnerable urban children and their families and communities, and those who might be affected in the increasingly urbanization process in China with particular focus on Shanghai, Beijing, Guangzhou and other first-line cities.

Our objective is to conduct an urban situation analysis which would guide our organisation as we make future choices and investments into vulnerable children living in cities. The information produced will be tailored to Save the Children International as a global NGO focused on children in all contexts (emergencies, fragile states, developing and developed settings, rural and urban) and in support of our three breakthroughs (Survival, Learning, Free from Violence) and steered by a set of Urban Guiding Principles (attached as Annex 2). The work should include the following:

1) reviewing and summarizing major official policies, legislations, development plans and budgets, statistics and trends, and other government and academic documents related to urbanization and the impacts on child well-being
2) reviewing current urban programs of Save the Children China and other external stakeholders, including but not limited to other NGOs
3) identifying the urban challenges SC needs to address, e.g. the greatest barriers facing needy urban children and their communities in achieving their rights and improving their lives, distinct challenges by region, city size or development status?

4) identifying and analyzing key institutional partners that impact our urban work in an urban setting

The deliverables are:

1) A written report in both Chinese and English, around 30 pages (excluding attachments) that address the key findings and suggestions;
2) A PowerPoint presentation in both Chinese and English, to be delivered (virtually or in person) at SC's strategy workshop

Proposed activities, and estimated level of effort, include:

Reviewing and summarizing major official policies, legislations, development plans and budgets, statistics and trends and other government and academic documents related to urbanization and the impacts on child well-being in China	4 days
Conduct interviews with key staff within SC (e.g. Urban Leadership Group, SC China management, key staff and partners) and external stakeholders	3 days
Reviewing current urban programs of Save the Children China and other external stakeholders, including but not limited to other NGOs	3 days
Prepare deliverables	6 days
Presentation	1 day
TOTAL	17 days

3. Reporting

The consultant will report to SC China, and work collaboratively with an Urban Situational Analysis Steering Group composed of 3-4 SC staff.

4. Qualifications

Applicants should meet the following criteria:
- Extensive experience in collecting, summarizing and analyzing information related to social policy
- Extensive experience in analyzing and addressing urban issues, particularly affecting the underserved group
- Extensive experience in advising or working with large international organizations, particularly at the strategic level

5. Timeline

The consultant (team) is expected to accomplish majority of the above work before Dec. 31st, 2015, while finalization of report, translation, and other remaining and/or follow-up job may be fulfilled before Feb. 2016. A detailed timeline against deliverables will be further discussed and set in the final contract.

Annex: Save the Children's 2016+ Strategy

Save the Children is currently engaged in developing its first whole-of-organization global strategy, which consists of identifying our 2030 ambition, and a strategy framework to guide the 2016-18 strategies of the various Save the Children national members and country offices, and our global thematic and advocacy initiatives. These different units will design their strategies during the first half of 2015, and the global coordinated strategy will be completed by December 2015.

Key givens of our strategy include:
- Our Mission, Vision, Values, Theory of Change
- Our thematic "breakthroughs", and the concept of "signature programs" to achieve them
- The thematic areas in which we work (health and nutrition, education, child protection, child rights governance, hunger and livelihoods, HIV and AIDS)
- Full spectrum programming (working in all contexts, from sudden onset emergencies to stability)
- Growth - focus on impact, the quality and composition of growth
- Be a prominent voice with and for children
- Use a child rights framework
- Catalyze changes in policies and practices that achieve universal rights for children
- Reduce inequities
- Maintain global influence in different contexts - from donor countries, to middle-income countries to fragile states – recognizing that children's rights are universal

Key aspects of our 2030 aspirations include:
- We want to achieve our breakthroughs
- We will reach the most marginalized children globally, in both humanitarian and development contexts, in low income, middle income and developed countries
- By 2030, we will drive measurable impact to scale in all of our programming
- By 2030, we will be the leading humanitarian organization for children
- By 2030, we will be the organization that has the evidence, expertise, and influence to create change for children
- By 2030, we will be the foremost voice for and with children

We are seeking thought pieces to spark dialogue around what shape our work in the urban context should take, as more and more needy children grow up in cities (which we define as having populations greater than 50,000). Some **key questions** to address include:

1) **Identify the great urban challenges SC needs to address**
   ➢ What are the greatest barriers, today and over the next 15 years, facing needy urban children and their communities in achieving their rights and improving their lives? Are there distinct challenges by region, city size or development status?
2) **Propose a strategic role where SC can make a unique contribution**

➢ Given who SC is (our mandate, structure, presence, strategic aspirations, etc), what is the most strategic role that we can play to create lasting change for large numbers of the neediest urban children?

3) Propose objectives, principles, activities and potential partners that illustrate this role

➢ What should be our strategic goal and objectives (for 2018), and what indicators would best mark our progress?

➢ What principles should guide our urban programming?

➢ Who should we partner with, globally or regionally, and locally?

4) Identify key internal changes or investments needed to effectively pursue this strategy

➢ What aspects of our current approach position us well to be effective in urban areas, and what will we need to change?

➢ What capacities do we need?

➢ What operational challenges do we need to address to achieve impact at scale?

Save the Children's Urban Guiding Principles
Designing and Implementing for the Urban Context

We cannot achieve our breakthroughs unless we work with urban communities.

> *"The urban population is growing at a pace that has reached 60 million people a year and is still increasing… we could add more than 5 billion new urban residents in the next 100 years. In all the centuries that follow, we may add at most another billion. In our lifetimes, we have to build urban accommodation faster than ever before. We also have to prepare for a near future with a stable urban population in which it will be much more difficult to undertake reform or change the configuration of the transit corridors and other public spaces that define urban life." – Brandon Fuller & Paul Romer*

In the developing world, one-third of urban residents live in slums – over 860 million people (and counting). If this percentage remains the same, the number of slum dwellers in the developing world could reach the 1 billion mark by 2020. While urbanization in and of itself is not inherently problematic, the pace and sheer scale of urbanization has, in many places, far exceeded local government's ability to provide essential services, including water, sanitation and health care.

Slum life is characterized by insecurity on many levels. In slums across the world there is a striking lack of basic infrastructure. Most people live close together in shacks they do not own, often sleeping several to a room, on blankets or on a mud floor. In informal or squatter settlements, many live in constant fear of eviction or housing demolition, and even those in recognized slums have little power over landlords who fail to maintain housing structures. Slum homes in the developing world often do not have toilets or running water, so women and children are forced to go outside to attend to their basic needs. This exposes them to the risk of attack, rape and robbery, especially at night.

Responding to these challenges Save the Children's Urban Strategy Initiative brought together 70 staff from across the world to document lessons we've learned about designing and implementing effective and sustainable urban programs. This document is a direct result of the incredible knowledge, dedication, and hard work of those individuals. In all of Save the Children's future urban program's program teams should use this guide when embarking on the project cycle. It builds on our Theory of Change and Global Breakthroughs (every child learning, surviving, and safe) while simultaneously attempting to define their application to the unique characteristics of the urban context.

Principle 1: Recognize urban as an opportunity as well as a challenge

Urbanization is a driving force for a transformation, in most cases, that makes countries more advanced, developed and richer. Today, as we have for centuries, human beings congregate in cities to better exchange, learn, produce, enjoy and protect each other. For most of the world's population, moving to a city is in itself an objective of the universal desire to have a better life. They are places that people to go realize ambitions and dreams, and turn their ideas into realities. Save the Children must celebrate and take advantage of this transformative power of cities while ensuring that the most deprived have equal access to urban opportunities and advantages.

What opportunities do cities provide?
  - **Proximity to services** – improved access to education, health care, sanitation, fire & safety
  - Increased infrastructure including technology and communications – better roads, public transit, penetration of mobile phones & internet connectivity, diversified food markets
  - **Better access to markets** – a diverse and vibrant private sector that provides goods and services of all kinds to households and businesses
  - **Proximity to decision-makers** – multiple levels of government agencies from neighbourhood to municipal to state to provincial to national all operate in major urban centres
  - **Rich organizing networks to build social movements** – the diversity and density of urban life leads to increased numbers of both geographic and affinity-based social groups; it also provides the public spaces in which these groups can organize and stand together
  - **Opportunities for scale** – the absolute numbers and density of urban populations provide opportunities for scale up to the hundreds of thousands or even millions of households
  - **Proximity to donors** – both institutional donors and corporate donors typically have their local headquarters in urban centres, this provides country teams with unique opportunities to access them

What challenges?
  - **Lack of space** – due to high land values both open space and space for meetings is at a premium; programs will likely face high costs for space-intensive activities
  - **Complex governance systems** – overlapping government agencies with confusing roles and responsibilities can increase time and expense needed for approvals and stakeholder buy-in
  - **Complex communities** – unlike in many rural communities, urban communities are often defined by overlapping affinity groups rather than geographic proximity; this can complicate the mobilization of urban communities
  - **Legal uncertainty** – many of the most deprived may squat illegally on public or private land reducing their resilience and increasing marginalization; in some countries urban migrants themselves are deemed illegal and not provided basic rights
  - **Cash-based economy** – in cities 'cash is king' and households must pay for everything from food to rent to transport; without means to earn income households are quickly deprived of basic needs
  - **Insecurity/violence** – in many urban areas deprived populations live in areas without street lighting, active policing, or safe routes to schools; in the worst cases, mafias or gangs effectively run neighbourhoods – increasing vulnerability
  - **Vulnerability to pollution / disaster / climate change** – as the world urbanizes the most deprived populations live in the most marginalized urban areas, which are most often areas most vulnerable to disaster or the impacts of climate change

Project Examples

Lessons Learned

Principle 2: Focus on the most deprived urban children
Save the Children's 2016-2018 global strategy refocuses our energy on improving the lives of the world's most deprived children. Overall, the average child living in a city is better educated and healthier than their rural counterpart; this is known as the urban advantage. But statistical averages hide the inequalities of cities, which are typically more unequal than rural areas. One of the major challenges that country offices will face is a paucity of high quality neighborhood-level data that can be disaggregated by the poorest and the richest. Making it nearly impossible to know where and how many deprived children live in a city.

As a result, this guiding principle identifies a set of likely deprived urban groups that we should prioritize when good data is not available.

> ➢ Migrants – recent migrants, whether they are cross-border refugees or voluntary economic migrants lack the social capital and knowledge to access many formal and informal services and markets
> ➢ Households living in slums – many countries have their own definition of slums; work with local government to identify and target the most deprived slum areas (UN-Habitat's guide to defining slums can be found [here.](here))
> ➢ Households with tenuous status – many poor households illegally live on public or private land and in some cases urban migrants themselves are illegal; any kind of tenuous legality increases the likelihood that children will not access basic services and reduces household resilience
> ➢ Street children – children either living on or connected to the street (through work for example) are visible in almost every major city in the world (see the Children Protection Initiative's resources)
> ➢ Domestic laborers – this population hides in plain sight in many cities across the world; they are often difficult to access and estimating their numbers is nearly impossible
> ➢ Households living in camps – many longstanding camps exhibit the characteristics of urban contexts but with unique and specific challenges that must be considered

We must prioritize making the invisible more visible. We should advocate for, support, and take part in the collection of better data on deprived urban populations.

Project Examples

Lessons Learned

Principle 3: Incorporate holistic analysis within thematic-specific interventions
As complexity increases, as in the urban context, simple single-theme interventions may be less effective and sustainable than designing integrated responses to urban poverty.

Focusing on the cross-cutting themes of child poverty and child protection when designing programs of any theme seem to be associated with increased effectiveness and sustainability.

The Urban Strategy Initiative is investing in developing enhanced tools and guides for completing holistic situational analyses. The focus of these will be on:
  - ➢ Identifying service gaps for the most deprived (see the groups above) as an entry point
  - ➢ Facilitating the development of integrated programs that incorporate multiple themes
  - ➢ Ensuring that project designs are child-centric

A central component of Save the Children's Theory of Change is partnership. In the urban context it is likely that integrated projects will include components that are outside our core competencies (health, education, child protection, child rights, and child poverty). These components may include advocacy and support to households to gain land tenure rights; the upgrading or provision of dwelling units (housing); or, upskilling of municipal staff in city administration. These components may be essential to success and it will be key that Country teams identify them during the situational analysis component of the project cycle so that they find partners whose expertise can increase effectiveness and sustainable of our urban programs.

Project Examples

Lessons Learned

Principle 4: Design for the urban context
An analysis of our baseline survey of urban projects from 2014 found that only a small number of Save the Children's urban projects are work exclusively with urban projects. Most operate in both urban and rural contexts. The majority of these only serve a minority of urban communities compared to their total reach. Most surprising was our finding that the smaller the number of urban communities served (compared to rural communities) the less likely the project design was to be adapted to the urban context.

The urban context demands an urban response. Most of Save the Children's models and approaches were developed for rural communities. Many of these can be effectively adapted to the urban context – but we must explicitly design for the urban context. Even within a single grant or contract.

Relate to principle 2&3?
  - ➢ Socio-political and economic analysis
  - ➢ Partners
  - ➢ Physical environment
  - ➢ Scale through system strengthening
  - ➢ Technology, communications and media

Project Examples

Lessons Learned

Principle 5: Empower the most deprived to claim their rights
The often vibrant and dynamic dance between public sector actors, the private sector, and civil

society are a defining feature of urban life. As a Child Rights organization an underlying component of every urban program should be to empower children and their families to engage in the act of governance.

In fact, for many urban projects the role of an organization like Save the Children may be about *building relationships, brokering, and creating linkages across the public sector, the private sector, and diverse groups within civil society*.

The Child Rights Global Initiative has a significant set of resources on how to design activities that increase the prominence of children's voices in complex political processes.

Project Examples
CSR Signature Program

Lessons Learned