



Foreign, Commonwealth
& Development Office



Introduction to the Strategic Capacity Development
Component of the UK Global Future Cities Prosperity
Fund Programme

UKBEAG
UK Built Environment Advisory Group

UN HABITAT
FOR A BETTER URBAN FUTURE

Contents

- 3 Proposed Main Thematic Areas
- 3 Programme Components
- 5 The Thematic Programme
- 6 The Five Thematic Areas
- 8 Contributors to the Thematic Programme
- 10 The Thematic Programme, Timetable



Background

The strategic capacity development component forms part of the UK Global Future Cities Prosperity Fund Programme. It is being developed by the strategic and capacity development partner, the UK Built Environment Advisory Group (UKBEAG)¹ in close collaboration with UN Habitat. 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 ensure the programme's long-term impact.

Proposed Main Thematic Areas

During the Strategic Phase of the programme, working with City Officials, UN Habitat and others, the UKBEAG identified five principal thematic areas which appear to be relevant to each of the Cities forming part of the programme, to a greater or lesser extent, and these have since been validated during the implementation phase. The five principal thematic areas are:

- 1 Integrated & Inclusive Urban Planning
- 2 Governance & Collaboration
- 3 Evidence-based Design & the Effective use of Data
- 4 Project Finance & Procurement
- 5 Implementation & Enforcement, Monitoring & Evaluation

The UKBEAG's work to date suggests that all the Cities forming part of the programme are facing challenges in one or more of these areas and the strategic capacity development component is being developed to engage with these themes.

The Thematic Programme provides an opportunity for deeper engagement with Local Capacity Development Champions, City Officials, and a wider range of stakeholders.

Programme Components

While the UKBEAG's original approach involved a mixture of online learning and face to face engagement, the Covid-19 pandemic has meant that most of our interaction is now likely to be online and we currently envisage this will comprise the following three elements:

A Thematic Programme (21 January-11 March)

A foundational programme introducing each of the 5 themes, combined with practical examples from the field. The Thematic Programme will provide an opportunity for participants to learn more about each theme and reflect on the capacity development needs within their own City.

A Country Focused Programme (subject to budget availability)

A Country Focused Programme will be developed and tailored to the specific capacity development needs of each City as identified by means of a Capacity Needs Assessment together with prior research undertaken in previous phases of the programme.

A series of City-to-City Knowledge Exchanges (subject to budget availability)

Building upon the UN Habitat Knowledge Sharing Sessions and providing an opportunity for each of the Cities to showcase their work and share knowledge with other Cities in the programme, allowing them to calibrate their progress and seek inspiration from others. Each session will be facilitated by a subject matter expert and framed within the context of the wider programme.

The Strategic Capacity Development component forms one of several capacity development elements within the overall programme. The other elements include capacity development, which is being undertaken by the Delivery Partners, focused on the individual projects, and the SDG Assessment Tool being administered by UN Habitat, which seeks to maximise alignment with the targets contained within the UN 2030 Sustainable Development Goals. UN Habitat has also created an online Knowledge Platform as a repository for information related to the programme and a community forum, see <https://www.globalfuturecities.org/> The Strategic Capacity Development Component will align with and complement these activities.

¹ The UK Built Environment Advisory Group 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 purpose of which is to provide a more effective conduit for the transfer of built environment expertise to foreign governments together with humanitarian and development agencies.



The Thematic Programme

The thematic learning programme will launch on 21 January 2021 and will comprise a series of seven interactive sessions:

1 21 January - Building Back Better & Introduction to the Programme

Commencing at 11:00am UTC, duration 1hr 30 mins. [Click here to register.](#)

The introductory session will consider the recovery from Covid-19 in the context of building back better and will demonstrate the continuing importance of the SDGs as a framework for delivering sustainable urbanisation. It will feature introductory remarks from the UKBEAG, the FCDO and UN Habitat together with contributions from Sir Paul Collier CBE, Director of the International Growth Centre, and Mayor Marvin Rees from Bristol City Council.

2 27 January - Integrated & Inclusive Urban Planning

Commencing at 11:00am UTC, duration 2hrs. [Click here to register.](#)

Drawing on examples from the Bristol One City Plan, this session will consider the importance of integrated and inclusive planning as a prerequisite for achieving lasting social, economic, and environmental improvement while simultaneously addressing the needs of the marginalised and the vulnerable. The session will be facilitated by the Design Council together with University College London Development Planning Unit.

3 04 February - Governance & Collaboration

Commencing at 11:00am UTC, duration 2hrs. [Click here to register.](#)

Drawing on extensive policy research together with the international standard for sustainable cities and communities (ISO37106), this session will consider the importance of achieving alignment between sectoral priorities and policies together with effective collaboration between different tiers of government, ministries, and departments. The session will be facilitated by the International Growth Centre and the British Standards Institution together with practical experience from Bristol City Council.

4 18 February - Evidence-based Design & the Effective use of Data

Commencing at 11:00am UTC, duration 2hrs. [Click here to register.](#)

Building on the international standard for sustainable cities and communities (ISO37106), this session will consider the importance of evidence-based design and data as a pre-requisite for developing and delivering citizen centric applications that will achieve meaningful cost benefit and service level improvement. The session will be facilitated jointly by the British Standards Institution and Smart London.

5 25 February - Project Finance & Procurement

Commencing at 11:00am UTC, duration 2hrs. [Click here to register.](#)

This session will consider various methods for securing project finance, ranging from municipal bonds to own sourced revenue, together with the way in which to present bankable projects for funding. It will include an overview of HM Treasury Five Case Model and will be delivered by the International Growth Centre and HM Treasury Infrastructure & Projects Authority together with input from the International Finance Corporation.

6 04 March - Implementation & Enforcement, Monitoring & Evaluation

Commencing at 11:00am UTC, duration 2hrs. [Click here to register.](#)

In this penultimate session, the British Standards Institution will be joined by HM Treasury Infrastructure & Projects Authority to discuss the importance of regulations and standards together with robust assurance and approvals processes for achieving effective project delivery.

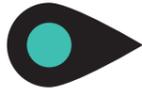
7 11 March - Reflections on the Programme and Next Steps

Commencing at 11:00am UTC, duration 1hr 30 mins. [Click here to register.](#)

The concluding session will include reflections on the series from UKBEAG, the FCDO, UN Habitat and the University of Cambridge Institute for Sustainability Leadership, together with input from the Delivery Partners, and will consider next steps in the programme.

The Thematic Programme will be delivered in English with simultaneous translation available in Burmese, Indonesian, Portuguese, Thai, Turkish and Vietnamese.

All sessions will be interactive with time allocated for discussion and Q&A.



The Five Thematic Areas

Integrated & 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 will help allocate land for urban activities and better direct the use of funds by both public and private sector stakeholders. Effective integrated planning works at all scales (ie national, regional, district and local) and needs to be inclusive (ie 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.

Governance & 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 (eg National, Regional, Metropolitan, City and District) is essential, as is horizontal alignment and integration between ministries and departments (eg energy, housing, land-use, transport etc) and other partners. Organisational structures, processes and systems also need to support integration and alignment.

Evidence-based Design & the Effective use of Data

Evidence based design is a key component in achieving better city outcomes. It relies upon 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 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 upon 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 to be given to a range of associated issues such as data platforms, 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.

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 ensure the programme's long-term impact.

Project Finance & Procurement

The delivery of bankable city scale projects requires the development of a viable resilient, 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 together with a knowledge of financing and associated procurement mechanisms (eg 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.

Implementation & Enforcement, Monitoring & Evaluation

However well-conceived, the ultimate test of any policy, programme, plan, or project is whether it is delivered as intended and whether a monitoring & 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 is in turn reliant upon the capacity and capability of relevant stakeholders in both the public and private sectors, including such groups as built environment professionals.





Contributors to the Thematic Programme

The following organisations have been invited to contribute to the Thematic Programme, commencing 21 January 2021:



Bristol City Council

Bristol City Council is the local authority of Bristol, England. The council is a unitary authority and is unusual in the United Kingdom in that its executive function is controlled by a directly elected mayor of Bristol. Mayor Marvin Rees published the city's first ever One City Plan in January 2019, a first written attempt to set out the challenge and bring the city together around its common causes. The One City Approach brings together a huge range of public, private, voluntary and third sector partners within Bristol. They share an aim to make Bristol a fair, healthy, and sustainable city. Working in partnership with the Cabot Institute at the University of Bristol, the One City Plan has been developed to align with the UN Sustainable Development Goals, and the city is widely recognised for its leadership in this area. We have invited Mayor Marvin Rees to deliver one of the Keynote addresses at the launch event of the Thematic Programme.



British Standards Institution, (BSI)

Formed in 1901, BSI was the world's first national standards body. BSI is appointed by the UK Government as the national standards body, holds the Royal Charter, and represents UK interests at the International Organization for Standardization (ISO) and the European Standards Organizations (CEN, CENELEC and ETSI). BSI is directly relevant to the urban form and the built environment, providing standards to govern the delivery and management of all forms of buildings, including infrastructure projects. BSI have worked in more than 50 countries to provide technical assistance projects to support quality infrastructure systems and help them compete and trade in global markets.

BSI have been engaged with the Global Future Cities Programme since the strategic phased and carried out in country assessments, as well as contributing to the week of Training and Dialogue. As the UK's standards body, they are uniquely placed to work with us on the theme of 'Implementation and Enforcement', notably the sub-theme of "the standards environment". Through their ongoing work with the Department for Business, Energy & Industrial Strategy, BSI is also well placed to assist with the theme of Governance & Collaboration'.



The University of Cambridge Institute for Sustainability Leadership

The University of Cambridge Institute for Sustainability Leadership (CISL) is a globally influential Institute developing leadership and solutions for a sustainable economy. We believe the economy can be 'rewired', through focused collaboration between business, government and finance institutions, to deliver positive outcomes for people and environment. For over three decades we have built the leadership capacity and capabilities of individuals and organisations, and created industry-leading collaborations, to catalyse change and accelerate the path to a sustainable economy. Our interdisciplinary research engagement builds the evidence base for practical action.



Design Council

Design Council's purpose is to make life better by design. It is an independent charity and the UK government's advisor on design. Its vision is a world where the role and value of design is recognised as a fundamental creator of value, enabling happier, healthier, and safer lives for all. The quality of the built environment around us has a significant impact on our lives. It can transform people's quality of life, stimulate the economy and enhance the environment. Good design plays a vital role in creating better places that enrich the local community. However, the complexity of development projects and the variety of stakeholders involved can make it challenging to realise this potential and create places that work for everyone. Design Council has been delivering independent and expert design consultation to professionals in the built environment for decades, supporting them to overcome these challenges. During that time, it has built up the world-class expertise, local knowledge, and a specialist network of built environment experts to help clients, achieve their objectives, drive growth, and create more sustainable, equitable development in the UK and overseas.



HM Treasury Infrastructure and Projects Authority

The Infrastructure and Projects Authority (IPA) is the United Kingdom government's centre of expertise for infrastructure and major projects. The IPA sits at the heart of government, reporting to the Cabinet Office and HM Treasury. The core teams include experts in infrastructure, project delivery, project finance and assurance review who work with government departments and industry. The IPA supports the successful delivery of all types of infrastructure and major projects, ranging from railways, schools, hospitals, and housing, to defence, IT, and major transformation programmes. The IPA leads the project delivery and project finance professions across government and was involved in the previous phase of the FCDO Global Future Cities Programme during which it presented and explained the UK's 'Five Case Model' which remains relevant in the current phase.



International Finance Corporation

IFC, a sister organization of the World Bank and member of the World Bank Group, is the largest global development institution focused on the private sector in developing countries. The Bank Group has set two goals for the world to achieve by 2030: end extreme poverty and promote shared prosperity in every country. The IFC leverages its products and services, as well as products and services of other institutions across the World Bank Group, to create markets that address the biggest development challenges of our time. The IFC applies its financial resources, technical expertise, global experience, and innovative thinking to help its clients and partners overcome financial, operational, and other challenges. IFC is also a leading mobilizer of third-party resources for projects. Its willingness to engage in difficult environments and its leadership in mobilising private finance enable it to extend its footprint and have a development impact well beyond its direct resources.



International Growth Centre

The International Growth Centre (IGC) promotes sustainable growth in developing countries by providing demand-led policy advice based on frontier research. The IGC has worked extensively in middle- and low-income countries and has a detailed understanding of the issues faced by the members of the Global Future City Programme. The IGC has been engaged in the GFCP since the Strategic Phase and created the City Context reports which have informed our programme development. The IGC, whose work is based around the belief that economic development and growth are the building blocks of prosperity in developing countries, is uniquely placed to help deliver the theme of "Project Finance & Procurement". We have invited Sir Paul Collier CBE, Professor of Economics and Public Policy at the University of Oxford, Blavatnik School of Government to deliver one of the keynotes addresses at the launch event of the Thematic Programme.



University College London, Bartlett Development Planning Unit

The UCL Bartlett, Development Planning Unit conducts world-leading research and postgraduate teaching that helps to build the capacity of national governments, local authorities, NGOs, aid agencies and businesses working towards socially just and sustainable development in the global south. The DPU was a significant contributor to the Strategic Phase of the FCO Global Future Cities programme, especially around the issue of informal settlements, and is currently working with several cities forming part of the programme.



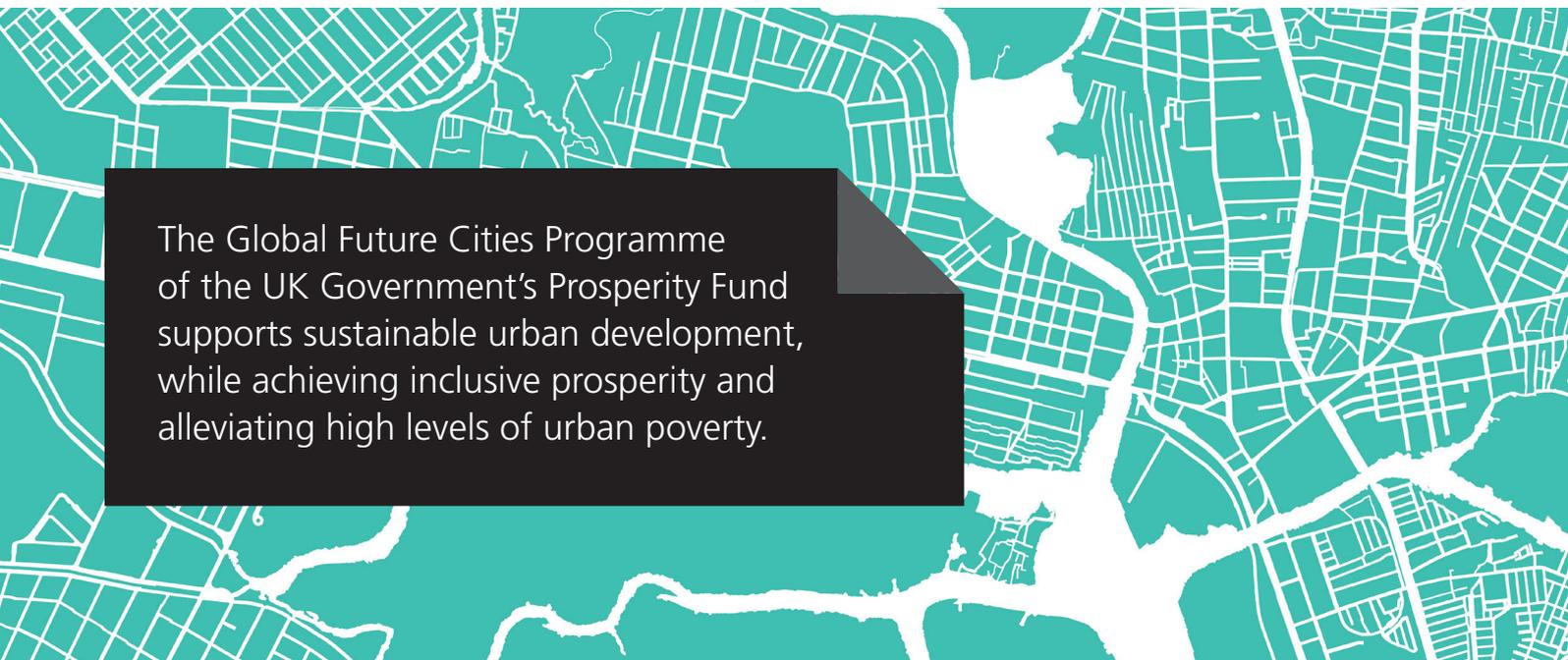
The Thematic Programme, Timetable

DATE	SESSION	CONTRIBUTORS
21 January 11:00am UTC, 1 hr 30 mins	Building Back Better & Introduction to the Programme	<p>UK Built Environment Advisory Group Mr Peter Oborn, <i>Strategic Adviser</i></p> <p>Foreign, Commonwealth & Development Office Ms Elizabeth Milson, <i>Programme Manager</i></p> <p>UN Habitat Ms Naomi Hoogervorst, <i>Senior Urban Planner</i></p> <p>International Growth Centre Prof Sir Paul Collier CBE, <i>Director</i></p> <p>Bristol City Council Mayor Marvin Rees</p>
27 January 11:00am UTC, 2 hrs	Integrated & Inclusive Urban Planning	<p>Design Council Mr Tom Perry, <i>Head of Cities</i> Ms Jane Jann, <i>Built Environment Expert</i></p> <p>UCL Development Planning Unit Dr Barbara Lipietz, <i>Associate Professor</i> Dr Catalina Ortiz, <i>Associate Professor</i></p> <p>Bristol City Council Ms Nuala Gallagher, <i>Director of Growth, Investment & Infrastructure</i></p>
04 February 11:00am UTC, 2 hrs	Governance & Collaboration	<p>International Growth Centre Mr Sharukh Wani, <i>Cities Economist</i></p> <p>British Standards Institution Mr Chris Cooper, <i>Consultant</i></p> <p>Bristol City Council Mr Allan Macleod, <i>Bristol SDG Research & Engagement Associate</i></p>
18 February 11:00am UTC, 2 hrs	Evidence-based Design & the Effective use of Data	<p>British Standards Institution Mr Chris Cooper, <i>Consultant</i></p> <p>Greater London Authority Mr Nathan Pierce, <i>Head of Smart London</i></p>
25 February 11:00am UTC, 2 hrs	Project Finance & Procurement	<p>International Growth Centre Mr Oliver Harman, <i>Cities Economist</i></p> <p>HM Treasury Infrastructure & Projects Authority Ms Karineh Grigorian, <i>Commercial Manager</i></p> <p>International Finance Corporation Mr Denis Obarcanin, <i>Infrastructure Advisory</i></p>
04 March 11:00am UTC, 2 hrs	Implementation & Enforcement, Monitoring & Evaluation	<p>British Standards Institution Mr Ant Burd, <i>Head of Sector, Built Environment</i></p> <p>HM Treasury Infrastructure & Projects Authority Ms Suzana Pramanik, <i>Int. Lead, Project Initiation Route map</i></p>
11 March 11:00am UTC, 1 hr 30 mins	Reflections on the Programme and Next Steps	<p>UK Built Environment Advisory Group Mr Peter Oborn, <i>Strategic Adviser</i></p> <p>Foreign, Commonwealth & Development Office Ms Elizabeth Milson, <i>Programme Manager</i></p> <p>UN Habitat Ms Naomi Hoogervorst, <i>Senior Urban Planner</i> Mr Klas Groth, <i>Senior Urban Planner</i></p> <p>University of Cambridge Institute for Sustainability Leadership Ms Lucy Bruzzone, <i>Programme Director</i></p> <p>Delivery Partners Arup, Adam Smith International, Ernst and Young, Future Cities South Africa and Mott MacDonald</p>



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globalfuturecities.org



The Global Future Cities Programme
of the UK Government's Prosperity Fund
supports sustainable urban development,
while achieving inclusive prosperity and
alleviating high levels of urban poverty.