Foreign, Commonwealth & Development Office

UKBEAG: Strategic Capacity Development

Report on the Strategic Capacity Development Component delivered as part of the Global Future Cities Programme

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UKBEAG
UK Built Environment Advisory Group

UN HABITAT
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Executive summary

This summary provides an overview of the Strategic Capacity Development Component that has been delivered by the UK Built Environment Advisory Group (UKBEAG) in connection with the Global Future Cities Programme (GFCP) of the UK Foreign, Commonwealth & Development Office (FCDO).

The UK Built Environment Advisory Group

Launched at the United Nations Conference on Housing and Sustainable Urban Development, Habitat III, in 2016, the UKBEAG is a collaboration between the Royal Institute of British Architects, the Royal Town Planning Institute, the Institution of Structural Engineers and the Landscape Institute, the aim of which is to make built-environment expertise more accessible to governments, humanitarian agencies and development partners as they grapple with the combined challenges posed by climate change and rapid urbanisation.

Global Future Cities Programme

The FCDO Global Future Cities Programme is a product of the UK National Security Strategy and Strategic Defence and Security Review 2015, which recognises climate change and rapid urbanisation as being among the significant drivers of instability. The GFCP has supported 30 technical assistance projects in transportation, urban planning and resilience in 19 cities in ten low-to middle-income countries in South America, sub-Saharan Africa and Southeast Asia. The programme has been delivered in three phases: the Strategic Phase (preparation and project definition), the Transition Phase (procurement) and the Implementation Phase (delivery).

Strategic Capacity Development Component

Working in close collaboration with UN-Habitat, the UKBEAG was appointed to deliver the Strategic Capacity Development Component of the programme, the aim of which has been to leverage the work being undertaken to help:

- reduce the barriers and strengthen the drivers to implementation
- increase the impact of the interventions and their long-term sustainability
- increase the potential for shared learnings, both within the programme and beyond
- promote the potential for replication and scalability, within the host countries and beyond
- enhance engagement and demonstrate alignment with the 2030 UN Sustainable Development Goals (SDGs) and the New Urban Agenda
- create mutually beneficial economic relationships between UK professions and host cities in areas such as architecture and planning, in which the UK has strong expertise.

Effective integrated planning works at all scales (i.e. national, regional, district and local) and needs to be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve this, it will typically include provision for a range of consultative and/or participatory planning activities.

Preparation and programme design

The Strategic Capacity Development Component was tailored to meet the specific needs of each participating city, while complementing the work being delivered by UN-Habitat in connection with the Global Goals and the project-focused capacity development being undertaken by the delivery partners. The Strategic Capacity Development Component was underpinned by four core principles derived from the Organisation for Economic Co-operation and Development (OECD) guidance on capacity development,[1] namely:

- understanding the country and city contexts
- identifying and supporting sources of city-owned change
- delivering support
- learning from experience and sharing lessons.

The UKBEAG also recognised the three levels of capacity development outlined in the OECD guidance: the enabling environment, the organisational level and the individual level.

Strategic Phase

During the Strategic Phase, the UKBEAG undertook a series of city visits to help:

- understand the context in which the proposed interventions are to be delivered
- understand the key factors which may help to enable and/or obstruct delivery
- build relationships with city stakeholders and help establish their capacity development requirements
- assess the professional capacity, market maturity and preparedness to deliver the proposed interventions within each targeted city.

The work of the UKBEAG was complemented by UN-Habitat, which undertook a spatial assessment, and by colleagues from the International Growth Centre, which conducted an assessment of the financial and legislative context in each city. The results of these studies were consolidated in a series of City Context Reports and Technical Viability Assessments, which helped to inform the scope and the terms of reference for each of the projects.

Towards the end of the Strategic Phase, the UKBEAG hosted a week of Transition Training and Dialogue in London, attended by a group of over 40 senior city stakeholders. This training and dialogue was supported by a diverse group of subject matter experts, who helped to develop the stakeholders' understanding and preparedness and build a cohort through a programme of knowledge-sharing, site visits and social activities.

[1] *OECD (2006) The challenge of capacity development: Working towards good practice. Available at https://read.oecd-ilibrary.org/economics/the-challenge-of-capacity-development_oecd_papers-v6-art2-en#page1 (accessed 25 March 2022).*

Transition Phase

During the Transition Phase, in which the FCDO undertook the procurement process to select and appoint the delivery partners, the UKBEAG set about developing its proposal for the delivery of a programme of strategic capacity development. On the basis of its earlier engagement with the 19 target cities, the UKBEAG initially identified five key thematic areas that appeared to present challenges for each of the cities in the programme to a greater or lesser extent, namely:

1. integrated and inclusive planning
2. governance and collaboration
3. evidence-based design and the effective use of data
4. project finance and procurement
5. implementation and enforcement, monitoring and evaluation.

In order to validate the five key themes, the UKBEAG conducted a comprehensive series of interviews with UN-Habitat local strategic advisers, the FCDO programme managers and the delivery partners. The UKBEAG also developed an online Capacity Needs Assessment to be completed by city stakeholders. On the basis of its findings, the UKBEAG developed an activity programme comprising the following elements:

- an online **Thematic Programme,** the aim of which was to share best practice relating to each of the five key thematic areas
- a programme of online **City-to-City Knowledge Exchanges** to enable knowledge-sharing between cites in the programme
- a programme of in-person **Country-level Events,** which aimed to make the programme more responsive to the specific needs of each country
- two in-person regional **Leadership Forums,** designed to bring stakeholders together towards the end of the programme to consider the next steps.

The UKBEAG was supported during this phase by the University of Cambridge Institute for Sustainability Leadership, which helped to develop the methodology and pedagogical approach. No sooner had the UKBEAG agreed its proposed programme, than the world was struck by the Covid-19 pandemic. The physical and economic impact of the pandemic necessitated a reduction in the project budget and forced the cancellation of all in-person events. The military coup in Myanmar, in February 2021, ended that country's participation in the Strategic Capacity Development Component.

Belo Horizonte
Brazil

Implementation Phase

Thematic Programme

The Thematic Programme, launched on 21 January 2021 and concluded on 11 March 2021, comprised a series of seven online events, delivered by a range of subject matter experts, each of which focused on one of the initial five key themes. The series opened and closed with contributions from Sir Paul Collier CBE from the International Growth Centre and Mayor Marvin Rees from Bristol City Council. The series concluded with reflections on the importance of communication, collaboration, organisation and behaviour.

One of the outputs from the Thematic Programme was recognition of the importance of 'leadership and change management' as a cross-cutting issue, and this was subsequently adopted as a sixth theme.

City-to-City Knowledge Exchange

The City-to-City Knowledge Exchange programme comprised a series of four online events between 5 August and 4 November 2021. The aim of the series was to enable cities to share their experiences, to learn from each other, to build relationships with one another and to encourage city ownership of the programme while laying the foundation for the Country-level Events that were to follow. Each event comprised a series of four short presentations from city stakeholders framing the following aspects:

- project background and objectives
- desired outcomes and impacts
- project scope and status
- challenges and opportunities
- lessons learnt and key risks.

Each event was supported by a range of subject matter experts, who brought their knowledge and expertise to bear in the capacity of 'critical friends'. Their role was to provide constructive observations on the presentations, helping to identify issues that might not have been recognised, suggesting solutions for any challenges identified and exploring synergies between projects.

Country-level Events

The Country-level Events provided an opportunity to bring together stakeholders from the various projects within each city, and/or the various cities within each country, to engage in a more focused discussion on topics of common interest.

The focus of each event was informed by the findings of the online Capacity Needs Assessment and was agreed in discussion with UN-Habitat, FCDO, the delivery partners and city stakeholders. Several events focused on the effective use of data, some on integrated and inclusive planning and others on integrated transport. The underlying theme in many of the events turned out to be governance and collaboration, with many of the cities recognising the potential for delivering more effective outcomes simply by working better together.

Country	Date	Main Topics
Nigeria	13/10/2021	The King's Cross Experience, tackling resettlement and unlocking affordable housing, project finance and procurement
Philippines	25/11/2021	Affordable housing finance and planning
Indonesia	18/11/2021	Managing risk and resilience, integrated planning, and governance and collaboration
Turkey	25/11/2021	Moving from policy to impact and delivering effective outcomes
Vietnam	02/12/2021	Moving from data to action and delivering effective integrated and inclusive planning
Malaysia	14/12/2021 and 16/12/2021	Integrated transport, from policy to practice, and delivering effective outcomes
Thailand	13/01/2022	Delivering transit-oriented development and delivering integrated and inclusive planning
Brazil	20/01/2022	Building an open data environment, delivering effective outcomes, from data to action
South Africa	27/01/2022	Moving from data to action and delivering effective outcomes

Table 1 *Main topics covered during Country-level Events*

Where appropriate, these events were also used as an opportunity to connect with national government and other stakeholder groups to promote awareness of the work being undertaken and demonstrate its alignment with national policy. For example, the Malaysia Country-level Event included engagement with the country's Ministry of Finance and demonstrated the relevance of the work being undertaken in relation to the 12th Malaysian Plan, while the event in the Philippines was co-hosted with the Department of Human Settlement and Urban Development (DHSUD)and illustrated how the projects being undertaken in Cebu City and New Clark City might be considered as pilots in the context of the 2040 National Housing Strategy.

The Country-level Events were launched on 13 October 2021 in Nigeria and concluded on 3 February 2022 in South Africa.

Istanbul
Turkey

Leadership Forums

Drawing on the lessons learnt from the Thematic Programme, the final events in the UKBEAG's Strategic Capacity Development Component were two regional Leadership Forums. These aimed to encourage, engage and empower city stakeholders to reflect on lessons learnt and consider next steps. With the current programme drawing to a close, and the projects beginning to move from design to implementation, the forums explored the need for effective leadership.

One of the forums focused on the Association of Southeast Asian Nations (ASEAN) group of countries while the other focused on non-ASEAN countries. The forums were used to encourage city stakeholders to build on the momentum achieved while leveraging the work already undertaken to engage with some of the broader challenges facing their cities.

Knowledge management

Where appropriate, all the events forming part of the Strategic Capacity Development Component were delivered with simultaneous translation in each of the programme's five languages: Indonesian, Portuguese, Thai, Turkish and Vietnamese. A written summary of each event, incorporating key takeaways, was published on the GFCP Knowledge Platform. Recordings of the Thematic Programme, the City-to-City Knowledge Exchange events and the Leadership Forums were also published on the platform in each of the five languages, together with copies of all presentations and links to associated resources.[2] Although the Country-level Events were recorded, these were not published to help encourage a frank exchange between participants.

[2] *See the following links: for the Thematic Programme https://www.globalfuturecities.org/thematic-programme; for the City-to-City Knowledge Exchange https://www.globalfuturecities.org/city-to-city; for the Country-level Events https://www.globalfuturecities.org/country-level-events; and for the Leadership Forums https://www.globalfuturecities.org/leadership-forum (accessed 25 March 2022).*

Feedback from city stakeholders

The emergence of Covid-19 and the wholesale change to online learning affected the UKBEAG's ability to engage with the cities; for example, the Country-level Events, originally envisaged as two-day workshops, were reduced to three- or four-hour events. Nevertheless, the level of attendance and feedback from city stakeholders suggests that the programme achieved a significant degree of success:

1. **Thematic Programme:** 95% of respondents agreed that the sessions provided a useful introduction to the programme, 96% agreed that the content was relevant and 96% agreed that the speakers were engaging.
2. **City-to-City Knowledge Exchange:** 96% of respondents agreed that the session provided insight into the wider aims of the GFCP, 97% that the series of online events was a useful addition to the programme, 97% that their city shares similar issues to those faced by other cities and 95% that they could see opportunities for applying the learnings in their daily work.
3. **Country-level Events:** All respondents agreed that the event was relevant to the challenges they face, 98% agreed that the event would help with the implementation of their project(s), 98% that the event was a useful addition to the programme and 97% that they could see opportunities for applying the learnings from the event.
4. **Leadership Forums:** 96% of respondents agreed that the event will be helpful in the implementation of their project(s), 96% that the event was a useful addition to the programme, 94% that the event was relevant to them and their work and 98% that they could see opportunities for applying learnings about leadership in their work.

Overall attendance

The Strategic Capacity Development Programme, which ran from late 2018 to early 2022, attracted over 2,000 separate attendances from over 1,000 participants, amounting to over 4,500 hours of engagement, and was supported by over 40 subject matter experts from a diverse range of backgrounds, such as planning, transportation, finance, procurement, data systems and behavioural science.

Potential for future engagement

Experience gained by engagement with the GFCP has demonstrated:

- the value of the UKBEAG as a one-stop shop for impartial expert built-environment advice for use by governments and development partners around the world
- the opportunity to contribute to international development through capacity development and the need for such support
- the opportunity to support the delivery of UK foreign policy priorities in tandem with international policy priorities
- the potential for expanding membership of the UKBEAG to better reflect the needs of those grappling with the complex social, economic and environmental challenges associated with city making and the built environment
- the potential for leveraging such programmes to promote UK built environment expertise while strengthening professional networks at home and overseas and capturing the potential for realising secondary benefits.

Moreover, engagement with the FCDO Global Future Cities Programme has provided a rich two-way learning experience, not only for city stakeholders but also for members of the UKBEAG and subject matter experts.

The aim of the strategic capacity development component is to complement the other elements of the Global Future Cities Programme, to consider some of the barriers and enablers to sustainable urbanisation and to help achieve the programme's long-term impact.

Introduction

This report comprises an overview of the Strategic Capacity Development Programme delivered by the UK Built Environment Advisory Group (UKBEAG) in collaboration with UN-Habitat in connection with the UK Government's Global Future Cities Programme (GFCP), supporting 30 projects in 19 cities within ten countries in South America, sub-Saharan Africa and Southeast Asia.

All the countries forming part of the programme are among those eligible to receive official development assistance,[3] ranging from least developed countries, such as Myanmar, to upper middle-income countries, such as Malaysia.

The **19 cities** forming part of the GFCP are:

- Abeokuta, Nigeria
- Ankara, Turkey
- Bandung, Indonesia
- Bangkok, Thailand
- Belo Horizonte, Brazil
- Bursa, Turkey
- Cape Town, South Africa
- Cebu City, Philippines
- Durban, South Africa
- Ho Chi Minh City, Vietnam
- Iskandar, Malaysia
- Istanbul, Turkey
- Johannesburg, South Africa
- Lagos, Nigeria
- Melaka, Malaysia
- New Clark City, Philippines
- Recife, Brazil
- Surabaya, Indonesia
- Yangon, Myanmar.

The programme highlighted the range of common challenges that cities face, and the importance of capacity development and knowledge-sharing to help create sustainable cities that can tackle issues such as climate change and rapid urbanisation.

The UKBEAG-led Strategic Capacity Development Component has been delivered in three phases: a Strategic Phase, a bridging Transition Phase and an Implementation Phase.

Development of the Strategic Capacity Development Component was based on the findings of an exploratory phase, in response to the specific needs of each city, and has been delivered by a range of subject matter experts, primarily from the UK. The programme has a strong focus on facilitating city-to-city learning through knowledge exchange to help address shared challenges.

[3] *https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/DAC-List-of-ODA-Recipients-for-reporting-2020-flows.pdf (accessed 23 March 2022).*

Together with UN-Habitat, the UKBEAG has worked with a group of delivery partners (Mott MacDonald, Arup, EY, PwC and Adam Smith International), whose role has been to deliver the projects in each of the cities. The projects broadly fall into three categories:

1. **Transport:** comprising a range of projects including the development of integrated multi-modal public transport solutions, the provision of non-motorised transport and smart ticketing systems.
2. **Urban planning:** including spatial restructuring, comprising transport-oriented development, the provision of public open space and affordable housing.
3. **Resilience:** including strategies to address the impact of climate change, flood management and earthquake early warning systems.

During the Strategic Phase, the UKBEAG visited each of the 19 cities to undertake a market maturity and professional capacity assessment. The findings from these visits helped to inform the terms of reference on which the delivery partners subsequently tendered. The knowledge gained during these visits also helped to shape a week of Transition Training and Dialogue, which was delivered in London in 2018. The week of activities provided a forum for knowledge-sharing among representatives from each of the cities with relevant UK experts. Topics covered included planning, transport, sustainability, standards, heritage and the effective use of data. It also provided valuable momentum to the wider programme.

During the implementation phase, the UKBEAG delivered a capacity development programme comprising the following four elements, each supported by a detailed Capacity Needs Assessment:

1. A **Thematic Programme,** which considered the following five key thematic areas that the Strategic Phase had highlighted as posing challenges to each of the cities in the programme, to a greater or lesser extent:
   - integrated and inclusive planning
   - evidence-based design and the effective use of data
   - governance and collaboration
   - project finance and procurement
   - implementation and enforcement, monitoring and evaluation
   - leadership and change management.
2. A series of **City-to-City Knowledge Exchange** events in which the themes of the programme were explored by participating cities to facilitate shared learning.
3. A series of **Country-level Events,** tailored to the specific needs of each country.
4. Two regional **Leadership Forums,** focused on the importance of leadership and change management as the projects move from design to implementation.

Diagram of the Strategic Capacity Development Programme

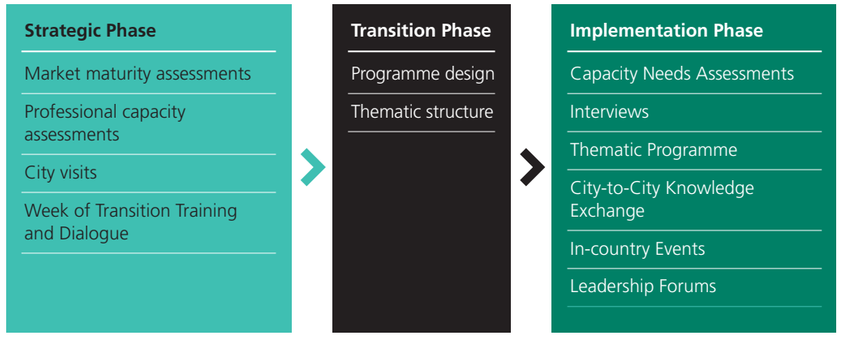


Figure 1 *Diagram of the Strategic Capacity Development Programme*

This report provides an overview of the Strategic Capacity Development Component that has been delivered, summarises the work that has been undertaken, captures key learnings and considers the potential for future engagement, to help cities around the world address the challenges and capture the opportunities presented by urbanisation.

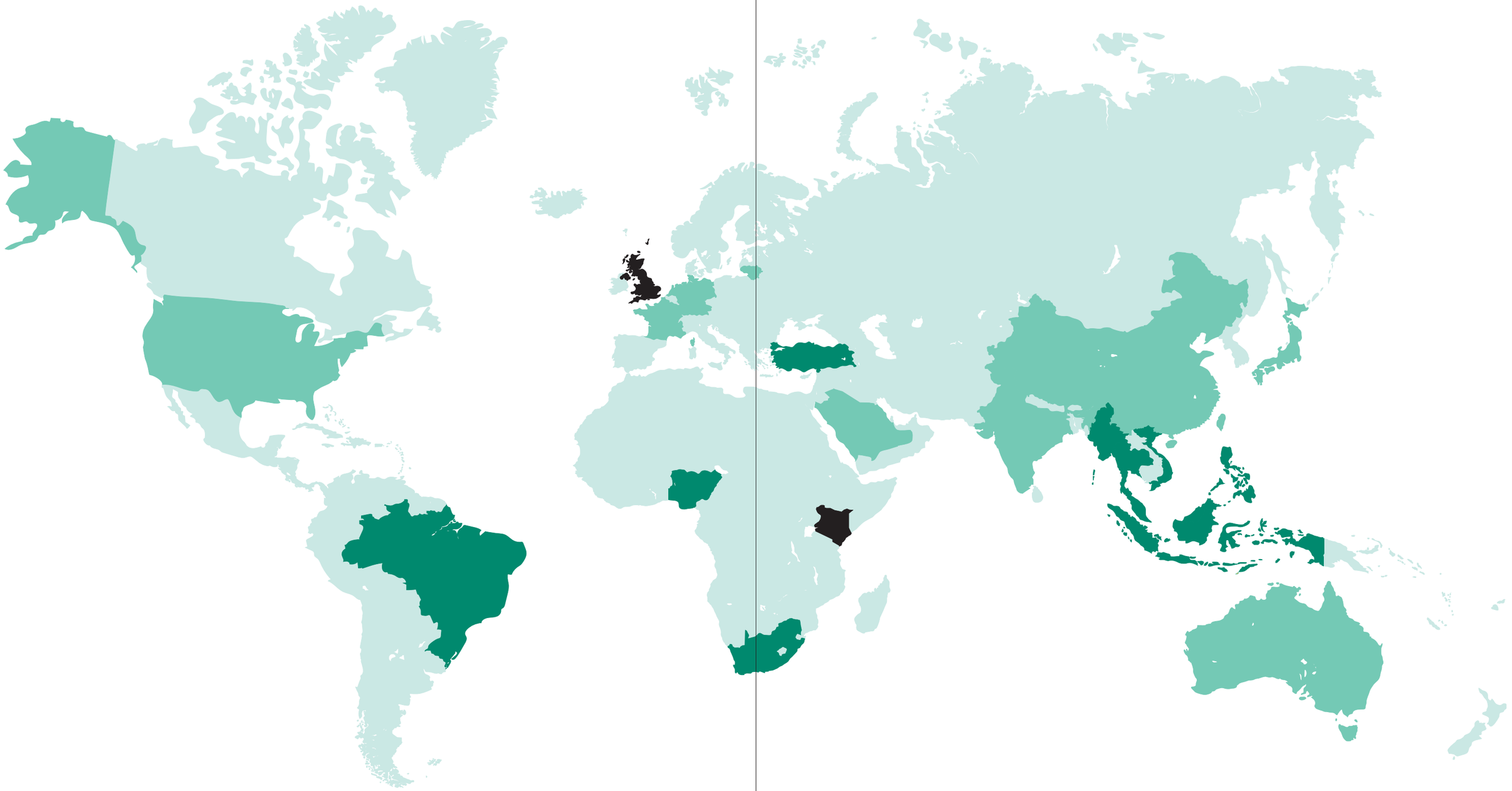
Attended by:

1,119 participants from **24 countries**	**2,253** Event attendances	**4,682** Hours of capacity development
102 Delivery partners	**47** Subject matter experts	**34** FCDO staff

Table 2 *Strategic Capacity Development Programme key figures*

GFCP - Capacity Development Component

Map 1 *Countries which participated in the Strategic Capacity Development Programme*



About the UK Built Environment Advisory Group

Launched in 2016, at Habitat III in Quito, Ecuador, the UKBEAG is a collaboration between the Royal Institute of British Architects[4], the Royal Town Planning Institute[5], the Institution of Structural Engineers[6] and the Landscape Institute[7]. Recognising the need for integrated approaches to achieve sustainable outcomes, its aim is to make built-environment expertise more accessible to the UK and overseas governments, humanitarian agencies, and development partners such as the UK Foreign, Commonwealth & Development Office, and UN-Habitat.

The UKBEAG brings together the collective skills and expertise of over 100,000 built environment professionals in more than 150 countries to support those facing the range of issues associated with challenges such as climate change and rapid urbanisation.

About the FCDO Global Future Cities Programme

The FCDO Global Future Cities Development Programme (GFCP) is funded through the UK Government's Prosperity Fund and is a product of the 2015 UK National Security Strategy and Strategic Defence and Security Review[8].

The Prosperity Fund supports the inclusive economic growth needed to reduce poverty in partner countries while contributing to delivery of the UN Sustainable Development Goals. The Fund also looks to create opportunities for international business, including UK companies, as a secondary benefit.

The UK Foreign & Commonwealth Development Office describes[9] the aim of the GFCP as follows:

"To work with a select number of cities in-middle income countries over a three year period to improve the way their cities are planned and managed, resulting in increased local prosperity and quality of life, including a reduction in levels of poverty and gender inequality, together with creating mutually beneficial two-way trade opportunities."

[4] *https://www.architecture.com/*

[5] *https://www.rtpi.org.uk/*

[6] *https://www.istructe.org/*

[7] *https://www.landscapeinstitute.org/*

[8] *HM Government (2015) National Security Strategy and Strategic Defence and Security Review 2015: A Secure and Prosperous United Kingdom. Available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/555607/2015_Strategic_Defence_and_Security_Review.pdf (accessed 23 March 2022).*

[9] *HM Government (2019) Prosperity Fund business case: Global Future Cities Programme. Available at https://www.gov.uk/government/publications/prosperity-fund-global-future-cities-programme*

Ankara
Turkey

Ho Chi Minh City
Vietnam

The aim of the strategic capacity development component is to complement the other elements of the Global Future Cities Programme, to consider some of the barriers and enablers to sustainable urbanisation and to help achieve the programme's long-term impact.

Strategic Capacity Development Component

Programme development

Underpinning principles

The Strategic Capacity Development Component was tailored to meet the specific needs of each city, while aligning with the work of project partners. It was underpinned by four core principles:[10]

- understanding the country and city contexts
- identifying and supporting sources of city-owned change
- delivering support
- learning from experience and sharing lessons learnt

and addressed the three levels of capacity development outlined in the OECD guidance: namely, the enabling environment, the organisational level and the individual level.

Aims and objectives

The aims and objectives of the Strategic Capacity Development Component were to:

- focus on reducing the barriers and strengthening the drivers to implementation
- help to increase the impact of the interventions and their long-term sustainability through the implementation, build, and operation and maintenance phases
- help to increase the potential for shared learnings, both within the programme and beyond
- help promote the potential for replication and scalability, within the host countries and beyond
- enhance engagement and demonstrate alignment with the 2030 UN SDGs and the New Urban Agenda
- create mutually beneficial economic relationships between UK professions and host cities in areas such as architecture and planning, where the UK's expertise is strong.

[10] *OECD (2008) 'The challenge of capacity development: Working towards good practice', OECD Journal on Development, vol. 8(3).*

Ho Chi Minh City,
Vietnam

Approach, preparation and programme design

Approach

Working in close collaboration with UN-Habitat, the UKBEAG's approach has been to deliver a bespoke, city-owned and evidence-based Strategic Capacity Development Component that is directly relevant to the specific needs of the individual cities. A significant part of the UKBEAG's work has therefore been to establish and describe the capacity development need in each city.

The Strategic Capacity Development Component has been complementary to, and maximised the value of, the work of all GFCP contributors, with an inclusive programme being created collaboratively and transparently. It has supported the Theory of Change[11], the SDGs and the New Urban Agenda by helping to align outcomes and impact.

While the delivery approach evolved naturally throughout the programme, and in response to the pandemic, it was consistent with and complemented the core themes of the GFCP:

- **Urban planning:** adopting city master plans, inclusive spatial strategies, transparent planning instruments, processes and regulations.
- **Transport:** adoption of sustainable, inclusive, gender-sensitive and accessible integrated transport systems and non-motorised transport strategies.
- **Resilience:** adoption and implementation of inclusive evidence-based resilience, and risk mitigation plans and strategies.

The UKBEAG's approach was to use the themes as an 'entry point' to build on in order to address the wider challenges and opportunities faced by each city. The Strategic Capacity Development Component was also designed to support the cities beyond the completion of the GFCP.

[11] *HM Government (2019) he Prosperity Fund: Annual Report 2018/19, p33. Available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/975330/The_Prosperity_Fund__Annual_Report_2018_19_V2.pdf*

Preparation and programme design

City visits

During the Strategic Development Phase of the programme, the UKBEAG undertook visits to each of the 19 participating cities. These visits enabled the UKBEAG to:

- understand the context in which the proposed interventions are to be delivered
- understand the key factors which may help enable and/or obstruct delivery
- assess the technical professional capacity and the market maturity available to deliver the proposed interventions
- work with city leaders and other stakeholders to establish their capacity development needs.

Technical Viability Assessments

Completed at the end of the Strategic Phase, the Technical Viability Assessments provided a general analysis of the conditions needed to ensure successful implementation throughout all three phases of the project cycle, including planning and design, implementation, and operation and maintenance.

The UKBEAG provided detailed input into the Technical Viability Assessments, including:

- **professional capacity assessment:** describing the availability of sufficient numbers of suitably qualified and experienced built environment professionals to undertake and support the type and scale of projects envisaged throughout the project life cycle
- **market maturity and preparedness assessment:** gauging the robustness of the ecosystem's ability to achieve successful project design and implementation throughout the project life cycle; the ecosystem is defined as a function of professional capacity, policy environment, regulatory environment, standards environment and the nature of practice.

The work of the UKBEAG was complemented by project partners who provided analysis of:

- spatial context
- financial capacity
- legal conditions.

These studies provided valuable insight into the challenges and opportunities facing each of the cities and helped to inform the development of the Strategic Capacity Development Programme.

The six key themes

During the Strategic and Transition Phases of the programme, the UKBEAG identified six principal thematic areas which appeared to create challenges for each of the cities in the programme to a greater or lesser extent.

These themes were validated by means of a series of interviews that were undertaken with project partners during the Implementation Phase, together with a Capacity Needs Assessment that was carried out by each of the cities. The six principal thematic areas are detailed below.

1. **Integrated and inclusive urban planning:** Integrated urban planning delivers strategic outcomes that create lasting improvements in the social, economic and environmental conditions of a city or area. It recognises strengths and vulnerabilities, builds resilience, and balances short-, medium- and long-term objectives. It comprises a series of interlinked policies, plans, programmes or projects that can positively affect each other to achieve balanced outcomes. Integrated urban planning helps to allocate land for urban activities and effectively directs the use of funds by both public and private sector stakeholders.

   Effective integrated planning works at all scales (i.e. national, regional, district and local) and must be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve these goals, it will typically include provision for a range of consultative and/or participatory planning activities.

2. **Governance and collaboration:** Whole-of-government coordination mechanisms are fundamental to avoid divergences between sectoral priorities and policies, while promoting mutually supporting actions across different sectors and institutions. Good governance and collaboration are vital components of effective policy delivery, especially in urban planning, which requires active coordination and engagement from so many different parts of government and stakeholder groups.

   Vertical alignment between different tiers of government (e.g. at the national, regional, city and district level) is essential, as is horizontal alignment and integration between ministries and departments (e.g. those governing energy, housing, land use, transport etc.). Organisational structures, processes and systems also need to support integration and alignment.

3. **Evidence-based design and the effective use of data:** Evidence-based design is a key component in achieving better city outcomes. It relies on the systematic gathering of both qualitative and quantitative information, together with its rigorous and methodical integration, interrogation and application. Evidence-based design helps us to learn lessons from the past and so be more responsive to future needs. It encourages and enables greater citizen engagement and is used to increase efficiencies, reduce costs and enhance the quality of life. Used properly, it helps to promote collaboration and transcend political cycles while increasing transparency and accountability.

   To accommodate the nature, scale and complexity of the issues to be tackled in today's cities, evidence-based design, together with day-to-day city management, increasingly relies on the use of large-scale computer-based datasets, which may be held centrally in some form of local information system, often in the form of a data observatory, which may be developed in partnership with others.

   The development of such systems also requires consideration of associated issues, such as data platforms (for building information modelling (BIM) and geographic information systems (GIS)), data standards, information security, data protection and privacy etc. The availability of large-scale integrated datasets creates opportunities for innovation and improvements in service delivery, which, in turn, call for new skills in service design.

4. **Project finance and procurement:** The delivery of projects at city scale relies on the development of a viable risk-managed business case together with access to capital, which may come from a variety of sources including national government, multilateral government banks and/or the private sector. Such projects also require an enabling policy environment coupled with a knowledge of financing and associated procurement mechanisms (e.g. public–private partnership, public service concession etc.).

   For policies, programmes or projects to be financially sustainable, revenue generation is necessary and may include such mechanisms as land value capture, land tax etc., while, from a consumer's perspective, affordability and access to credit is also a critical consideration, especially access to housing finance and suitable mortgage products.

5. **Implementation and enforcement, monitoring and evaluation:** However well-conceived, the real test of any policy, programme, plan or project is whether it is delivered as intended and whether a monitoring and evaluation framework is in place to take corrective action if required, feeding back lessons learnt to ensure continual improvement.

   Effective implementation further relies on the accompanying ecosystem created by relevant codes, regulations and standards and this, in turn, is reliant on the capacity and capability of relevant stakeholders in both the public and private sectors, including such groups as built environment professionals. Open and effective enforcement mechanisms and capabilities are also essential to effective implementation.

6. **Leadership and change management**[12]**:** Leadership and change management describes the leadership we need to deliver value for business, society and the environment. This is leadership that is guided by a purpose, to align organisational success with the delivery of positive social and environmental outcomes, and a commitment to transform economic and social systems to achieve change at the pace and scale required. It is built on thinking, values and practice, designed to deliver on this purpose and remains reflective and adaptive, continually learning and unlearning and holding itself accountable to actual measures of progress in delivering the results required.

[12] *This definition is based on input from the University of Cambridge Institute for Sustainability Leadership.*

Durban
South Africa

Capacity Needs Assessment

Interviews

To help develop a more rounded assessment of the issues facing each city, the UKBEAG undertook a series of structured interviews with programme partners, including:

- FCDO programme managers
- UN-Habitat local strategic advisers
- delivery partners
- city representatives.

These interviews helped to provide an initial assessment of the barriers and enablers unique to each city, together with any perceived capacity gaps.

Capacity Needs Assessment

Given the importance of city-owned change, the UKBEAG invited each of the cities to undertake a Capacity Needs Assessment, delivered in the form of an online questionnaire.

The Capacity Need Assessment provided a tool by which cities could identify and describe capacity gaps. The completed assessments helped the UKBEAG to identify each city's capacity building needs so that the capacity development programme could be tailored to the local context.

The findings from the Capacity Needs Assessment were used to:

- validate and refine the capacity development needs for each of the cities against each of the main and sub-thematic areas
- establish the level of interest in learning from other cities.

The UKBEAG then met with each city to explore the findings in more depth. This collaborative approach was also intended to promote local ownership and helped to provide a more granular understanding of each city's requirements.

By combining the findings of the cities' Capacity Needs Assessments with those of the interviews, a programme-level overview was created. This enabled UKBEAG to identify areas where there was the greatest capacity development need, so allowing a capacity development programme to be designed for greatest impact. The UKBEAG was assisted in this exercise by UN-Habitat local strategic advisers, who facilitated the completion of the capacity needs assessments by, or on behalf of, city representatives.

An overview of capacity development needs identified through the Capacity Needs Assessment, is contained in **Appendix F.**

Bangkok
Thailand

The capacity development champions

To help ensure effective engagement and ownership of the Strategic Capacity Development Programme by the cities, the UKBEAG sought to identify key stakeholders who would serve as local capacity development champions. It was envisaged that these stakeholders would lead the completion of the city's Capacity Needs Assessment and would engage with the wider programme to:

- help determine inform the topics to be included as a part of the Strategic Capacity Development Component
- serve as local advocates for the programme
- share their experience, projects and future vision for the GFCP and their city.

Perhaps the most significant challenge that UKBEAG faced throughout the programme was identifying, engaging with and maintaining a cohort of local capacity development champions, able to take ownership of the programme at city level. This is explored further in the section on 'Recommendations for future delivery' below.

Despite the difficulties encountered, and with significant assistance from the UN-Habitat local strategic advisers and the delivery partners, UKBEAG was able to effectively engage city representatives. A group of capacity development champions emerged through the programme, informing topic development, advocating for the programme and, most successfully, sharing experience and learning during the events. Indeed, several senior city representatives have been engaged with, contributed to and advocated for the programme since the Strategic Phase.

Durban
South Africa

Subject matter experts

To respond to the capacity development needs identified in each of the cities, the UKBEAG assembled a multidisciplinary range of subject matter experts, matching identified capacity gaps to relevant experts.

The subject matter experts provided insight and experience on topics including:

- city planning
- integrated transport planning and operation
- architecture and master planning
- urban renewal
- financing and city economics
- business case preparation
- digitisation of the built environment and building process
- mapping
- the standards and regulatory environment
- flood resilience
- affordable housing
- managing historic assets
- connected cities
- open data
- behavioural science.

A list of the subject matter experts that contributed to the programme is included in **Appendix G.** It should be noted that the subject matter experts were not restricted to the UK and the UKBEAG was keen to identify city-based expertise to help facilitate South–South collaboration where possible.

Wherever consent was given, the UKBEAG shared the contact details of programme contributors and participants to help create a 'community of practice' within the GFCP.

Bandung
Indonesia

Programme Delivery

The UKBEAG has delivered the programme's Strategic Capacity Development Component through a series of events that addressed identified capacity development gaps.

Strategic Phase

The Strategic Phase of the GFCP was implemented during 2018, with UN-Habitat as the FCDO's strategic partner. It concluded with the production of terms of reference for each of the 30 interventions.

The UKBEAG played an integral role in the Strategic Phase, during which it delivered:

- strategic advice to UN-Habitat
- market maturity assessments for each of the cities
- professional capacity assessments for each of the cities
- a week of Transition Training and Dialogue in London, attended by representatives from each of the cities.

Week of Transition Training and Dialogue

The week of Transition Training and Dialogue, delivered in London in 2018, brought together senior officials from each of the cities participating in the programme to meet one another, share experiences, exchange knowledge, and engage with leading UK institutions and subject matter experts.

The week's activities were framed by the UN 2030 SDGs and were created in response to the feedback received from the city visits. The week was tailored to complement the overall aims of the GFCP.

5 days	40	22	4
In-person capacity development and knowledge-sharing in London	City delegates	Subject matter expert organisations	Site visits

Table 3 *Week of Transition Training and Dialogue key figures*

Through dialogue between cities, common themes were identified. City representatives shared their experiences with one another by means of a series of city-to-city presentations. This city-to-city learning was among the most valuable elements of the week and helped to inform future programme design.

During the week, extensive discussions took place between city representatives, the UKBEAG, UN-Habitat and a range of subject matter experts. Group site visits were also organised to the King's Cross regeneration project, the Olympic Park (including the Javelin high speed train), BRE Innovation Park, Watford and the Transport for London (TfL) central control room.

The week of Transition Training and Dialogue also served as a team-building event, encouraging city representatives to recognise their part in a larger and more ambitious programme. The week's activities included a reception and formal dinner, which provided further opportunities to introduce city representatives to a larger constituency.

Kota Iskandar
Malaysia

Transition Phase

The Transition Phase served as the bridge between the Strategic Phase and the Implementation Phase and was used to maintain momentum while procurement of the delivery partners was undertaken. It provided time for the UKBEAG to consolidate learnings from the Strategic Phase and to undertake the design of the Strategic Capacity Development Component to be delivered during the Implementation Phase.

The emerging capacity development needs of each city were identified through reflection on the city visits, the week of Transition Training and Dialogue, together with a detailed review of the City Context Reports and Technical Viability Assessments. Representatives from the UKBEAG held a three-day workshop with UN-Habitat to help coordinate and align their approach and the UKBEAG worked with the University of Cambridge Institute for Sustainability Leadership (CISL) to develop the pedagogies underpinning the programme.

Implementation Phase

The Implementation Phase included a range of capacity development activities, comprising the following elements:

1. A Thematic Programme consisting of a series of seven events, the aim of which was to serve as a foundation for the five key thematic areas that had been identified during the Transition Phase.
2. A programme of four City-to-City Knowledge Exchange events, the aim of which was to promote peer-to-peer learning while also helping to build a community of practice.
3. A series of Country-level Events, tailored to the particular needs of each country which aimed to help forge links between national and local government together with a range of other stakeholders.
4. Two regional Leadership Forums, the aim of which was to encourage and empower local city ownership as the main programme was drawing to a close and the projects were beginning to move from design to implementation.

This activity was coordinated with the work being undertaken by UN-Habitat in connection with its SDG Assessment Tool, and also with the more technical capacity development being provided by the delivery partners.

The following section describes each of the principal capacity development activities referred to on the previous page.

Thematic Programme

To respond to the findings of the Strategic Phase and provide a foundation for the Strategic Capacity Development Programme, the UKBEAG developed and delivered a Thematic Programme of seven online events with contributions from a range of subject matter experts. The programme provided an opportunity for participants to learn more about each of the five key themes, to reflect on their current practice and to consider their own capacity development needs.

7	429	150	19	13hrs
Online events	Participants	The average participants per event	Subject matter experts	Of capacity development and knowledge exchange

Feedback from participants:

95%	96%	96%
Agreed that 'the sessions provided a helpful introduction to the programme'	Agreed that 'the content was relevant'	Agreed that 'the speakers were engaging'

Table 4 *Thematic Programme key figures*

A summary of the discussions which took place during each of the events is provided below.

Integrated and inclusive planning

Participants were reminded of the importance of integrated planning and the way it can be used to achieve balanced outcomes against social, environmental and economic dimensions, together with the way in which it serves to identify and capture synergies, link and align strategies, policies, plans, programmes and projects, balancing short-, medium- and long-term objectives.

Governance and collaboration

Participants were invited to consider three lenses through which to consider the issue of governance and collaboration: spatial, functional and temporal. From a spatial perspective, it was suggested that participants might wish to consider expanding the spatial span of governance by merging local units to bring administrative and economic boundaries into closer alignment; for example, Cape Town previously comprised 61 local government units and now has only one. Contributors suggested that participants might wish to consider establishing a lead or integrated agency responsible for providing a key public service; the example cited was TfL. Contributors also suggested improving the temporal aspects by using fiscal transfers as a catalyst for long-term investments; i.e. long-term finance to support long-term planning.

Evidence-based design and the effective use of data

Contributors recognised that evidence and data can help to improve the targeting and allocation of resources, as well as forecasting future demand for public services. It was suggested that the need for data should be guided by a specific policy question, that not all data is equal, and that more data is not always preferable to less. It was noted that an evidence-led approach requires strong institutions with the power to implement the strategies selected. Participants also heard about how data is being used by the London Datastore.

Project finance and procurement

Contributors noted the three pillars of local government finance – own-sourced revenue, intergovernmental transfers and external finance – and discussed the distinction between funding and finance. Contributors also noted that own-sourced revenue tends to lead to expenditure that is more beneficial to citizens *and* it can be used to attract external finance. Participants were encouraged to explore the value of the Five Case Model of business case preparation and how it can be used as a way of helping to attract project funding. The International Finance Corporation described what they are looking for in a project, noting that this invariably includes a requirement for a sound, evidence-backed business case.

Implementation and enforcement, monitoring and evaluation

The contributors considered the value of a structured project initiation process to help ensure that the right questions are asked at the outset and key risks identified upfront. The value of project assurance reviews was also discussed, noting that an expert, independent and impartial overview, timed to coincide with key project milestones, can help to achieve timely corrective action when required. Contributors also discussed the fact that 'Smart' procurement is outcomes-based, focused on long-term impact and value for money, not simply least cost. The role of standards in helping to promote knowledge-transfer was also recognised.

Among the highlights of the Thematic Programme were the contributions from Sir Paul Collier CBE and Mayor Marvin Rees, particularly Mayor Rees's description of the way in which he has worked with his community to create the Bristol One City Plan, underpinned by a sense of 'common purpose' and delivered through the Bristol One City Office. These initiatives clearly struck a chord with participants and were frequently referenced in subsequent events. Partly as a consequence of this, a sixth important cross-cutting theme emerged in the form of 'leadership and change management' and this subsequently informed the focus of the two concluding Leadership Forums.

The Thematic Programme also recognised:

- that building consensus is key to successful long-term planning
- that participatory budgeting encourages people to hear one another and agree priorities
- how to increase revenue and improve compliance though incentivisation by building narratives around common purpose
- the importance of leveraging recruitment and training to build the skills required
- the importance of organisational transformation, and that Smart Cities are really about collaboration first, data second
- the common biases in decision making, the tendency to make decisions based on what others think, preferring to maintain the status quo rather than risk trying something new, choosing smaller, more immediate rewards rather than larger future rewards, choosing to avoid losses rather than seeking gains
- that capacity is both the ability to do something and the desire to do it – incentivisation is key
- the need to devolve power to the lowest level to facilitate feedback and learning
- the importance of building trust and not overpromising
- that agency and motivation are more important than training.

Comments from participants

'Sharing wisdom is great. Perfection is a journey'

'I really appreciated the passion you put into planning and how you organise and put details in synch to make a holistic approach'

'The importance of "no one is left behind" in moving forward for development'

'The sessions were very informative, engaging and very relevant too in our local context'

'The sessions are very informative and, hopefully, I will be able to apply the learnings in the near future'

'Thank you very much for this very knowledgeable programme'

'Hi, thanks for the fruitful discussion and important insight. I would like to discuss further the new proposed regulatory framework in the smart grid project in Malaysia'

'If we all work towards a common purpose and our efforts are aligned towards a clear vision (with concrete goals, objectives, strategies), we can become better stewards and planners'

'Countries share the same problems'

'Simply perfect'

City-to-City Knowledge Exchange programme

The aim of the City-to-City Knowledge Exchange was to enable cities to share their knowledge and experiences with one another and to help encourage local ownership. The City-to-City Knowledge Exchange brought to the fore the shared challenges that cities face, and the shared opportunities available.

The commonality of experience was striking. As one participant commented, the City-to-City Knowledge Exchange programme put the 'Global' in the Global Future Cities Programme.

Each event featured a series of four presentations with interlocking themes. Each session was supported by a range of subject matter experts in the role of 'critical friends', who provided expert commentary on the work being presented, helping to identify common challenges and sharing their own experience while exploring synergies.

Following each event, the UKBEAG published a video of the proceedings in the five languages of the programme participants, together with a short report on the main issues discussed and key takeaways. The UKBEAG also circulated the contact details of those attending (subject to prior approval) to help build a community of practice among city stakeholders.

Cities were invited to contribute based on a combination of factors, including:

- the level of interest in a specific project shown by other cities in the programme via their responses to the Capacity Needs Assessment
- the relevance of each project in relation to the five key thematic areas
- the capacity development needs identified by respondents to the Capacity Needs Assessment.

Based on the above criteria, the 16 projects detailed in Tables 5 to 8 were included in the programme.

Session 1, 5 August 2021

City	Project	Main thematic area
Iskandar	Implementation strategy for Smart Integrated Mobility Management System (SIMMS) and evidence-based urban and transport planning	Governance and collaboration
Melaka	Green bus network improvement plan and an integrated Heritage Area Mobility Plan	Implementation and enforcement, monitoring and evaluation
Ho Chi Minh City	Developing a digitised inventory of the drainage system	Evidence-based design and he effective use of data
Ho Chi Minh City	Development of a smart ticketing system for the public transportation network	Evidence-based design and the effective use of data

Table 5 *Featured cities and projects and main thematic areas from City-to-City Knowledge Exchange Session 1*

Rationale:
An all-Asia event. Despite low levels of engagement from Vietnam up to that point, the projects in Ho Chi Minh City attracted a high level of global interest, and participation promoted stronger engagement. Iskandar and Melaka presented their project learnings. Their participation helped to attract engagement from national government in Malaysia, strengthening support for the projects and laying the foundations for the Country-level Event.

Session 2, 2 September 2021

City	Project	Main thematic area
Istanbul	Sustainable Urban Mobility Plan (SUMP)	Implementation and enforcement, monitoring and evaluation
Ankara	Bicycle Strategy and Masterplan and pilot implementation for integrated non-motorised multimodal transport	Evidence-based design and the effective use of data
Belo Horizonte	Intelligent Mobility in Expresso Amazonas	Evidence-based design and the effective use of data
Durban	Enhanced Institutional Governance Coordination for Supporting Alignment of Stakeholder Plans Working on Transit-Oriented Development	Integrated and inclusive planning

Table 6 *Featured cities and projects and main thematic areas from City-to-City Knowledge Exchange Session 2*

Rationale:
The projects in Istanbul and Ankara both embodied the shared goal of creating sustainable transport within a city. The Bicycle Strategy project showed the importance of non-motorised transport as a contributor and demonstrated how it can be achieved. The projects in Durban and Belo Horizonte had a shared theme of transportation as a driver of development. The event also promoted interaction between the two cities.

Session 3, 14 October 2021

City	Project	Main thematic area
Bandung	Development of an integrated public transport system in Bandung	Integrated and inclusive planning
Bangkok	Integrated data hub for Bangkok Metropolitan Administration	Governance and collaboration
Bangkok	Flood Management Decision Support System	Implementation and enforcement, monitoring and evaluation
Bangkok	Transit-oriented Development Plan for Khlong Bang Luang Area	Integrated and inclusive planning

Table 7 *Featured cities and projects and main thematic areas from City-to-City Knowledge Exchange Session 3*

Rationale:
An all-Asia event with a focus on Bangkok. The development of an integrated public transport system in Bandung shared common challenges and opportunities with the Transit-oriented Development Plan for Khlong Bang Luang Area, particularly in terms of how successful transport development integrates with the wider community and area. The inclusion of three projects from Bangkok promoted greater stakeholder engagement interaction between the three main stakeholders, exemplifying the importance of collaboration within cities.

Session 4, 4 November 2021

City	Project	Main thematic area
Abeokuta	Public Transport Policy	Governance and collaboration
New Clark City	Setting up a sustainability unit	Implementation and enforcement, monitoring and evaluation
Durban	Improved data integration, collection and analysis to facilitate collaborative informal settlement action	Evidence-based design and the effective use of data
Cape Town	Implementation of Data Strategy and economics capacity building	Evidence-based design and the effective use of data

Table 8 *Featured cities and projects and main thematic areas from City-to-City Knowledge Exchange Session 4*

Rationale:
Presentations from Abeokuta and New Clark City provided an opportunity to consider two very strategic projects which both address the themes of governance and collaboration, implementation and enforcement. Both projects were of city- and region-wide importance.

The concluding paring of Durban and Cape Town brought these two cities together to bring the City-to-City Knowledge Exchange to a close. The theme of evidence-based design and the effective use of data was central to cities across the programme and the South African cities focused on the strong link between data and economic development.

4	293	100	20	16hrs
Online events	Participants	The average participants per event	Subject matter experts	Of capacity development and knowledge exchange

Feedback from participants:

96%	97%	97%	95%
Agreed that 'The session provided insight into the wider Global Future Cities Programme'	Agreed that 'The city-to-city knowledge exchange is a useful addition to the Global Future Cities Programme'	Agreed that 'My city shares some of the challenges and opportunities faced by the cities who spoke today'	Agreed that 'I can see opportunities for applying the learnings from the city-to-city knowledge exchange in my daily work'

Table 9 *City-to-City Knowledge Exchange key figures*

Comments from participants

'We are not alone on our journey'

'Realization of how connected we are and how we can help each other with city problems affecting the people'

'The speakers sharing their experiences and challenges with efforts made so far for solutions give me more insights on proper planning for better development of my city'

'My city right now needs the bicycle strategy'

'The challenges faced by cities at large on mobility and transport are common; sharing of knowledge and experience gained through virtual engagement is providing a very useful platform to learn and understand issues of common interest'

'Practical challenges faced by cities with similar characteristics to my city, solutions and pragmatic opinion from the experts'

'Knowledge from the success of other cities will be helpful and useful in formulating policies for the development of our cities'

'Pointers to what potential investors will always be looking out for'

Country-level Events

In addition to the Thematic Programme and the City-to-City Knowledge Exchange events, the UKBEAG delivered a series of nine Country-level Events, providing an opportunity for city stakeholders to consider how the projects can be used as a means of achieving even greater impact.

The structure and content of each event were closely tailored to the needs of each individual country and were agreed in consultation with FCDO programme managers, UN-Habitat local strategic advisers, delivery partners and city stakeholders.

9	534	60	24	30hrs
Online events	Participants	The average participants per event	Subject matter experts	Of capacity development and knowledge exchange

Feedback from participants:

100%	98%	98%	97%
Agreed that 'The event was relevant to the challenges we face'	Agreed that 'The event will help the implementation of our Global Future Cities project(s)'	Agreed that 'The event has been a useful addition to the Global Future Cities Programme'	Agreed that 'I can see opportunities for applying the learnings from the event'

Table 10 *Country-level Events key figures*

The aims of the Country-level Events were to:

- celebrate the work that has been undertaken while building on the momentum that has been achieved and considering the ways in which synergies and shared learning can best be exploited as the projects begin to move from design to implementation
- promote awareness of and engagement with the work being undertaken among a wide variety of stakeholders, including central government, local government, academia, the built environment professions, the private sector and others
- engage with a variety of subject matter experts on a range of key issues arising from a Capacity Needs Assessment that had been undertaken by the cities some months previously.

Participation varied from one country to another, with some events targeting small groups of specialists (e.g. Brazil and South Africa, where the focus was on data sharing), while others were designed to attract a broader audience (e.g. Indonesia and the Philippines).

Bangkok
Thailand

Programme overview

The following provides a brief overview of the main issues covered during each of the events:

- **Nigeria** *(18 November 2021, duration 4 hours):* Attendance at the Nigeria Country-level Event was by invitation only and attracted a total of 16 high-level participants, including the Honourable Commissioner for Ogun State Ministry of Transportation, the General Manager for the Lagos State Waterways Authority and the Director General for the Office of Public–Private Partnerships. The event focused on the opportunity to make the most of the potential offered by the projects to deliver transport-oriented development. Subject matter experts included the developer responsible for the King's Cross regeneration project in London, together with the Head of Investment at Reall, a UK non-governmental organisation focused on affordable housing finance. Invited guests included representatives from the African Development Bank and the UN-Habitat Cities Investment Facility, both of whom expressed an interest in the work being undertaken.

- **Turkey** *(25 November 2021, duration 2.5 hours):* The Turkey Country-level Event attracted a total of 24 participants from Ankara, Bursa, Çankaya and Istanbul Municipalities. The event was framed around the topic of governance and collaboration and was made up of two workshop sessions facilitated by Smart London and the Behavioural Insights Team, both of whom considered what it takes to move from policy to practice and deliver more effective outcomes.

- **Philippines** *(28 October 2021, duration 2 hours):* The Philippines Country-level Event was hosted jointly by the Department of Human Settlements and Urban Development, UN-Habitat and the UKBEAG. The event attracted over 150 participants from a wide range of stakeholder groups, the majority of whom were not directly engaged with either of the cities participating in the programme (Cebu City and New Clark City). The event focused on the government's recently published '2040 Sector Plan' and the need for greater stakeholder alignment to address the country's housing challenges. Much of the discussion concerned the potential to use the projects in Cebu and New Clark City as pilots to demonstrate how to move from policy to practice.

- **Indonesia** *(18 November 2021, duration 3.5 hours):* The Indonesia Country-level Event attracted over 150 participants from a wide variety of backgrounds and considered how to strengthen the process of integrated and inclusive planning. Representatives of Bristol One City Plan and the Behavioural Insights Team shared their experience and expertise, focusing on increasing impact at both institutional and community level. The event also considered how to increase financial resilience to climate shocks and natural disaster, drawing on the expertise of the Centre for Disaster Protection and the Howden Group.

- **Vietnam** *(2 December 2021, duration 4 hours):* The Vietnam Country-level Event attracted a total of 47 participants from Ho Chi Minh City. The event comprised three parts – the first part opening with a series of short presentations from city stakeholders to help promote wider awareness of the projects and their importance. The remainder of the event consisted of two workshops. The first was led by the Open Data Institute and considered what it takes to move more effectively from data to action. The second was led by the Greater London Authority's Central Planning Team and explored the key steps to delivery of effective integrated and inclusive urban planning. The Chief Planner for Ho Chi Minh City was particularly engaged in the latter part of the event.

- **Malaysia** *(14 and 16 December, duration 1.5 hours and 2 hours, respectively):* The Malaysia Country Level Event comprised two separate elements and attracted a total of 57 participants from Iskandar and Melaka. The first part of the event, held on 14 December, included welcome remarks from the British High Commissioner. This was followed by a contribution from the Director of the National Budget Office at the Malaysian Ministry of Finance, who outlined the objectives of the recently published '12th Malaysian Plan', together with implications for the national budget and programme priorities.

  This was followed by a second event, two days later, made up of two workshops. The first was hosted by Transport for West Midlands and considered what it takes to deliver a successful integrated transport system. The second was led by the Behavioural Insights Team and explored the use of behavioural science to help deliver more effective outcomes.

- **Thailand** *(13 January 2022, duration 3 hours):* The Thailand Country-level Event attracted a total of 57 participants from the city of Bangkok. Following opening remarks from the Governor of Bangkok, the event considered what it takes to deliver successful transit-oriented development, together with the importance of governance and collaboration in the delivery of integrated and inclusive urban planning. The event was supported by subject matter experts from Argent LLP, the developers for the King's Cross regeneration project, together with members of the Greater London Authority's Central Planning Team, whose combined experience was particularly relevant in relation to the work being undertaken by the Bangkok Metropolitan Authority.

- **Brazil** *(20 January 2022, duration 3 hours):* The Brazil Country-level Event attracted a total of 16 invited participants from Belo Horizonte and Recife. The event featured contributions from the Open Data Institute and the UN Innovation Technology Accelerator (UNITAC), with a focus on the development of a people-centred open data environment. The head of Smart London at the Greater London Authority described the work underpinning the London Datastore as an example of operationalising data to deliver more effective outcomes.

- **South Africa** *(3 February 2022, duration 4 hours):* The South Africa Country-level Event attracted 32 invited participants from Cape Town, Durban and Johannesburg. The event had two workshop sessions, supported by the Open Data Institute and the Behavioural Insights Team. The sessions explored the range of skills needed within organisations to make effective use of data and how behavioural insights can increase collaboration and data sharing to deliver more effective outcomes.

The Country-level Events were supported throughout by the International Growth Centre (IGC), whose insights were used to frame the discussions by helping to illustrate the value of adopting the most effective means of moving from policy to practice.

Durban
South Africa

Comments from participants

'So much new knowledge I get from this event. I learned a lot about how to manage funds for disaster and how to manage activities to respond to potential disasters in cities with vertical and horizontal approaches'

'Big information on the webinar. Hope to attend face to face soon'

'I was especially interested in the [city X] achievements. Perhaps we could replicate them in [city Y]'

'The success of the next steps depends on the cooperation across sectors and the synergy of the government, the private sector and the citizen'

'Need more engagement like this with the national authorities and local players in mobility to increase understanding and awareness of what needs to be done'

'Need to find champion/s to follow up – maybe time for community to stand up for what the residents really want'

'Understanding there are various ways to obtain funding for sustainable and green projects'

'When talking about, for example, the risk, financing, insurance, it's clearly about the future, whereas most people in [country X] tend to focus on day-to-day basis'

'It is so inspiring. Participation is the key for inclusive city'

Leadership Forums

In response to the sixth cross-cutting theme of leadership and change management which emerged during the course of the Thematic Programme, the UKBEAG concluded the current Strategic Capacity Development Component by hosting two regional Leadership Forums (one for the ASEAN region and another for non-ASEAN countries) for city stakeholders and future leaders.

The aim of the Leadership Forums was to encourage, engage and empower city stakeholders to reflect on lessons learnt and consider next steps and the need for effective leadership as the current programme draws to a close and the projects begin to move from design to implementation. The forums were used to encourage city stakeholders to build on the momentum that has been achieved while leveraging the work that has been undertaken to engage with some of the broader challenges faced by the cities.

2	213	106	6	4hrs
Online events	Participants	The average participants per event	Subject matter experts	Of capacity development and knowledge exchange

Feedback from participants:

96%	96%	94%	98%
Agreed that 'The event will help the implementation of our Global Future City project(s)'	Agreed that 'The event has been a useful addition to the Global Future Cities Programme'	Agreed that 'The event was relevant to me and my future work'	Agreed that 'I can see opportunities for applying learnings about leadership'

Table 11 *Leadership Forums key figures*

The format of both events was designed in collaboration with the University of Cambridge Institute for Sustainability Leadership and included inputs from the delivery partners, senior city stakeholders, FCDO and UN-Habitat. They featured video contributions from a range of contributors, together with reflections from Sir Paul Collier CBE, Director at the International Growth Centre, and the Mayor and Deputy Mayor of Bristol City Council, Marvin Rees and Councillor Craig Cheney.

Comments from participants

'The UK Government initiative has provided new ideas and experiences to other countries in developing their cities. I hope such sessions and engagements can be arranged again in the future'

'This programme is highly educative and an eye opener'

'Capacity building should be encouraged for leadership development'

'This session has shown that leadership is not static but a dynamic process. It involves collaborations, inclusion, empowerment and interaction with people'

'I have found many insights related to future city and leadership from this event. Thank you'

'It will be better if participants have the opportunity to communicate to each other to form a network of leaders, including professional planners and scholars for better future cities'

'Inclusiveness and relationship are key'

'It has been an exciting and inspiring session which would help in building excellent leadership qualities'

'The event has an absolute impact on how dynamic insights affect decision making'

'Awesome!'

Communication and delivery, knowledge management and community building

In addition to its primary role of developing a programme of capacity development activity, the UKBEAG has also been responsible for promoting its work among stakeholders, hosting and managing events, capturing knowledge and helping to build a knowledge community, including facilitating the following:

- **Communications:** the UKBEAG contracted with an external graphic designer (Copper Blue Creative) who was responsible for the design of all pre-event collateral and post-event reporting.
- **Pre-event flyers:** in the run-up to each event, the UKBEAG prepared promotional material in the form of a flyer which was circulated to potential participants by UN-Habitat local strategic advisers together with a link to the registration page.
- **Website management:** while UN-Habitat retained overall control of the Global Future Cities website, the UKBEAG helped to design the structure of the capacity development pages and provided content. The site includes pages dedicated to the Thematic Programme, the City-to-City Knowledge Exchange, the Country-level Events and the Leadership Forums.
- **Simultaneous translation:** the UKBEAG contracted with a third-party provider (Interactio) to deliver simultaneous translation for all events (including Indonesian, Portuguese, Thai, Turkish and Vietnamese). The translators also kindly translated the fliers and the reports as and when required.
- **Event hosting:** in order to deliver a professional experience for city stakeholders, the UKBEAG subcontracted the management of event hosting to a third party.
- **Pre-event briefings:** prior to each event, the UKBEAG organised a briefing meeting, usually at least two weeks prior to each event, to ensure that the aim of the event was clear and that all contributors were comfortable and broadly aligned. The UKBEAG also organised a technical rehearsal in the week of the event to ensure that cameras and lights were functioning as expected and that there were no bandwidth issues.
- **Use of interactive online tools:** all of the capacity development activity undertaken during the implementation phase was conducted on a Zoom platform. Subject matter experts used a variety of tools to engage with participants, including Zoom polls, Jamboard and Mentimeter
- **Post-event debriefing:** a short debriefing session was organised among contributors following each event in order to assimilate lessons learnt.
- **Feedback surveys:** following each event, the UKBEAG invited participants to complete a short online feedback survey in order to assess the event's effectiveness.

Bandung
Indonesia

- **Certificates of participation:** on completion of each event, participants received an email thanking them for their engagement and attaching a certificate of participation, together with details of upcoming events.
- **Recordings of the sessions:** recordings were made of all the events (except the country-level events) and these were published online in each of the five languages **(see Appendix J)**.
- **Reports following each event:** the UKBEAG and the International Growth Centre worked together to compile a short, written report following each event. The reports summarised key takeaways and provided links to each of the presentations, together with access to sources of further information and contact details for the subject matter experts (see Appendix J).
- **Knowledge management and knowledge community:** the Global Future Cities website was used as a platform to host recordings of the sessions together with copies of the reports from each event. During the course of the City-to-City Knowledge Exchange, the UKBEAG also helped to develop a knowledge community by publishing contact details for all of the participants who had expressed a willingness for their details to be shared.

At the time of writing, it is understood that the capacity development section of the website has attracted over 90,000 unique views[13].

[13] *Source: UN-Habitat.*

Recommendations for future delivery

Coordination with the work of UN-Habitat and the delivery partners

Throughout the course of the Global Future Cities Programme, the UKBEAG has worked in close collaboration with the FCDO programme managers, UN-Habitat focal points, UN-Habitat local strategic advisers and the delivery partners.

To ensure the effective allocation of resources, together with clear lines of communication, UN-Habitat and the UKBEAG developed a responsibility matrix from the outset, which clearly defined the roles and responsibilities of all involved. Weekly management meetings between the UKBEAG and UN-Habitat were held throughout the programme, in part to align the UKBEAG's capacity development activities with the work being undertaken by UN-Habitat, especially delivery of the SDG Assessment Tool.

Throughout the programme, the UKBEAG did not have clear visibility of the progress of the projects on the ground, or of the timing and content of the capacity development provided by the delivery partners. Nevertheless, the UKBEAG did work closely with delivery partners in the creation and delivery of its events, particularly the country-level programme.

While the original scope of the Strategic Capacity Development Component was to provide face-to-face capacity development workshops, the Covid-19 pandemic necessitated a move to exclusively online delivery. During the initial stages of the pandemic, city stakeholders were under considerable pressure so engagement with the Strategic Capacity Development Component was lower than had been anticipated, as evidenced by the delay in completion of the Capacity Needs Assessments. The situation stabilised as cities adjusted to the new normal and adapted to online working, and engagement subsequently increased.

The UKBEAG's original scope of services was for a series of Country-level Events, each of which was to be delivered in the form of a two-day, face-to-face workshop. Following the outbreak of Covid-19, these events were changed to two- to four-hour online events. This meant that the UKBEAG had significantly less depth of engagement at city level, but this was compensated for to some extent by the fact that the events became more accessible, attracting a wider group of stakeholders than might otherwise have been possible.

UN-Habitat, FCDO Programme Managers and the delivery partners were all interviewed at country level by the UKBEAG to help develop an understanding of local capacity development needs. The results of this exercise provided invaluable context and insight, which helped to inform the development of the programme. The UN-Habitat local strategic advisers worked closely with city stakeholders to help ensure completion of the Capacity Needs Assessment and the UKBEAG received significant support from UN-Habitat, FCDO Programme Managers and the delivery partners regarding the identification and recruitment of local contributors for its programme of activity.

While there is little doubt about the willingness of the partners to work with one another throughout the life of the programme, it is clear that our work would have been more effective had it been possible to align the terms of reference for the various capacity development components (i.e. UN-Habitat, UKBEAG, delivery partners) more effectively from the outset. Similarly, the UKBEAG had little or no engagement with or visibility of the theories of change, the local capacity development activities (scope or timing), project deliverables or final roadmaps/project implementation plans.

Recommendations:

- improve the coordination of capacity development activities between different partners
- share planning/management tools, such as the theory of change, more effectively
- improve access to and visibility of key project deliverables, such as final roadmaps/project implementation plans.

Local capacity development champions

The programme could have been more successful had local capacity development champions been identified and recruited earlier in the process. The role of the local capacity development champions was intended to help frame programme content, advocate for the programme among colleagues and contribute to local capacity development activities. It was hoped that the local capacity development champions would also help to carry the momentum of the projects forward on completion of the programme and that the cohort of city stakeholders who had attended the week of Transition Training and Dialogue in London could be recruited for this purpose.

The process of identifying and engaging local capacity development champions was somewhat affected by the delay introduced by the Transition Phase and was further affected by the outbreak of the pandemic, with city stakeholders understandably diverted onto more pressing tasks, a situation which was aggravated by the fact that several of the cities experienced high staff turnover and/or elections, resulting in a combination of staff churn and loss of continuity.

The identification of local capacity development champions never really succeeded in the manner intended; however, an analysis of the UKBEAG's various events reveals that local capacity development champions revealed themselves naturally by virtue of their attendance,[14] and several of the city stakeholders who had attended the week of Transition Training and Dialogue remained with the programme to the end.

Recommendations

- Programme partners need to work collaboratively to identify local capacity development champions from the outset.
- Ensure that the importance of capacity development is made clear to city stakeholders from the outset and encourage them to allocate staff to support capacity development activities.
- Engage the local capacity development champions in the design of the capacity development activities.
- Maintain contact with local capacity development champions during periods of inactivity.

[14] Of the 1,119 individual participants, 35% attended more than one event with 10% attending more than five events.

Online learning

The outbreak of Covid-19 resulted in a wholesale pivot to online learning together with a reduction in the budget and rescoping of the programme. In the early days of the pandemic, city stakeholders also came under intense pressure and the amount of contact time was correspondingly reduced.

While all parties worked well together to develop content, encourage participation and promote collaboration, it is felt that the level of engagement from city stakeholders could have been more effective. City stakeholders appeared less willing to engage in online forums and it was often difficult to assess the level of engagement beyond mere participation. More thought could perhaps have been given to the use of different e-learning tools/techniques that might have stimulated greater engagement.

To encourage peer-to-peer learning and knowledge-sharing over and above the facilitated events, UN-Habitat developed an online knowledge-management platform. The UKBEAG contributed to this platform, making recordings available together with associated reports. The pages associated with the Strategic Capacity Development Component have received over 90,000 views to date.

Recommendations

- Appoint digital learning experts to help drive online engagement through the use of e-learning tools/techniques.
- Maintain the GFCP website as a learning resource on completion of the programme.

Balancing general principles with city specifics

Cities have shared challenges and opportunities, but those challenges and opportunities are always manifest in the unique context of each city. Being able to deliver a Strategic Capacity Development Programme that is both useful and relevant requires content and framing that is specific to each city context; for example, many cities share similar challenges relating to effective governance and collaboration and have useful experiences to share, but the societal and political context in which those challenges are experienced differs profoundly by city.

During the programme development phase, the five key themes became apparent, reflecting a number of the common challenges faced by many of the cities. The way in which these challenges impact on each city was then illustrated by means of the City-to-City Knowledge Exchanges, which allowed cities to learn from each other and explore shared challenges and opportunities, while the Country-level Events allowed the UKBEAG and subject matter experts to respond directly to the particular needs of the cities. The success of the Country-level Events relied on detailed preparatory work to ensure that the events met the city-specific needs.

Recommendations

- Spend as much time as possible with city representatives to understand city context.
- Encourage cities to learn from shared challenges and opportunities and promote city-to-city knowledge-sharing.

Cape Town
South Africa

Working with the cities

The preparatory work with the cities was extensive. Having conversations with the city representatives and other programme partners to understand capacity gaps and capacity development needs is fundamental to programme success. This exploration of need involves collaboration, mutual understanding and respect. Engaging with local city stakeholders helped to ensure that the capacity development programme was relevant to the local city context and helped to promote local buy-in.

This aspect could be improved further with more capacity development delivered with partners on the ground and with subject matter experts who have (or have the time to acquire) more detailed local knowledge. Where experts had this knowledge, they were better able to engage with the cities.

Engaging with the cities was sometimes challenging, especially during the pandemic. Authorities were busy and could sometimes appear disengaged. The continuous facilitation and support from local strategic advisers, through phone calls, visits and reminders, helped to ensure continued engagement. Better coordination between delivery partners, UN-Habitat and UKBEAG would have been beneficial.

Recommendations

- Encourage subject matter experts to spend time with local city stakeholders to gain a deeper understanding of the local context.
- Work with local institutions to help deliver capacity development.
- Ensure that the work of all partners, e.g. UN-Habitat, UKBEAG and the delivery partners, is effectively coordinated.

Programme impact

As the UKBEAG's current work draws to a close, how might we assess the impact of the Strategic Capacity Development Component?

When considering the answer to this question from the perspective of the cities, it is important to recognise that the UKBEAG's contribution formed an integral part of a much larger programme, which included training on the SDG Assessment Tool by UN-Habitat, technical capacity building by the delivery partners together with learning by doing, which was accomplished through engagement with the projects themselves. It is therefore somewhat difficult to identify impact that can be isolated and attributed directly to the UKBEAG's contribution alone.

Moreover, it will be recognised that achieving measurable change in the context of a city, takes time and requires a much greater degree of focus and engagement than was possible during the course of this programme, particularly when one considers the number of cities involved and the fact that, due to the pandemic, the amount of contact time was reduced, city stakeholders' capacity was affected and no face-to-face activity was possible. It is also difficult to demonstrate impact so close to completion of the programme, i.e. it will be much easier to do so with the passage of time.

Notwithstanding all of these considerations, the impact of the programme can perhaps best be assessed by considering the level of attendance and engagement:

- ***Level of participation***

  The overall level of attendance during the implementation phase amounted to 1,119 unique participants from 24 countries, comprising 2,253 attendances and 4,482 hours of capacity development. It should be noted that these figures were generated from 'only' 65 hours of programme content.

  - Thematic Programme: seven events attracting 429 unique participants.
  - City-to-City Knowledge Exchange: four events attracting 293 unique participants.
  - Country-level Events: nine events attracting 524 unique participants.
  - Leadership Forums: two events attracting 213 unique participants.

  The level of participation in the programme clearly reveals the appetite for capacity development among city stakeholders, while the studies undertaken during the Strategic Phase also reveal the need.

- ***Level of engagement***

  The target audience for each event was carefully considered and agreed with city stakeholders in advance. The level of engagement varied from event to event and from city to city, with some events favouring smaller groups of high-level participants, some favouring smaller groups of participants with a narrower technical focus and others attracting a much wider cohort. Notable successes included engagement with the Malaysian Ministry of Finance, engagement with the Philippines Department for Housing and Urban Development, together with contributions from the Governor of Bangkok and the Mayor of Surabaya. In other events, notably the Indonesia and Philippines Country-level Events, we were pleased to have been able to attract participation from a wide range of external stakeholders who were not otherwise connected with the programme.

- ***Learning outcomes and feedback from participants***

  Perhaps one of the most objective measures is the feedback provided by the participants themselves, which reveals the following:

  - **Thematic Programme:** 95% of respondents (total number: 288) agreed that the sessions provided a useful introduction to the programme, 96% agreed that the content was relevant and 96% agreed that the speakers were engaging.
  - **City-to-City Knowledge Exchange:** 96% of respondents (total number: 75) agreed that the sessions provided insight into the wider Global Future Cities Programme, 97% agreed that the series was a useful addition to the programme, 97% that their city shares similar issues to those faced by other cities and 95% that they could see opportunities for applying the learnings in their daily work.
  - **Country-level Events:** All respondents (total number: 122) agreed that the event was relevant to the challenges they face, 98% that the event would help with the implementation of their project(s), 98% that the event has been a useful addition to the programme and 97% that they could see opportunities for applying the learnings from the event.
  - **Leadership Forums:** 96% of respondents (total number: 54) agreed that the event will help the implementation of their project(s), 96% that the event has been a useful addition to the programme, 94% that the event was relevant to them and their work and 98% that they could see opportunities for applying learnings about leadership in their work.

- ***Relevance of the six key themes and key takeaways***

  While the UKBEAG ultimately delivered 'only' 65 hours of programme content, considerable effort was expended on understanding the cities and ensuring that the content was relevant to their needs, balancing the general needs of the programme with the specific needs of the cities. The five initial and one subsequent key themes which emerged from the UKBEAG's research provided a robust framework for the programme and appeared to resonate with city stakeholders, as evidenced by the level of engagement and the key takeaways from each event. The Capacity Needs Assessment also served as a useful encouragement for self-reflection and did not reveal any other major areas of concern.

- ***Exposure to subject matter experts***

  Over the course of the Strategic Capacity Development Programme, city stakeholders engaged with a total of 47 subject matter experts representing among the best of the UK's built environment expertise. Subject matter experts were selected based strictly on the needs of the cities and were able to showcase best practice while sharing a range of tools, processes, and approaches which could be of use to the cities, helping to challenge dogma and overcome inertia. Examples include HM Treasury's Infrastructure and Projects Authority (IPA) and Five Case Model, Transport for West Midlands' 'Swift' ticketing system and Bristol City Council's One City Plan. Other groups, such as the Open Data Institute and the Behavioural Insights Team, offered novel approaches to old problems by introducing new methodologies to help promote collaboration and fresh thinking.

In the final analysis, it is hoped that city stakeholders will consider that the Strategic Capacity Development Component added value to the programme and that it accomplished its objective to help achieve the following goals:

- reduce the barriers and strengthen the drivers to implementation
- increase the impact of the interventions and their long-term sustainability
- increase the potential for shared learnings, both within the programme and beyond
- promote the potential for replication and scalability within the host countries and beyond
- enhance engagement with and demonstrate alignment with the 2030 UN SDGs and the New Urban Agenda
- create mutually beneficial economic relationships between UK professions and host cities in areas such as architecture and planning, where the UK's expertise is strong.

Cape Town
South Africa

Potential for future UKBEAG engagement

The following section provides reflections on the potential for future engagement by the UKBEAG, based on its experience gained over the four years with the FCDO's Global Future Cities Programme.

- **Providing a one-stop shop for impartial expert built-environment advice for use by governments and development partners around the world:**
  The UKBEAG was launched at Habitat III in Quito, Ecuador in 2016 with the aim of making built environment expertise more accessible to national governments, development partners and humanitarian agencies, such as the FCDO and UN-Habitat. Experience gained over the life of the programme demonstrates that there is both a need and a demand for such expertise.

  By bringing together built environment professionals in one unified offer, the UKBEAG provides a one-stop shop for clients and avoids the fragmentation created by individual disciplines. It will be evident from the diverse range of subject matter experts that have been involved in the programme that the UKBEAG also provides a gateway to the broad range of specialist expertise associated with city making.

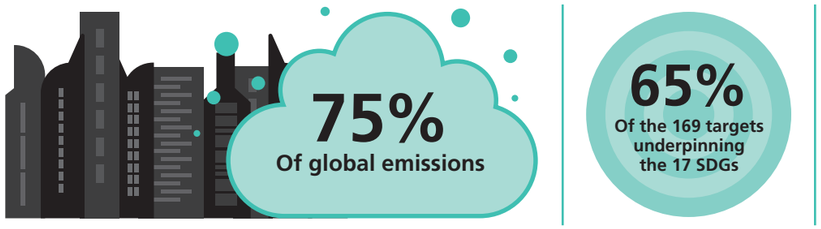
  Practically all the services provided by the UKBEAG and its partners throughout the programme have been supplied by organisations which exist primarily for public benefit and not for profit, so helping to ensure the provision of cost-effective expert advice which is both independent and impartial.

  Experience gained over the life of the programme demonstrates that there is both a need and a demand for such expertise.

- **Supporting the delivery of UK foreign policy and international policy priorities:**
  The Global Future Cities Programme forms part of the £1.3 billion Prosperity Fund, itself a product of the UK National Security Strategy and Strategic Defence and Security Review 2015,[15] which recognised climate change together with rapid and unplanned urbanisation as being among the key drivers of instability around the world. The Global Future Cities Programme set out to engage with these issues by leveraging sustainable urbanisation as a driver of development.

  HM Government's' 2021 Integrated Review of Security, Defence, Development and Foreign Policy,[16] builds on the 2015 review, with a particular focus on tackling climate change and biodiversity loss, together with a geographic shift of focus towards Asia. Building on its Presidency of COP26, the UK has also committed £11.6 billion towards its International Climate Fund.

Cities are accounting for:



With cities accounting for over 75% of global CO2 emissions[17] and the subject of 65% of the 169 targets underpinning the 17 SDGs[18], it is likely that further support for cities and the built environment will feature in the forthcoming Comprehensive Spending Review this autumn. Following the merger between the Foreign & Commonwealth Office and the Department for International Development, it is understood that the FCDO is currently developing a series of Centres of Excellence, for Development Impact and Learning' one of which will focus on 'resilient cities and infrastructure'. The UKBEAG should keep abreast of the ongoing restructuring within the FCDO, maintain links with key personnel and monitor the priorities arising from the upcoming spending review.

While COP26 reminded us of the need to accelerate global climate action, the recent report from the Intergovernmental Panel on Climate Change, *Climate Change 2022: Impacts, Adaptation and Vulnerability,*[19] highlights that the adverse impacts of climate change are already being experienced more frequently and with greater intensity in many parts of the world, requiring us to deliver climate-resilient development more quickly. The UKBEAG, its member organisations and their extended networks are well placed to contribute to this work.

The UKBEAG should keep abreast of the ongoing restructuring within the FCDO, maintain links with key personnel and monitor the priorities arising from the upcoming spending review.

[15] *HM Government (2015) National Security Strategy and Strategic Defence and Security Review 2015: A Secure and Prosperous United Kingdom. Available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/555607/2015_Strategic_Defence_and_Security_Review.pdf (accessed 24 March 2022).*

[16] *HM Government (2021) Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy. Available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/975077/Global_Britain_in_a_Competitive_Age-_the_Integrated_Review_of_Security__Defence__Development_and_Foreign_Policy.pdf (accessed 24 March 2022).*

[17] *UNEP, Cities and climate change. Available at https://www.unep.org/explore-topics/resource-efficiency/what-we-do/cities/cities-and-climate-change (accessed 31 March 2022).*

[18] *UN-Habitat, Financing Sustainable Urbanization: Counting the Costs and Closing the Gap. Available at https://unhabitat.org/sites/default/files/2020/02/financing_sustainable_urbanization_-_counting_the_costs_and_closing_the_gap_february_2020.pdf (accessed 31 March 2022).*

[19] *Intergovernmental Panel on Climate Change (IPCC) Climate Change 2022: Impacts, Adaptation and Vulnerability. Available at https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/ (accessed 24 March 2022).*

- **Contributing to international development through capacity development:**
  Studies undertaken by the International Union of Architects[20] and the Commonwealth Association of Architects[21] have consistently revealed a critical lack of capacity among built environment professionals in many parts of the world which are urbanising most rapidly and are among the most vulnerable to climate change impacts. These studies have also identified a corresponding lack of educational capacity to grow the professions fast enough in these same countries, combined with a weakness in built environment policy, i.e. deficiencies in planning policies and building codes in terms of standards, implementation and enforcement. These shortfalls are being experienced most acutely in secondary cities and in the public sector.

  Through its engagement with the Global Future Cities Programme, the UKBEAG has demonstrated its ability to help build capacity by encouraging policy alignment, signposting tools and methodologies and fostering collaboration, knowledge sharing and community building.

  Further potential exists for strengthening education capacity by means of curriculum development, validation and continuing professional development, particularly in the area of climate literacy.

- **Capitalising on the opportunity to build on the experience gained through the Global Future Cities Programme:**
  Experience gained through the GFCP has identified six key thematic areas which pose challenges for all the cities participating in the programme to a greater or lesser extent, namely:
  - integrated and inclusive planning
  - governance and collaboration
  - evidence-based design and the effective use of data
  - project finance and procurement
  - implementation and enforcement, monitoring and evaluation
  - leadership and change management.

  The lessons learnt from the programme clearly have universal application and, when combined with associated methodologies and pedagogies, comprise a valuable resource that can provide the foundation for future programmes.

[20] *International Union of Architects Sustainable Development Goals Commission (2020) Survey of Member Sections on Sustainable Development and the UN 2030 Sustainable Development Goals. Available at https://www.uia-architectes.org/wp-content/uploads/2022/03/200627_uia_sdg_survey.pdf (accessed 24 March 2022).*

[21] *Commonwealth Association of Architects (2020) Planning for Climate Change and Rapid Urbanisation: Survey of the Built Environment Professions in the Commonwealth. Available at https://commonwealthsustainablecities.org/survey/ (accessed 24 March 2022).*

- **Exploring the potential for a more ambitious offer:**
  Throughout the course of the Global Future Cities programme, the UKBEAG has worked with over 130 subject matter experts from 40 organisations offering a diverse range of expertise in areas such as finance, planning, policy development, procurement, data management, behavioural science and standards. The selection of subject matter experts has always been driven by the individual needs of the cities and the blend of expertise provided illustrates the need for a cross-sector, interdisciplinary approach to the complex social, economic and environmental challenges associated with city making and the built environment.

  Experience gained from the Global Future Cities Programme has demonstrated the potential for expanding membership of the UKBEAG beyond the professional built environment institutes to include other non-commercial partners.

- **Promoting UK built environment expertise and contributing to secondary benefits**
  Engagement with the Global Future Cities Programme has provided an effective means of highlighting the best of UK built environment expertise while exposing those involved to a pipeline of potential future projects.

- **A two-way learning processes:**
  Engagement with the Global Future Cities Programme has provided a rich learning experience for members of the UKBEAG and the subject matter experts as well as for the cities. It has also provided an opportunity to expand professional networks both at home and overseas.

While the combined impacts of the global pandemic and accompanying budget cuts have clearly affected the UKBEAG's ability to provide capacity development in the manner originally intended, feedback from city stakeholders suggests that the Strategic Capacity Development Component has added value to the overall Global Future Cities Programme by empowering participants, encouraging and enabling them to consider how the work being undertaken can be used as an opportunity to engage with some of the wider challenges currently being faced.

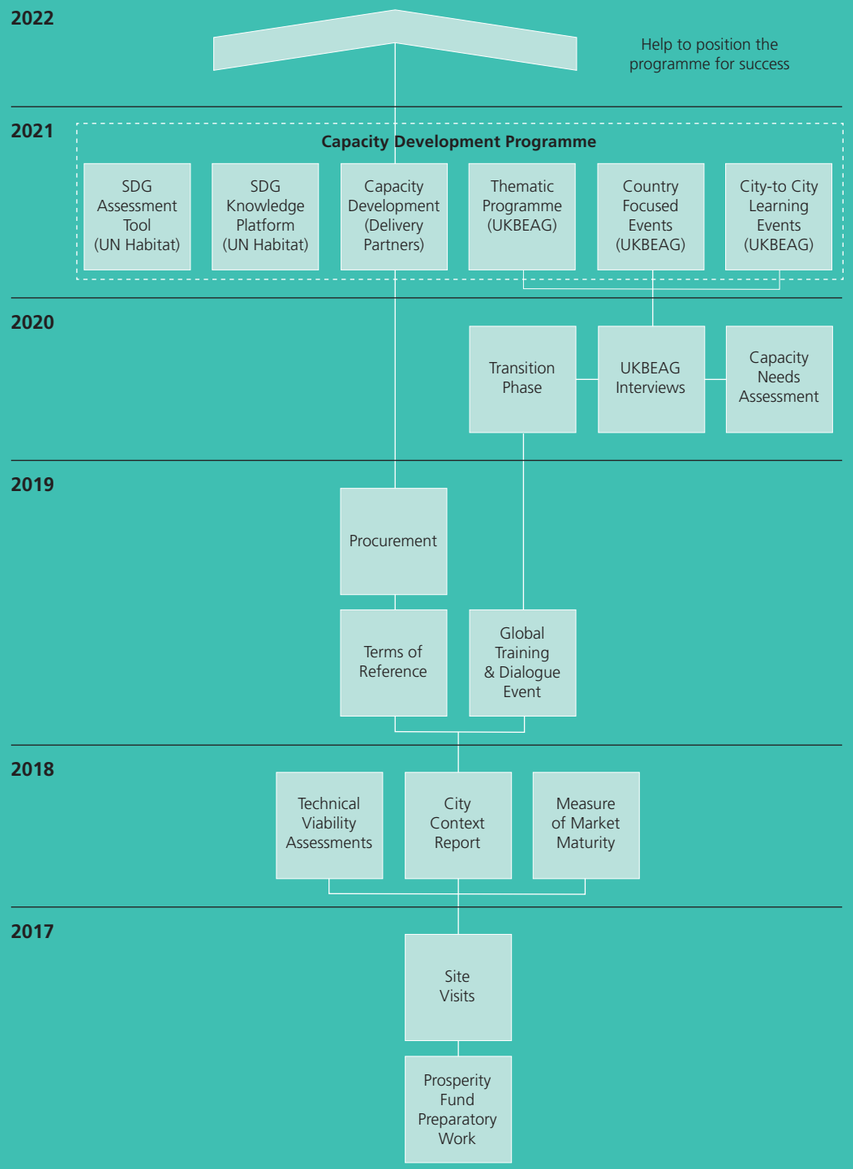
It is evident that there is a clear need for capacity development as cities around the world grapple with the combined challenges of climate change, rapid urbanisation and the recovery the effects of the pandemic, and that there is an important role for the UKBEAG to play in this area.

Cebu City
Philippines

Recife
Brazil

Appendices

A. Strategic Capacity Development Component, overall workflow



B1. Strategic Capacity Development Component, master programme

Thematic Programme - 13 hours - 429 unique participants

Session 1 – Building Back Better & Introduction to the Programme

Date	Time	Participants	Contributors
21/01/2021	11:00-12:30 90 minutes	181	**Prof Sir Paul Collier,** *Director International Growth Centre* **Mr Marvin Rees,** *Mayor, Bristol City Council*

Session 2 – Integrated & Inclusive Planning

Date	Time	Participants	Contributors
27/01/2021	11:00-13.00 2 hours	194	**Mr Tom Perry,** *Head of Cities, Design Council* **Ms Jane Dann,** *Built Environment Expert, Design Council* **Dr Barbara Lipietz,** *Associate Professor, UCL Bartlett, Development Planning Unit* **Dr Catalina Ortiz,** *Associate Professor, UCL Bartlett, Development Planning Unit* **Ms Nuala Gallagher,** *Director of Growth, Investment & Infrastructure, Bristol City Council*

Session 3 – Governance and Collaboration

Date	Time	Participants	Contributors
04/02/2021	11:00-13.00 2 hours	171	**Mr Sharukh Wani,** *Cities Economist, International Growth Centre* **Mr Chris Cooper,** *Consultant, British Standards Institution* **Mr Allan Macleod,** *Bristol SDG Research & Engagement Associate, Bristol City Council*

Session 4 – Evidence-based Design & Effective use of Data

Date	Time	Participants	Contributors
18/02/2021	11:00-13.00 2 hours	172	**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Mr Chris Cooper,** *Consultant, British Standards Institution* **Mr Nathan Pierce,** *Bristol SDG Research & Engagement Associate, Bristol City Council*

Session 5 – Project Finance & Procurement

Date	Time	Participants	Contributors
25/02/2021	11:00-13.00 2 hours	139	**Mr Oliver Harman,** *Cities Economist, International Growth Centre* **Ms Karineh Grigorian,** *Commercial Manager, HM Treasury IPA* **Mr Denis Obarcanin,** *Infrastructure Advisory, International Finance Corporation*

Session 6 – Implementation & Enforcement, Monitoring & Evaluation

Date	Time	Participants	Contributors
04/03/2021	11:00-12:30 90 minutes	132	**Mr Ant Burd,** *Head of Buildings, British Standards Institution* **Ms Suzana Pramanik,** *International Lead, Project Initiation Routemap, HM Treasury IPA* **Ms Karineh Grigorian,** *Commercial Manager, HM Treasury IPA* **Mr Warren Smith,** *Global Digital Marketplace Programme Director, UK Government Digital Service (GDS)*

Session 7 – Reflections on the Series & Next Steps

Date	Time	Participants	Contributors
11/03/2021	11:00-12:30 90 minutes	93	**Ms Lucy Bruzzone,** *Programme Director University of Cambridge Institute for Sustainability Leadership*

City-to-City Knowledge Exchange – 16 hours – 293 unique participants

Session 1

Date	Time	Participants	Contributors
05/08/2021	07:00-11:00 4 hours	137	**Ms Victoria Delbridge**, *Head of Cities that Work Initiative, International Growth Centre* **Ms Karineh Grigorian**, *Commercial Manager, HM Treasury Infrastructure and Projects Authority* **Mr Richard Lane**, *International Delivery Lead, Centre for Digital Built Britain* **Mr Ryan Christopher Sequeira**, *Senior Urban Mobility Expert, UN-Habitat's Urban Lab* **Ms Puan Maimunah Jaffar,** *Lead of Technology & Innovation, Iskandar Regional Development Authority* **Zuhaila Ahmad Zubel,** *Director of Town Planning, Historical Melaka City Council* **Ms Phan Pham Thanh Trang,** *Head of R&D and Community Infrastructure Management Centre, Peoples Committee of Ho Chi Minh City* **Mr Le Hoan, Deputy Director,** *Management Centre for Public Transport, Department of Transport, Peoples Committee of Ho Chi Minh City*

Session 2

Date	Time	Participants	Contributors
02/11/2021	11:00-15.00 4 hours	110	**Ms Victoria Delbridge**, *Head of Cities that Work Initiative, International Growth Centre* **Mr Shahrukh Wani,** *Cities Economist, International Growth Centre* **Ms Maggie Baddeley,** *Design Council Expert, Design Council* **Ms Nicola Kane,** *Head of Strategic Planning, Insight and Innovation, Transport for Greater Manchester* **Mr Ryan Christopher Sequeira**, *Senior Urban Mobility Expert, UN-Habitat's Urban Lab* **Mr Utku Cihan,** *Head of Transportation, Istanbul Metropolitan Municipality, Turkey* **Mr Erol Algun,** *Transport Planning Branch Manager, Ankara Metropolitan Municipality, Turkey* **Mr Jean Mattos Duarte,** *Deputy Secretary, Prefeitura Belo Horizonte, Brazil* **Mr Manoj Rampersad,** *Senior Manager, eThekwini Transport Authority, South Africa*

Session 3

Date	Time	Participants	Contributors
14/10/2021	07:00-11:00 4 hours	69	**Mr Shahrukh Wani**, *Economist, International Growth Centre* **Mr Oliver Harman**, *Cities Economist, International Growth Centre* **Mr Nathan Pierce**, *Head of Smart London, Greater London Authority* **Mr Roland Chanin-Morris**, *Urban Planner* **Mr Ryan Christopher Sequeira**, *Senior Urban Mobility Expert, UN-Habitat's Urban Lab* **Dr Riela Fiqrinah**, *Head of Section III, Infrastructure and Regional Development Planning, BAPPELITBANG, Indonesia* **Dr Nutchuda Mongkolchart**, *Computer Technical Officer, Bangkok Metropolitan Administration (BMA), Thailand* **Mr Arsa Sukkhang**, *Director of Drainage Information System Division, Drainage and Sewerage Department, Bangkok Metropolitan Administration (BMA), Thailand* **Ms. Piyanud Siri**, *Director, Urban Design and Development Division, Bangkok Metropolitan Administration (BMA), Thailand*

Session 4

Date	Time	Participants	Contributors
04/11/2021	07:00-11:00 4 hours	96	**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Ms Astrid Haas,** *Council Member, Cities that Work, International Growth Centre* **Mr Babati Mokgethi,** *Senior Urban Development Officer, African Development Bank* **Mr Nathan Pierce,** *Head of Smart London, Greater London Authority* **Mr Ryan Christopher Sequeira,** *Senior Urban Mobility Expert, UN-Habitat's Urban Lab* **Mr Gbenga Dairo,** *Hon. Commissioner for Transport, Ogun State, Nigeria* **Mr Ryan Galura,** *Head of Sustainability Task Force, Bases Conversion and Development Authority (BCDA), The Philippines* **Ms Sarah Watson,** *Public Relations and Support Officer, eThekwini Municipality, Durban, South-Africa* **Mr Paul Court,** *Chief Economist, Cape Town, South-Africa*

In-Country Events – 30.25 hours - 534 unique participants

Nigeria

Date	Time	Participants	Contributors
13/10/2021	13:30-17:20 230 minutes	16	**Mr Roger Madelin CBE,** *formerly Development Director for Argent (the developer of Kings Cross)* **Mr Chris Hutchinson,** *Head of Investment, Reall* **Mr Amos Mthembo,** *Quantity Surveyor, Reall* **Mr Alessandro Ercolani,** *UN Human Rights Expert* **Ms Astrid Haas,** *Council Member, Cities that Work, International Growth Centre* **Ms Karineh Grigorian,** *Commercial Manager, HM Treasury IPA* **Mr Ryan Christopher Sequeira,** *Senior Urban Mobility Expert, UN-Habitat's Urban Lab* **Mr Gbenga Dairo,** *Hon. Commissioner for Transport, Ogun State, Nigeria* **Mr Emmanuel Oluwadamilola,** *General Manager at the Lagos State Waterways Authority (LASWA)*

Indonesia: Capacity Building Event for Indonesia

Date	Time	Participants	Contributors
18/11/2021	07:30-11:00 3.5 hours	153	**Mr Oliver Harman,** *Cities Economist, International Growth Centre* **Mr Sarah Lynch,** *Operations and Stakeholder Engagement Manager at Bristol City Council* **Dr Nick Goodwin,** *Director of International Programmes at The Behavioural Insights Team* **Ms Sophie Evans,** *Head of Country Programmes at the Centre for Disaster Protection* **Mr Stanley Cochrane,** *Head of Energy Transformation, at the Howden Group* **Ms Febrina Kusumawati,** *Head of Surabaya Development Planning Agency* **Mrs Tammi Lasmini MSc,** *Head of the Development Administration Division, Bandung Secretariat Office*

Philippines: UK FCDO - DHSUD Global Future Cities Programme Housing Forum

Date	Time	Participants	Contributors
25/11/2021	02:00 04:00 2 hours	153	**Dr Donovan Storey,** *Head of Global Policy & Influence, Reall* **Ms May Domingo-Price,** *Chief Executive Officer at LinkBuild*

Turkey

Date	Time	Participants	Contributors
25/11/2021	10:30 12:40 130 minutes	24	**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Dr Stewart Kettle,** *Principal Advisor, International Development, The Behavioural Insights Team* **Mr Ben Snaith,** *Researcher, Open Data Institute*

Vietnam

Date	Time	Participants	Contributors
02/12/2021	06:00 10:00 4 hours	47	**Mr Oliver Harman,** *Cities Economist, International Growth Centre* **Mr Jörn Peters,** *Principal Strategic Planner, Greater London Authority* ***Ms Ei-Lyn Chia,*** *Principal Urban Designer, Greater London Authority* **Mr Nathan Pierce,** *Head of Smart London, Greater London Authority* **Mr Ben Snaith,** *Researcher, Open Data Institute* **Mr Le Hoan,** *Deputy Director, Management Centre for Public Transport (MCPT), Department of Transport, Peoples Committee of Ho Chi Minh City* **Ms Phan Pham Thanh Trang,** *Head of R&D and Community Infrastructure Management Centre, Peoples Committee of Ho Chi Minh City*

Malaysia – Part 1

Date	Time	Participants	Contributors
14/12/2021	06:00-07:30 1.5 hours	57	**Datuk Johan Mahmood Merican,** *Director of the National Budget Office at the Ministry of Finance* **Mrs Kamisha Mohd Ghazali,** *Senior Vice President at the Iskandar Regional Development Authority (IRDA)* **Mr Muhammad Shahrul Hafidz,** *Principal Assistant State Secretary in the Melaka Economic Planning Unit (UPEN)*

Malaysia – Part 2

Date	Time	Participants	Contributors
16/12/2021	06:00-08:00 2 hours		**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Mr Chris Lane,** *Head of Transport Innovation, Transport for West Midlands* **Dr Nick Goodwin,** *Director of International Programmes at The Behavioural Insights Team*

Thailand: Building Prosperity through Integrated Planning in Bangkok Event

Date	Time	Participants	Contributors
13/01/2022	07:00-11:00 4 hours	47	**Mr Shahrukh Wani,** *Economist, International Growth Centre Mr Peter Runacres, Development Director, Argent* **Mr Jörn Peters,** *Principal Strategic Planner, Greater London Authority* **Ms Ei-Lyn Chia,** *Principal Urban Designer, Greater London Authority* **Mr Arsa Sukkhang,** *Director of the Drainage Information System Division at the Drainage & Sewerage Department at Bangkok Metropolitan Administration (BMA)* **Ms Thipawan Saenchan,** *City Planner at the Urban Planning Office in the City Planning and Urban Development Department, Bangkok Metropolitan Administration (BMA)* **Mr Prasopsook Pimpagovit,** *Deputy Director General, at the Strategy and Evaluation Department at the Bangkok Metropolitan Administration (BMA)*

In-Country Events – 30.25 hours - 534 unique participants

Brazil: Building Prosperity through Open Data in Belo Horizonte and Recife

Date	Time	Participants	Contributors
20/01/2022	12:00-15:15 195 minutes	16	**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Ms Livia Schaeffer Nonose,** *Technology & Innovation, UNITAC – United Nations Innovation Technology Accelerator for Cities* **Mr Ben Snaith,** *Researcher, Open Data Institute* **Mr Nathan Pierce,** *Head of Smart London, Greater London Authority* **Diego Assuncao,** *Project Management Analyst with BHTrans (the Transport and Traffic Agency of Belo Horizonte)*

South Africa

Date	Time	Participants	Contributors
03/02/2022	09:00-13:00 4 hours	32	**Ms Victoria Delbridge,** *Head of Cities that Work Initiative, International Growth Centre* **Mr Jonathan Wilson,** *Consultant, Open Data Institute* **Mr Ben Snaith,** *Researcher, Open Data Institute* **Ms Rachel Machefsky,** *consultant, The Behavioural Insights Team* **Mr Dilhan Perera,** *Senior Research Advisor, The Behavioural Insights Team* **Mr Hugh Cole,** *Director of Policy and Strategy, City of Cape Town* **Ms Jashiela Hansjee,** *GIS Officer, Human Settlements Unit, eThekwini Municipality* **Ms Mbalenhle Chemane,** *Senior Specialist, Strategic Urban Planner, City of Johannesburg,* **Mr Zwelibanzi Gwala,** *Manager, Spatial Databases, Information Management Unit, eThewini Municipality*

Leadership Events – 4 hours - 213 unique participants

10 February Leadership Forum

Date	Time	Participants	Contributors
10/02/2022	11:00-13:00 2 hours	75	**Prof Sir Paul Collier CBE**, *Director, International Growth Centre* **Mr Marvin Rees**, *Mayor, Bristol City Council* **Ms Lucy Bruzzone**, *Programme Director University of Cambridge Institute for Sustainability Leadership* **Mr Jean Mattos Duarte**, *Deputy Secretary, Prefeitura Belo Horizonte, Brazil* **Mr Oluwadamilola Emmanuel**, *General Manager, Lagos State Waterways Authority, Nigeria* **Mr Hugh Cole**, *Director of Policy and Strategy, City of Cape Town, South Africa* **Mr Musa Mbhele**, *Acting City Manager, eThekwini Municipality, South Africa* **Mr Utku Cihan**, *Head of the Transportation Department, Istanbul Municipality, Turkey*

24 February Leadership Forum

Date	Time	Participants	Contributors
24/02/2022	07:00-09:00 2 hours	140	**Prof Sir Paul Collier CBE**, *Director, International Growth Centre* **Cllr. Craig Cheney**, *Deputy Mayor, Bristol City Council* **Ms Lucy Bruzzone**, *Programme Director University of Cambridge Institute for Sustainability Leadership* **Pak Eri Cahyadi**, *the Mayor of Surabaya, Indonesia* **Dr Riela Fiqrina**, *Bandung Head of Section III Infrastructure and Regional Development Planning, Indonesia* **Dato Dr Badrul Hisham Kasim**, *Chief Executive at the Iskandar Regional Development Authority, Malaysia* **Ms Melissa Dela Cruz**, *Urban Planning Consultant at Cebu City, The Philippines* **Ms Thipawan Saenchan**, *City Planner at the Urban Planning Office in the City Planning and Urban Development Department, Bangkok Metropolitan Administration (BMA)*

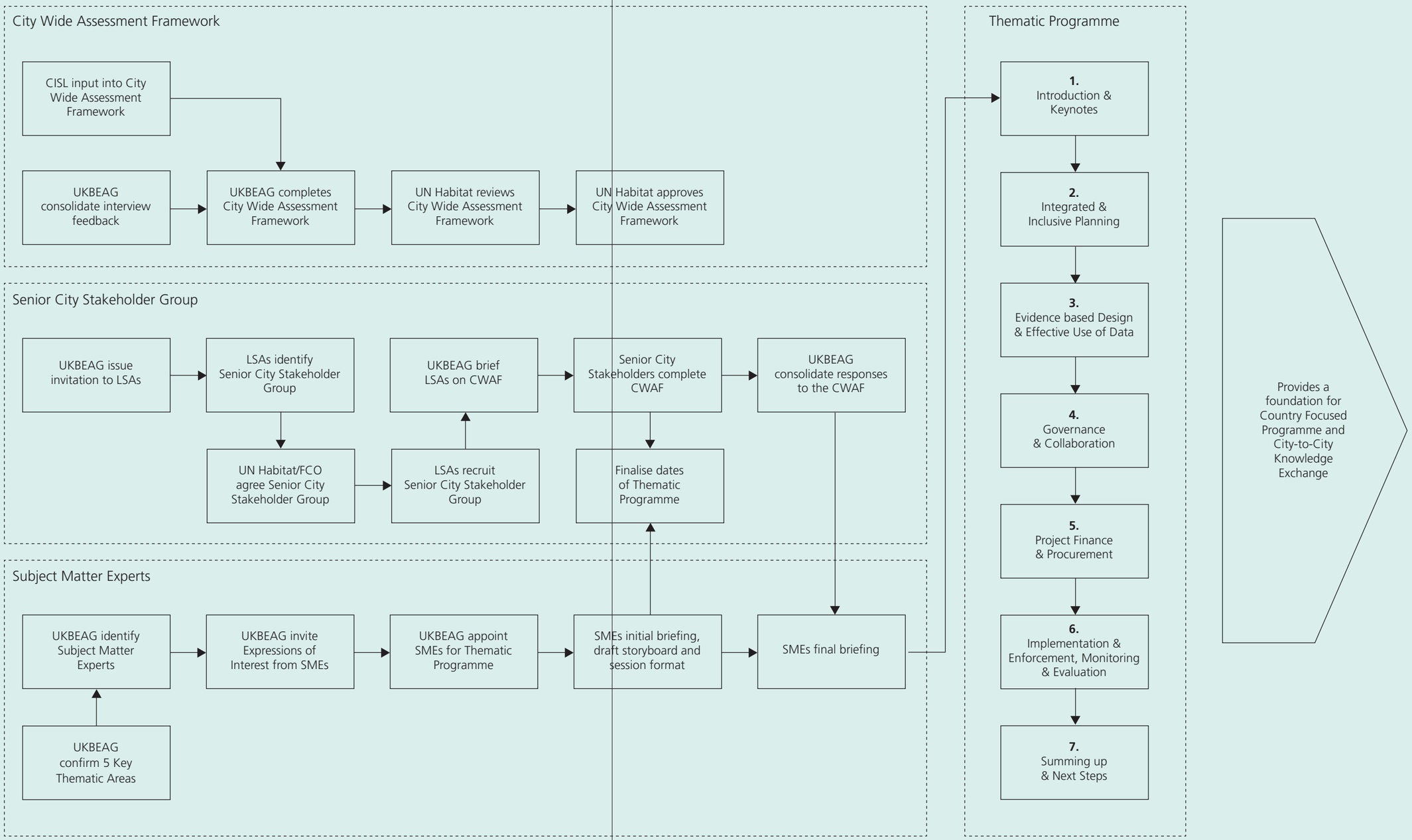
Grand Totals – 63 hours - 1119 unique participants

B2. Strategic Capacity Development Component, master programme
Gant chart

Programme Development	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Preparation & Programme Design																						
Development of Themes																						
Engage Subject Matter Experts																						
Capacity Needs Assessment																						

Programme Delivery																						
Thematic Programme																						
Thematic Session 1																						
Thematic Session 2																						
Thematic Session 3																						
Thematic Session 4																						
Thematic Session 5																						
Thematic Session 6																						
Thematic Session 7																						
City-to-City Knowledge Exchange																						
C2C Event 1																						
C2C Event 2																						
C2C Event 3																						
C2C Event 4																						
In-Country Events																						
Nigeria																						
Philippines																						
Indonesia																						
Turkey																						
Vietnam																						
Malaysia																						
Thailand																						
Brazil																						
South Africa																						
Leadership Forums																						
Non-ASEAN																						
ASEAN																						
Reporting																						
Final Report																						

C. Strategic Capacity Development Component, Implementation Phase workflow



D. Alignment with the SDG Assessment Tool

FCDO Global Future Cities Programme
Alignment of SDG Assessment Tool with the Thematic Programme

SDG ASSESSMENT TOOL, EFFECTIVENESS ASPECT							ALIGNMENT WITH THE PROPOSED 5 X THEMES OF THE STRATEGIC CAPACITY DEVELOPMENT COMPONENT						
No.	Core Principle	Transport	Planning, Transport, Resilience				Integrated & Inclusive Planning	Evidence Based Design & Effective use of Data	Governance & Collaboration	Finance & Procurement	Implementation & Enforcement, Monitoring & Evaluation	Notes
				Data Driven Process and Management								
34		Y		Incentives to promote behavioural shifts increase the use and provision of alternative, sustainable modes of transport			Y					Additional input from The Behavioural Insights Team (https://www.bi.team/) and/or Transport for West Midlands/TfL/Connected Places Catapult/GMCA/Sustrans/Urban Movement.
35			Y	Efficient data collection based on planning needs supports efficient planning processes and resource management				Y				
36			Y	Effective data management systems support sustainable planning processes				Y	Y			
37			Y	Efficient use of data supports evidence-based and justifiable decision-making processes				Y				
38	Y			Monitoring and evaluation ensures long-term impact			Y	Y			Y	
39	Y			Inclusive, transparent, continuous, and meaningful participation ensures that the needs and aspirations of the community are addressed though the project.			Y	Y				
				Capacity Building and Market Maturity								
40	Y			Capacity Building and Market Maturity: Strong technical and professional capacity from all relevant stakeholders secures long-term implementation							Y	Additional input available from members of the UKBEAG and a range of subject matter experts. Implicit in the design of the programme and through the engagement of multiple stakeholders.
41			Y	Public relations and education campaigns gather early support and improve the likelihood of positive impact			Y					Additional input may be available from the GLA London Plan team and Bristol City Council
42	Y			Building local partnerships, and drawing on local resources/capacities, facilitates sustainable project implementation						Y	Y	Additional input may be available from the GLA London Plan team and Bristol City Council
				Urban Governance & Legal Frameworks								
43			Y	Urban planning and regulatory frameworks enable the project's implementation and sustainability in the long term			Y				Y	
44	Y			Alignment and coherence with existing laws and policies at local, regional and national level enhances the viability and impact of projects			Y		Y			
45	Y			Action plans for long-term sustainability increase the impact of projects			Y					
46	Y			Defined roles and responsibilities at all levels of government provide clarity in case of overlapping mandates					Y			
47			Y	Prevention measures against gentrification and land price speculation secure land rights and adequate housing for all			Y			Y		
48			Y	Fair compensation and resettlement minimizes vulnerability to social and economic shocks, promoting resilience, inclusivity and integrated urban development			Y		Y			
49			Y	Tenure security to housing, land and property improves social and economic status for all, especially marginalized and vulnerable groups			?		?			Land tenure not explicitly covered at present but can be if required, by UCL DPU & IGC
50			Y	Ensuring privacy and confidentiality supports the protection of people's rights				Y				
				Financial Strategies								
51			Y	Effective data dissemination empowers individuals and communities			Y	Y	Y			
52	Y			Realistic long-term financial strategies are essential for project implementation						Y		
53	Y			Mechanisms for own-source revenue through the project strengthen the government's financial standing						Y	53.1	
54			Y	Data literacy and capacity building enhances technology development, research, and innovation to support sustainable urbanization				Y	54.4			Links to ISO37016 and with additional input from Smart London and Connected Places Catapult

E. Thematic Programme, learning outcomes

FCDO Global Future Cities Programme
UKBEAG Strategic Capacity Development Component
Thematic Programme, Personal reflections on the programme from Peter Oborn

Session 1 Building Back Better & Introduction to the Programme	**Session 2** Integrated & Inclusive Planning	**Session 3** Governance & Collaboration
Contributors	**Contributors**	**Contributors**
Prof Sir Paul Collier, *IGC* **Mayor Marvin Rees,** *Bristol City Council*	**Mr Tom Perry,** *Design Council* **Ms Jane Dann,** *Design Council* **Dr Barbara Lipietz,** *UCL DPU* **Dr Catalina Ortiz,** *UCL DPU* **Ms Nuala Gallagher,** *Bristol City Council*	**Mr Sharukh Wani,** *IGC* **Mr Chris Cooper,** *BSI* **Mr Allan Macleod,** *Bristol City Council*
What the Poll(s) revealed	**What the Poll(s) revealed**	**What the Poll(s) revealed**
The biggest challenge is with Governance & Collaboration. The biggest opportunity is with Integrated & Inclusive Planning.	Challenge in balancing short, medium & long-term objectives and of engaging with the most vulnerable.	Revealed that the two biggest challenges are plans which don't get implemented and lack of coordination.
Main Points	**Main Points**	**Main Points**
From Paul Collier: 1) Plans that are integrated & long term, 2) plans that are informed, 3) build collaboration, 4) build local revenues, 5) build a competent administration for implementation. **From Mayor Marvin Rees:** Chaos of strategies, chaos of sovereignty, chaos of metrics. Role of the Bristol One City Plan, One City Office, convened City Gatherings to help find Common Purpose. Est. 6 key themes each with 3 key aims for each year to 2050. Communicator in Chief, v Commander in Chief. Role of the City Leadership Programme and importance of diversity.	Integrated planning achieves balanced outcomes against social, environmental, and economic dimensions, identifies and capture synergies between different actions, links and aligns strategies, policies, plans, programmes, and projects, balances short, medium, and long-term objectives and actions, creates lasting improvement against the SDGs, Integrated planning is holistic in approach, sets the right baseline, communicates a vision, underpinned by a sustainability framework, collaborative and engaging coordinates actions and is oriented towards implementation.	Endorsed the findings of the poll. Consider the 3 lenses of Spatial, Functional and Temporal. Offered 3 suggestions: 1) Expand spatial span of governance (merge local units to align admin with economic boundaries, eg Cape Town was 61 LGU's now 1,2) Functional: establish a lead or integrated agency for providing a key public service (eg TfL), 3) Improve temporal by using fiscal transfers as a catalyst for long term investments. Standards provide a framework and help to define what 'good' looks like. Noted that ISO37106 is underpinned by organisational transformation. Bristol City Council and the One City Plan provided an example.
Key Takeaways	**Key Takeaways**	**Key Takeaways**
Importance of empowering cities to achieve national objectives. Local government is not just a collection of services but a development agency. Build an enabling environment. Build trust and don't over promise. Historically, people paid to run processes, not deliver outcomes. Agency & motivation more important than training. Bristol 2050 plan was co- created and extends beyond the electoral cycle. Building a revenue base is vital but long-term planning also needs long term finance.	Building consensus is the key to long term planning. Reach out, maintain regular contact to build trust with honesty & transparency. Listen to each group and then enable them to hear each other. Focus on the benefits. Don't walk away from conflict. Use evidence to help explain impact and consider trade-offs. Participatory budgeting encourages people to hear each other and agree priorities, helps create understanding about the way in which projects relate to the larger scale/longer term.	'Capacity' is both the ability to do something & the desire to do something. Need to understand how to incentivise. 'Change' is not a project (with a start, finish date and a budget) and needs to be integrated within the organisation and become part of its culture. Encourage power to be devolved to the lowest level to facilitate feedback and learning. Start small and learn from others. Keep evaluating. Bristol City Council, City Leaders Group (mixed constituency of private sector, academics, public utilities etc)

Session 4 Evidence Based Design & The Effective Use of Data	**Session 5** Project Finance & Procurement	**Session 6** Implementation & Enforcement, Monitoring & Evaluation
Contributors	**Contributors**	**Contributors**
Ms Victoria Delbridge, *IGC* **Mr Chris Cooper,** *BSI* **Mr Nathan Pierce,** *Smart London, GLA*	**Mr Oliver Harman,** *IGC* **Ms Karineh Grigorian,** *HM Treasury IPA* **Mr Denis Obarcanin,** *IFC*	**Mr Ant Burd,** *BSI* **Ms Suzana Pramanik,** *HM Treasury IPA* **Ms Karineh Grigorian,** *HM Treasury IPA* **Mr Warren Smith,** *GDS*
What the Poll(s) revealed	**What the Poll(s) revealed**	**What the Poll(s) revealed**
Confirmed that many do not make the most effective use of data and that data sharing and inter-departmental collaboration is not strong.	Majority of respondents appear to rely on own sourced revenue with relatively little use of external finance.	Participants evenly split whether regulations & standards, procurement, and project monitoring are effective, suggesting scope for improvement.
Main Points	**Main Points**	**Main Points**
Evidence & data can help to improve targeting and allocation of resources, forecasting future demands for public services, reviewing best practice across other contexts, conducting a feasibility for the given context, policy experimentation and evaluation. Common biases in decision making: Many make decisions based on what others think/decide, prefer to maintain the status quo than risk trying something new, favour options that confirm prior beliefs, choose smaller immediate rewards, rather than larger future rewards, choose to avoid losses, rather than seeking gains. Smart London shared its approach.	Three pillars of government finance: locally generated revenues, intergovernmental transfers and external finance (ie from borrowing and development partners). Participatory budgeting leads to improved development outcomes, increased vote shares of participating parties, increased political effectiveness of participants, allows citizens to become more informed and allows for updating of policy preferences. Bankable projects: the importance of the business case and the 5-Case Method: Strategic, Economic, Commercial, Financial & Management.	A formal project initiation process brings stakeholders together to help ensure that the right questions are asked, and key risks identified upfront. Project Assurance reviews are expert, independent, impartial, timed to coincide with key project milestones & help achieve timely corrective action. Procurement law or procurement lore? Key barriers are rooted in procurement culture and practice The regulatory approach needs to align with local competence to achieve the right balance of compliance and efficiency.
Key Takeaways	**Key Takeaways**	**Key Takeaways**
Need to secure top-level buy-in to a data and evidence led approach to help overcome bias. Collaboration first, data second. Build links with academia (reciprocal value for research) and with the private sector (to help develop new services). Leverage recruitment and training to build skills. Cautionary note on evidence-based policy: Not all evidence is equal, collection of data needs to be guided by a specific policy question, more data is not always preferred to less, an evidence-based approach requires strong institutions and capacity to implement.	Opportunity to increase own sourced revenue by improving compliance, incentivisation building narratives around common purpose. Where the money comes from matters. Own sourced revenue tends to generate expenditure which benefits citizens more and can be leveraged to attract ext. finance. Match funding source to project type & beneficiaries. Funding does not equal financing, eg need to finance CAPEX to attract longer term funding for CAPEX & OPEX. But only 44% of countries allow borrowing by local government. Beware of unsolicited approaches. Focus on outcomes and impact.	Understanding market capacity helps to identify potential barriers to delivery. Market engagement provides confidence, visibility, and alignment Project initiation considers organisational design & development. Project assurance is not an audit Challenges group think while building knowledge and competence. Smart city procurement aligns with ISO37106, is outcomes based and focused on long term value for money. The role of Standards in promoting knowledge transfer, while tackling barriers to effective collaboration.

F. Capacity development needs identified through the Capacity Needs Assessment

An overview of capacity development needs identified through the Capacity Needs Assessment is shown below at the programme level.

Governance and collaboration	Horizontal alignment and integration between ministries and/or departments	
	Vertical alignment between different tiers of government	
	Whole-of government coordination mechanisms	
	Engaging the professions	
	The Principles and practice of good governance	
Evidence-based design and the effective use of data	Moving from data to action	
	Data management	
	Data collection	
	Data privacy, security and governance	
	Mapping and geo-spatial data	
	Building information modelling (BIM) and the "Digital Twin"	
	Service design	
Integrated and inclusive urban planning	Development of urban strategies and masterplans	
	Integrated transport planning	
	Community consultation and participatory planning techniques	
	Transport-oriented development	
	Local economic development	
	Mobility and connectivity	
	Resilience and adaptation	
	Local climate action plan	
	Design review	
Project finance and procurement	Financing options and mechanisms	
	Public private partnerships	
	Business case preparation	
	Effective management of large projects/programmes	
	Risk management	
	Land value capture	
	Land acquisition and allocation	
	Capital investment planning	
	Public procurement methods	
	Housing finance	
Implementation and enforcement, monitoring and evaluation	Monitoring and evaluation: projects, processes and procedures	
	Regulatory and economic impact assessment	
	The standards environment	
	Policy development and delivery	
	Regulation enforcement	
	Regulation creation	

***Note:** Red indicates the largest capacity gap and green the smallest gap.*

G. Summary list of Contributors & Subject Matter Experts

Subject Matter Expert	Transition Training and Dialogue	Thematic Programme	City-to-City Events	Country Events	Leadership Forums
African Development Bank			✔		
Allies and Morrison	✔				
Argent				✔	
The Behavioural Insights Team				✔	
Bristol City Council		✔		✔	✔
British Standards Institution	✔	✔			
Buro Happold			✔		
Building Research Establishment	✔				
Cambridge CISL		✔			✔
Centre for Digital Built Britain	✔		✔		
Centre for Disaster Protection				✔	
City of Cape Town				✔	
Design Council	✔	✔	✔		
Future Cities Catapult	✔				
Greater London Capacity		✔	✔	✔	
Historic England	✔				
HM Treasury IPA	✔	✔	✔	✔	
International Growth Centre	✔	✔	✔	✔	✔
London Legacy Development Corporation	✔				
Meteorological Office	✔				
The NBS	✔				
Ordnance Survey	✔				
Reall				✔	
Roger Madelin CBE, British Land				✔	
Sharing Cities				✔	
The Open Data Institute				✔	
The Prince's Foundation	✔				
Transport for Greater Manchester			✔		
Transport for West Midlands				✔	
UCL, Development Planning Unit	✔	✔			
FCDO	✔	✔	✔	✔	✔
UK Built Environment Advisory Group	✔	✔	✔	✔	✔
UN Habitat	✔	✔	✔	✔	✔

H. Key Takeaways

The following key takeaways have been extracted from the reports that were prepared after each event and illustrate the breadth of topics covered:

City-to-City Knowledge Exchange, *Event 1*

- **Incentives for behaviour change can be combined with financing** e.g. using congestion charges and fuel taxes to incentivise modal shift but also to cross-subsidise more sustainable and inclusive public transport.
- **Integration on all levels** is important: integration of fares and information across transport systems, integration between **transport** modes and **land use** planning, and **operational/governance** integration.
- **Data outcomes** and **use-cases** for citizens should be the focus rather than data and technology as an end in itself.
- **Information sharing and communication,** with communities, within government departments and with the private sector, is critical for compliance and behaviour change.
- A clear and realistic **business case** is crucial to help ensure the implementation and financing of projects.
- All project actions need to maintain the bigger picture goal of socio-economic improvement, improving citizen livelihoods, jobs and welfare.

City-to-City Knowledge Exchange, *Event 2*

- Promoting **collaboration** between government departments is critical to ensure plans are implemented, particularly in terms of land use and transport planning.
- Plans should incorporate elements that allow them to **withstand uncertainty,** such as providing adequate flexibility and ways to incorporate ongoing feedback.
- **Data** is an important input in planning and delivering transport services, which requires establishing data **management systems** that provide good value for money and can be managed in-house.
- While **finance** can be sought internationally, this needs to be repaid through **local fiscal instruments,** especially to fund projects beyond the pilot phase. This is also important in developing public-sector capacity.
- **Cross-city learning** can provide important input to cities, such as through **sharing key benchmarks.**
- **Communicating** with the **public** to generate their buy-in is critical. This can be aided by ensuring that the intervention aligns with stakeholder interests and creates a **common purpose,** through active **city-wide leadership.**

City-to-City Knowledge Exchange, *Event 3*

- There is opportunity to **link** Bangkok's **multiple interventions** more explicitly. There are clear synergies to **leverage in data and urban planning** with potential to overlap the use cases for data across interventions and have them contribute more than the sum of their parts.
- Maintaining **focus on** how these interventions will drive **impact and outcomes,** and ultimately contribute to prosperity, is important, particularly in this later stage of their development.
- With the more developed interventions there is an option for **scalability,** both across the city spatially, and within government with respect to its reach. Interventions do not have to be constrained by their initial mandate.
- **Cross-city learning,** both within the programme and beyond it, can provide useful input. But this needs to be **framed** within the **local legislature and context**.
- **Prioritisation and sequencing** of work is crucial. If the intervention tries to do everything, it has a higher chance of achieving little or nothing

City-to-City Knowledge Exchange, *Event 4*

- Projects need to start small and develop incrementally, with **end-users guiding the process** to ensure the project is **responsive to needs**.
- Both the **vision** and the **monitoring and enforcement** of city-wide policies are important. In other words, defining the **goal** we are working towards at the same time as defining the **mechanisms** to realise the policy on the ground.
- **Early planning of digital infrastructure** enables cities to leapfrog and avoid costly retrofitting. Here, there is an opportunity to learn from other cities and implement proven technologies at scale.
- **Implementation and sustainability** depend fundamentally on **project finance**. Cities, therefore, need to focus on financing and funding of projects and how this can be built in from the outset.
- The potential for **green finance** is a novel area that needs particular attention from the project conception stage – we must build in economic opportunities from the start, to unlock the potential of the future.
- The importance of **cross-city learning** in saving time and money re-inventing the wheel on shared challenges should be stressed.

Country-level Event: Nigeria

- Across the interventions, the teams have emphasised the importance of **multi-stakeholder engagement** as a critical ingredient for the interventions' success. This includes engaging with various public sector stakeholders, the private sector, and the communities that are likely to be impacted by the projects. In Lagos, technical and stakeholder engagement committees have been set up to this end to provide an effective authorising environment for the interventions. This is particularly important for urban renewal projects that aim to reshape the built environment in a significant manner.
- **Leveraging private capital and expertise** is recognised as an important part of these interventions, especially as they move towards implementation. In Lagos, the freight terminal is being procured under the public–private partnership model, which can provide technical and fiscal capacity for the implementation of the water transport intervention.
- **Cross-country learning** can play an important role in impacting the scope and design of these interventions. A stand-out example is the lessons that can be drawn from the King's Cross development in London in underscoring how well-managed urban renewal can unlock growth when combined with new transport investments. Similarly, Transport for Greater Manchester has previously shared its experience of managing inter-modal transport with its Nigerian counterparts in the field of effective intra-modal public transport.

Country-level Event: Indonesia

- Across the interventions, the teams emphasised the merits of **participatory planning,** particularly facilitating better community engagement to underpin their interventions. Participants highlighted that better community engagement does not necessarily mean more in quantity. There is an inherent cost and trade-off when asking citizens for their opinions – policy decision-makers should not overburden communities by requesting repeated input. Rather, the quality of engagement matters. This integration of people in the urban planning process can help crowd in interest for financing and embedding the project in the city.
- Speakers, subject matter experts and the audience all recognised **leadership** as crucial to balancing all actors and their interests. Strong leadership helps parties understand who to ask in relation to participatory planning, when to ask (and when not to), as well as how to ask. For example, community task forces and community capacity building are effective methods of building engagement.
- Finally, there is a huge movement to promote sustainable development and activities to slow climate breakdown after COP26. This provides an opportunity to ensure the interventions are transformative while also opening potential new financing opportunities.

Country-level Event: Philippines

- Neither intervention can divorce their **housing strategy** from **transport strategy.** They are intrinsically linked, both underpinning where employment and future prosperity is predicted to take place. This requires a **whole-city approach** – one where the virtuous circle of transport, density and employment build on each other.
- The cities can lock in low-carbon development for the future if they make environmentally conscious decisions today. Currently, many Philippine cities are sprawling, with the growth of urban land use increasing at 1.5 times the rate of population growth. This unchecked growth of land use increases both greenhouse gas emissions and a city's carbon footprint. Housing strategies to accommodate population growth must therefore engage with and drive **density** to facilitate **compact cities.**
- The interventions are building more than housing. They are providing shelter and building communities. Housing should be viewed within the complexity of both urban and economic development. As shared by Cebu City, the housing strategy and city development strategy will form one document – showcasing **integrated planning in practice.**

Country-level Event: Turkey

- In moving from policy to impact, it was discussed that cities may wish to consider:
  - the governance structure of the city – **including vertical and horizontal coordination**
  - the **legal framework** to enforce to clarify mandates and ensure long-term accountability
  - how to achieve compliance with these laws – either through **monitoring** and **enforcement** or through encouraging voluntary cooperation
  - **finance and prioritisation of projects,** building in budget realities and making the economic case from the start, experimentation and using pilot projects to demonstrate value while building incrementally and adapting as progress is made.
- The use of **data to derive impact** in city interventions was also discussed. Open Cities and Smart Cities were compared – with the ideals of the former presented as a more realistic and appropriate model to work towards in promoting data-driven urbanisation. Technologies are expensive and certain systems can lead to vendor lock-in and silos. As a result, the central focus should be the end-use of the data and technology in which investment has been made, ensuring that future use aligns with data skills and literacy in the city. It was also noted that the true value of using data comes from sharing it. The subject matter experts proposed that cities need to constantly work towards finding a balance between 'data fearing' and 'data hoarding' to facilitate trust and openness between stakeholders.
- Behavioural insights were also discussed as a way to facilitate rapid change, through an in-depth understanding of the user. Cities need to drill down from the broader goals, map the user journey and find very specific aspects that need to be targeted for change.
- The four key steps to facilitate this include making interventions:
  - easy: either make the process easier or enhance communication
  - attractive: incentivising behaviour using financial rewards or making it more fun or more interesting
  - social: we copy what people around us do, therefore by providing citizens with information on how others behave it is possible to motivate different decisions
  - timely: well-timed prompts or appealing to the fact that people are more inclined to respond to immediate/present issues rather than future issues, can also be used for more effective policy design.
- It was also noted that people are also more likely to change their behaviour if they are undergoing another big change simultaneously – for example, a change in lifestyle due to Covid-19.

Country-level Event: Vietnam

- Broadly, for the **integration of service delivery** in Ho Chi Minh City, an overarching vision for the city would benefit from greater alignment. Currently, key policy areas, such as housing and climate change, are administered under different plans by different institutions. There appears to be no unified, single city plan, and this can result in disparate areas of city governance adopting divergent pathways. This contrasts with other cities, such as London, where development guided by the London Plan, which sets out a **long-term strategy for the city.** The absence of such a vision may limit the effectiveness of public services.
- The economic benefits of more effective sharing of data, or open data, are significant. While **standards** linked to data are necessary, they are not sufficient. Ho Chi Minh City would benefit from developing its own **data strategy** one that is city-specific. This should include creating and optimising its own data sets and data usage. Generally, there is a need for regularly updated data that can provide information for decision making. With better data provision, as is evident from the case of the Greater London Authority, **implementation and monitoring** of interventions can occur more effectively'. One such discussed and desired area was the **use of operational data to develop aligned service schedules** to complement the smart ticketing system.
- The geographical information system for the drainage system, and its potential to inform interventions when flooding happens in the city, is an opportunity to crowd in and integrate the activity of departments. With a coordinated system, policy decision-makers can anticipate and account for spillovers to neighbourhoods or areas that are typically outside their mandate.

Country-level Event: Malaysia

- **Urban land use planning and transport planning** are intrinsically **interlinked** – to achieve mobility objectives in Iskandar and Melaka and to ensure public transit systems can be affordable and sustainable, there is an urgent need to contain urban sprawl and promote higher density, more inclusive development. This will require a focus on **land use regulation reform.**
- **Fiscal incentives** for transport should **align** with a **modal shift** away from private vehicle use.
- Congestion and emissions have huge economic costs, and therefore quantifying the savings from improved transport management should help in motivating finance. The cost of using private vehicles needs to include their cost to the city through increased taxes or interest rates on cars, reducing fossil fuel subsidies, using congestion charges and tolls, and increasing parking fees. This creates a win–win situation whereby congestion is alleviated and funds are made available for investment in safe and **high-quality public transit systems.**
- Mobility choices are often an emotional response rather than a logical one – modal shift reforms, therefore, need to focus on the individual and what motivates them – perhaps following the EAST (easy, attractive, social and timely) approach outlined by the Behavioural Insights Team. At Transport for West Midlands, the population has been segmented into personas and extensive market research was done to understand their views and behaviours. Research has also shown that targeting wealthier segments of the population in designing mobility reform can have larger impacts overall than targeting the poor, as the quality of services is often better and it removes any stigma associated with public transit.

Country-level Event: Thailand

- Good **land-use planning** is based on **five core principles:**
  - facilitating residential and commercial density, without which the city sprawls, leading to negative economic and environmental impact
  - keeping adequate space for transport links and other public spaces
  - considering the positive and negative spillover effects of individual and commercial actions while promoting the positive and mitigating the negative aspects
  - connecting land use planning with strategic planning to provide long-term certainty to investors
  - being proactive and taking a long-term approach.
- A proactive public **communications strategy** is required as part of public investment and planning.
- The example from the London's King's Cross regeneration project shows the necessity of engaging proactively with the local community throughout the project life cycle, especially for highly visible urban regeneration projects. This can be done through an integrated planning process like the London Plan that includes a months-long consultation process inviting feedback from the citizens of the city. This is essential in building a 'common purpose' behind strategic plans and projects and promotes inclusive developments.
- Urban plans must balance providing long-time horizons with sufficient **flexibility.** The King's Cross development showcased this need: the project required a multi-decade funding horizon while allowing the developers to amend the project based on changing needs through building flexibility into the design process.
- Cross-country lessons provide valuable takeaways for Thailand to leverage and contribute to; for example, the development of the London Plan, which establishes a planning hierarchy in the city and city-wide objectives, shows what a roadmap to a comprehensive urban plan could look like.
- Closer to Thailand, the example of **transit-oriented developments** in Hong Kong shows how a city can build a compact urban environment that allows people to connect without using cars.
- **Land-based financing** is an under-tapped source of revenue for Bangkok and can be particularly useful when seeking investment in transit-oriented development. This is because any investment in improving transport connectivity, or changing the use of land, tends to increase the value of nearby land, which can be partially captured to pay for public investments. The example of Hong Kong's Rail + Property model shows how this can be made possible. The participants further stressed the importance of getting the timing and community buy-in right when considering land-based financing instruments, such as land readjustment schemes.
- The benefits of transit-oriented development can be widespread and the pilot project near the Khlong Bang area provides a valuable template to replicate city-wide. Potential benefits can include a positive impact on economic productivity levels due to a concentration of economic activity facilitated by accessible transport.

Country-level Event: Brazil

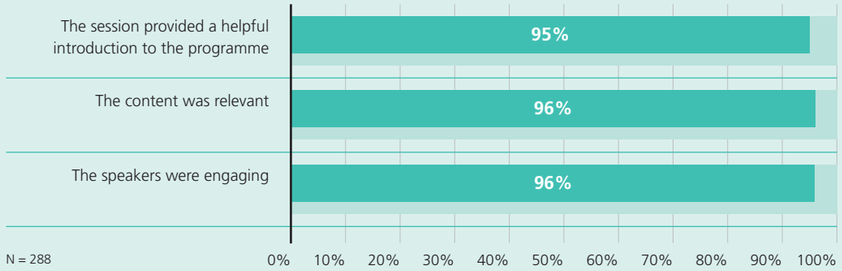
- Smart cities should be **people-centred,** focusing on solving a tangible urban challenge rather than serving the technology itself. Solving real world problems can improve lives and help overcome the digital divide.
- Having **universal data standards and templates for data-sharing agreements** in place from the outset helps facilitate collaboration. In the Greater London Authority (GLA), for example, the agreements used are very short and not restrictive, making them very easy to implement.
- In moving from data to action, as with most projects, it is best to start small and **build up incrementally.** In the GLA case, participation in the initial set-up of the London Datastore was voluntary and was kept simple by focusing on data that everyone already collected, and on tangible priority issues. The results were then used to demonstrate the benefits, which brought more people on board.
- Other mechanisms of bringing people on board included hackathons, collaboration events and creating a community of data officers across London boroughs. Recife has similarly created a vibrant culture around data.
- For a city-wide strategic shift to more open data, we need to think beyond just the project, we need to think about the individual and individual behaviours. We need to understand what is driving the fear of data or the fear of loss of power – bringing the old and new generations together. For this to happen, visible leadership is vital, leaders who can understand and communicate the benefits that technology brings. The GLA has teams dedicated to addressing these issues, while in Recife this is part of an existing role.
- **Open data is a spectrum.** A combination of open and private data is important as some data does need to remain closed. Furthermore, a data warehouse or single repository is not always possible. Open data is more about transparency and providing the systems for integration of data to deliver new insights.
- Where data is made available, cities can harness the expertise of academia and the private sector to provide innovative solutions. One of the key success factors in Recife's experience was the partnership between the government and the private sector.

Country-level Event: South-Africa

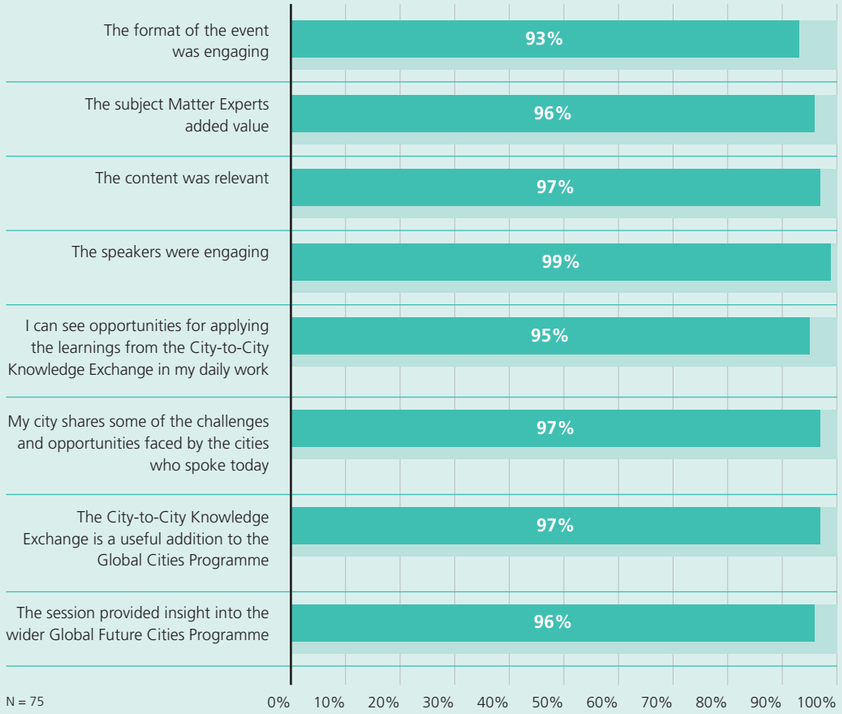
- **Incentives for sharing data** are important. Generally, people are not interested in sharing data unless it directly and immediately benefits them. At the same time, sharing can come with costs, such as threatening the perceived power of holding the data or exposing the poor quality of the information. However, there is much be gained from sharing data beyond its intended purpose. Often people are not aware of who they can share data with, or the extent of the potential mutual benefit. Creating a data-sharing city requires strong change management and specific benefits need to be made clear to data 'owners'.
- City-data should be seen as an **economic asset for the creation of public goods,** as well as an engine to propel the local tech industry in innovative product development. This value needs to be demonstrated quickly. **Pilot projects,** or a modular approach to solutions, can provide valuable insights for learning and adapting while showcasing value.
- **Procurement** processes hold several challenges when it comes to data. Cities are often limited to technology that is already offered by companies.
- Vendor reliance and lock-in are important issues. It can become very difficult and expensive to negotiate different terms once contracts are in place, new suppliers may be unable to support other vendors' systems, and in-house **capacity** may be insufficient to manage purchased systems. It is important to consider how **data ecosystems** will be managed without the implementing vendor at the very start of a project.
- The past matters. **Path-dependence of technology** can be a challenge. In Cape Town, the strong Information Systems & Technology (IS&T) department, which has underpinned much of the technology and data maturity in the city, while a great asset in the early 2000s, has also limited further growth and flexibility to employ more modern technologies or engage with external vendors. In many cases, a novel approach to data requires both **unlearning and relearning.**
- In South Africa, **cross-city learning** is facilitated by groups such as the South African Cities Network and the National Treasury City Support Programme. To be effective in the future, forums and meetings need to be translated into action, and exchanges need to be held on very specific shared interests, where the details of different approaches can be discussed. There is also a strong need for these to be shaped by the cities themselves and for them to engage in forums beyond South Africa as well.

I. Feedback summary

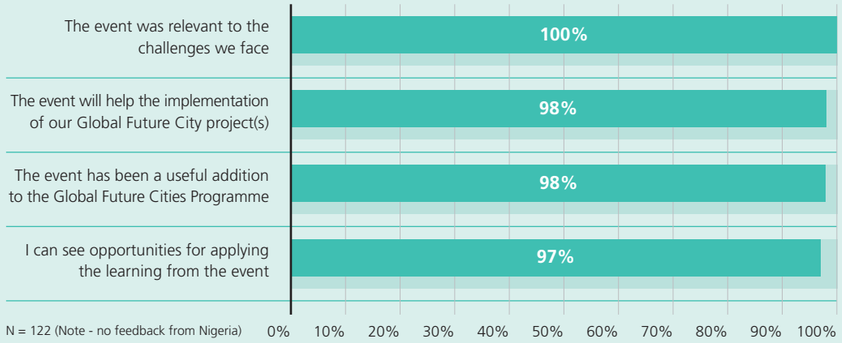
Thematic Programme



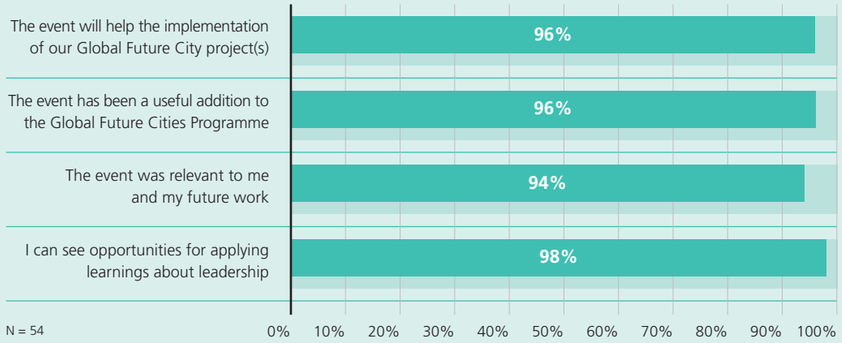
City-to-City Programme



In-Country Events



Leadership Forums



Johannesburg
South Africa

J. Copies of reports and links to videos

Global Future Cities Programme list of UKBEAG reports

Thematic Programme series

Thematic Programme brochure - English

Thematic Programme overview report - English

City-to-City Knowledge Exchange series reports

First event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Second event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Third event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Fourth event

English

Indonesian translation

Portuguese translation

Vietnamese translation

Thai translation

Turkish translation

Country-level Events series

Nigeria Country-level Event - *English*

Indonesia Country-level Event - *English*
Indonesia Country-level Event - *Indonesian Translation*

Turkey Country-level Event - *English*
Turkey Country-level Event - *Turkish translation*

Philippines Country-level Event - *English*

Vietnam Country-level Event - *English*
Vietnam Country-level Event - *Vietnamese translation*

Malaysia Country-level Event - *English*

Thailand Country-level Event - *English*
Thailand Country-level Event - *Thai translation*

Brazil Country-level Event - *English*
Brazil Country-level Event - *Portuguese translation*

South Africa Country-level Event - *English*

Leadership Forums series

Leadership Forum - *English*

Leadership Forum - *Portuguese translation*

Leadership Forum - *Turkish translation*

Leadership Forum - *Indonesian translation*

Leadership Forum - *Thai translation*

Leadership Forum - *Vietnamese translation*

GFCP List of UKBEAG Vimeo video links

Thematic Programme series

First Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Burmese translation

Second Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Burmese translation

Third Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Burmese translation

Fourth Event

English

Indonesian translation

Portuguese translation

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Turkish translation

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Burmese translation

Fifth Event

English

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Burmese translation

Sixth Event

English

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Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Burmese translation

Seventh Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Burmese translation

City-to-City Knowledge Exchange series

First Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Second Event

English

Indonesian translation

Portuguese translation

Thai translation

Turkish translation

Vietnamese translation

Third Event

English

Indonesian translation

Portuguese translation

Thai translation

Indonesian translation

Turkish translation

Vietnamese translation

Fourth Event

English

Indonesian translation

Portuguese translation

Vietnamese translation

Thai translation

Turkish translation

Leadership Forums series

First event

English

Turkish Translation

Portuguese Translation

Second event

English Translation

Indonesian Translation

Thai Translation

Vietnamese Translation

Melaka
Malaysia

For further information about the programme, please contact
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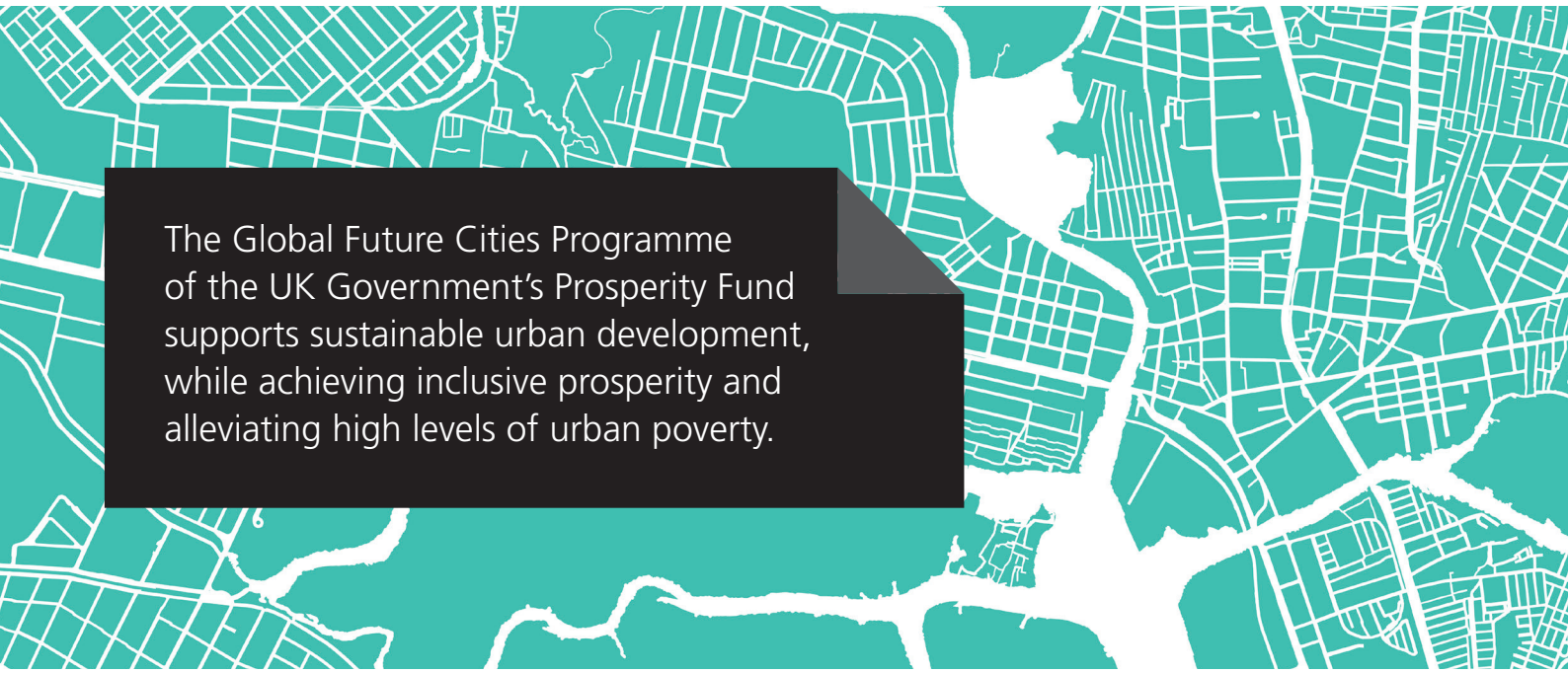

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Foreign, Commonwealth & Development Office

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UN HABITAT
FOR A BETTER URBAN FUTURE