



Foreign, Commonwealth  
& Development Office



## Overview of the Thematic Programme

Part of 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





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# Executive Summary

Working in close collaboration with UN Habitat, the UK Built Environment Advisory Group (UKBEAG), was commissioned to develop and deliver a strategic capacity development component as part of the UK Global Future Cities Prosperity Fund Programme. The aim of the strategic capacity development component is to complement the other elements of the programme, to consider some of the barriers and enablers to sustainable urbanisation, and to help achieve the programme's long-term impact. During the programme's Strategic phase, 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:

- Integrated and Inclusive Urban Planning
- Governance and Collaboration
- Evidence-based Design and the Effective use of Data
- Project Finance and Procurement
- Implementation and Enforcement, Monitoring and Evaluation

This report contains an overview of the Thematic Programme, the sessions that were held and the topics that were covered. It includes a working definition for each theme, outlines the learning objectives, identifies the main contributors, and summarises the main topics covered together with the key takeaways from each session. It also summarises the results from a number of polls that were conducted throughout the programme to gauge the position of participants in relation to the issues under discussion.

The Thematic Programme was delivered as a series of online events by a range of subject matter experts and provided a foundational programme introducing each of the five themes, together with practical examples from the field. The programme provided an opportunity for participants to learn more about each of the themes, to reflect on their current practice and to consider the capacity development needs in their own City.

While many of the cities in the programme share a number of similar challenges and opportunities, it is recognised that there are also important differences between the cities, and these will be considered in the next phase of the programme. Each session was preceded by a poll which sought to develop an understanding of the participants perception of the issues to be discussed. The following comprises a summary of the principal issues discussed during each of the sessions:

**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 can be used to identify and capture synergies, link and align strategies, policies, plans, programmes, and projects, balancing short, medium, and long-term objectives.

**Governance and Collaboration**

Contributors endorsed the findings of the poll and suggested three lenses through which to consider these issues: Spatial, Functional and Temporal. From a spatial perspective, it was suggested that participants may wish to consider expanding the spatial span of governance by merging local units to better align administrative with economic boundaries, e.g. 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 for providing a key public service (the example cited was Transport for London (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 together with 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 preferred to less. It was noted that an evidence led approach requires strong institutions with the power to implement. Participants also heard about the way in which 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 the way in which own sourced revenue tends to generate expenditure which benefits citizens more and the way in which it can be used to attract external finance. The value of the 5-Case method of business case preparation was discussed as a means of helping to attract project funding. Participants also heard from the International Finance Corporation, about what they look for in a project.

**Implementation and Enforcement, Monitoring and Evaluation**

The contributors to the session 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, and not merely least cost. The role of standards in helping to promote knowledge transfer was also recognised.

During the course of the final session, the Chair reflected on the fact that while the polls had revealed something about the barriers and the sessions had highlighted some tools and processes for dealing with these, they had also shed light on the enablers and when one starts looking horizontally across the span of the series, one could identify a number of common threads all of which were focused around the areas of communication, collaboration, organisation, and behaviour, e.g.:

- We heard that building consensus is the key to long term planning
- That participatory budgeting encourages people to hear one another and agree priorities
- We heard how we can increase revenue and improve compliance though incentivisation by building narratives around common purpose
- We heard about the opportunity to leverage recruitment and training to build the skills we need
- We heard from the author of the international Smart city standard about the overarching importance of organisational transformation, and that Smart cities are really about collaboration first, data second.
- We heard from the international Growth Centre about the common biases in decision making, i.e.: the tendency to make decisions based on what others think, of preferring to maintain the status quo rather than risk trying something new, of choosing smaller more immediate rewards rather than larger future rewards, and of 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.
- We heard practical suggestions about devolving power to the lowest level to facilitate feedback and learning.
- That agency and motivation are more important than training
- About the importance of building trust and not overpromising, all of which ultimately speaks to the matter of leadership.

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.



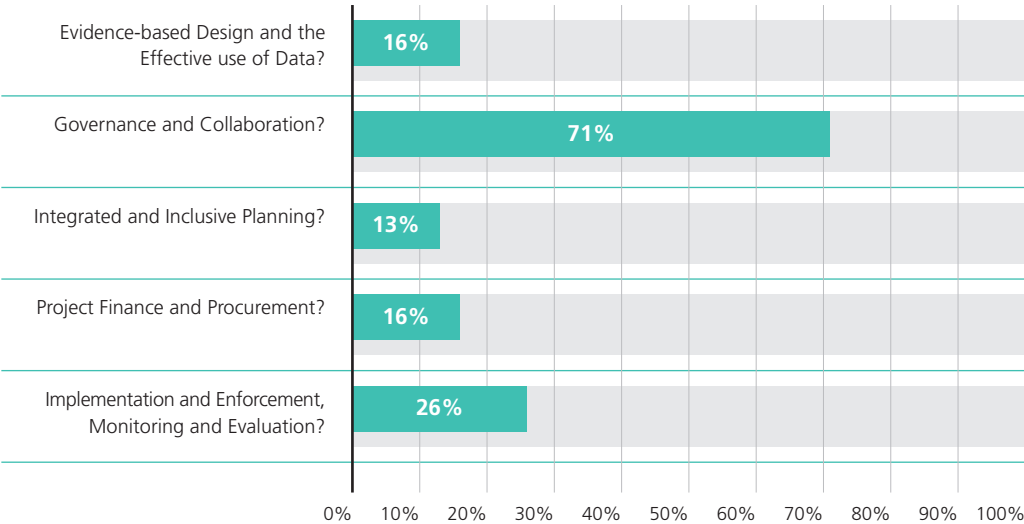
In many respects, the whole series was summed up in the opening session of the programme, the aim of which was to consider the recovery from Covid-19 in the context of building back better while demonstrating the continuing importance of the SDGs as a framework for delivering sustainable urbanisation. During this session, Prof Sir Paul Collier CBE, Director of the International Growth Centre at the Blavatnik School of Government and former Director of the Research Development Department at the World Bank, summarised his advice in 5 bullet points, highlighting the importance of:

- Plans that are integrated and long term
- Plans that are informed
- The importance of building collaboration
- The importance of building local revenues
- The importance of building a competent administration for implementation.

Much of the above was also crystallised in the contribution from the Mayor of Bristol, Marvin Rees, in the opening session when he spoke about his arrival at the City Council and the chaos of strategies, chaos of sovereignty, chaos of metrics which he encountered, how he convened a series of City Gatherings to engage with the community and help find Common Purpose, how he formed a City Leaders Group with a mix of representation from the private sector, academia and public utilities, how they developed the One City Office from which they then developed the 2050 One City Plan, and how he saw his role as Mayor not as Commander in Chief but as Communicator in Chief.

The Mayor also highlighted the importance of empowering cities to achieve national objectives, that local government should not simply be considered as merely a collection of services but rather as a development agency, how people have historically been paid to run processes, not deliver outcomes and how long-term planning is necessary to extend beyond the electoral cycle.

All of these threads were drawn together in the final session, in which the final poll revealed Governance and Collaboration as the standout challenge for the majority of participants, and the University of Cambridge Institute of Sustainability leadership spoke to the importance of leadership and change management, two topics which will no doubt feature prominently in the next stage of the programme.



Click here to view the event and download materials for:  
**Building Back Better and Introduction to the Programme**

Figure 2: Results of the Feedback Survey in which participants were invited to comment on the overall quality and relevance of the Thematic Programme.

Overall agreement with statements

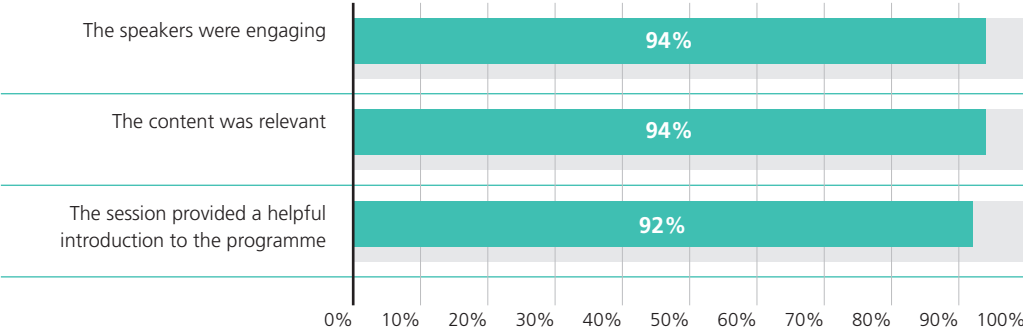
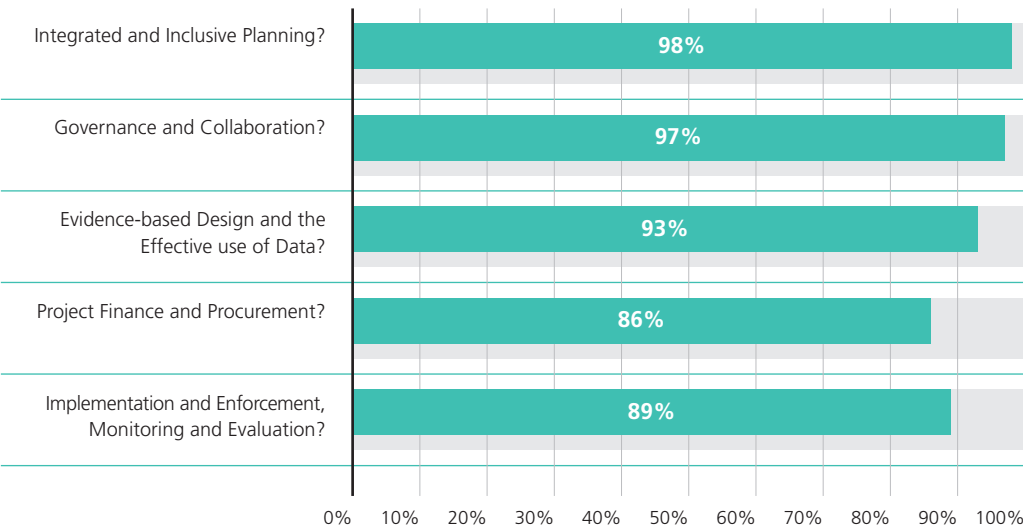


Figure 3: Results of the Feedback Survey in which participants were invited to comment upon the extent to which they felt the Learning Objectives had been met.

Agreement that learning objectives were met



The Mayor highlighted the importance of empowering cities to achieve national objectives, that local government should not simply be considered as merely a collection of services but rather as a development agency, how people have historically been paid to run processes, not deliver outcomes and how long-term planning is necessary to extend beyond the electoral cycle.



## The 19 cities engaged in the Thematic Programme



Countries taking part in the programme



Attending countries not part of the programme



Rest of the World





# Integrated and Inclusive Urban Planning

## Overview

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 (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.

Drawing on examples from the Bristol One City Plan, this session considered 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 was facilitated by the Design Council together with University College London Development Planning Unit.

## Learning Objectives

By the end of the session, it was envisaged that participants would:

- 1 Be able to explain the importance of integrated and inclusive planning as a contributor to sustainable development and the SDGs.
- 2 Be able to explain the key components of integrated and inclusive planning.
- 3 Be better equipped to critically reflect on existing planning practices in their own city.
- 4 Be able to reflect on the way in which their projects contribute to integrated and inclusive planning.

## Subject Matter Experts

The session was delivered by the following Subject Matter Experts:

- **Mr Tom Perry**, *Head of Cities, Design Council*
- **Ms Jane Dann**, *Built Environment Expert, Design Council*
- **Dr Barbara Lipietz**, *Associate Professor, University College London, Development Planning Unit*
- **Dr Catalina Ortiz**, *Associate Professor, University College London, Development Planning Unit*
- **Ms Nuala Gallagher**, *Director of Growth, Investment and Infrastructure, Bristol City Council*

Click here to view the event and download materials for:  
**Integrated and Inclusive Urban Planning**

Belo Horizonte  
Brazil



## Main Points covered during the Session

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 can be used to identify and capture synergies, link and align strategies, policies, plans, programmes, and projects, balancing short, medium, and long-term objectives and actions.

Contributors noted that integrated planning creates lasting improvement against the SDGs and is holistic in approach. Effective integrated planning also sets the right baseline, communicates a vision, and is underpinned by a sustainability framework. It is collaborative and engaging, coordinates actions, and is oriented towards implementation.

## Key Takeaways from the Session

Building consensus is the key to long term planning. Participants were encouraged to reach out and maintain regular contact with vulnerable communities in order to build trust with honesty and transparency. Contributors spoke of the importance of listening to each group and then enabling them to hear each other.

Contributors considered it was important to avoid walking away from conflict and to focus on benefits while considering trade-offs. Using evidence to help explain impact was considered to be important. Participatory budgeting encourages people to hear each other better and agree priorities. It also helps create understanding about the way in which projects relate to the larger scale/longer term.





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.

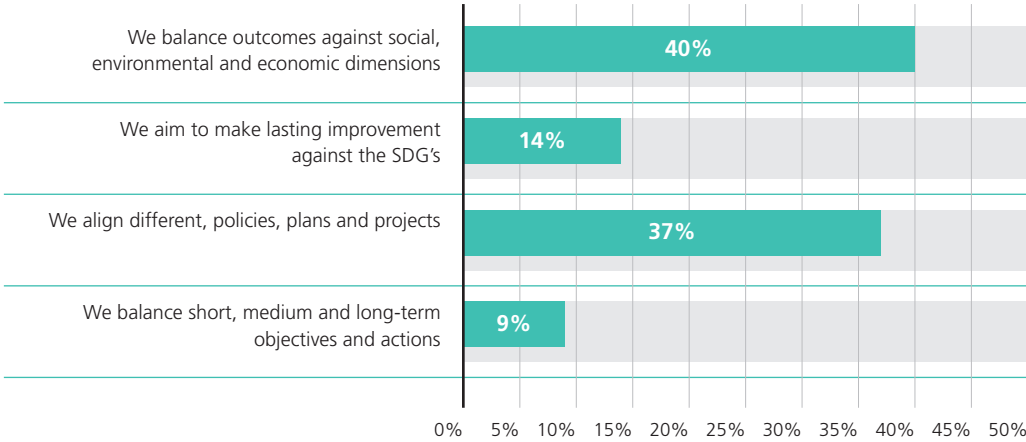
**Figure 4:** Extent to which participants consider the planning practice in their cities to be integrated.

### What the Polls revealed

During the course of the session participants were invited to respond to two polls in which they were asked to assess the extent to which their cities practices integrated and inclusive planning.

#### Poll No 1: Integrated

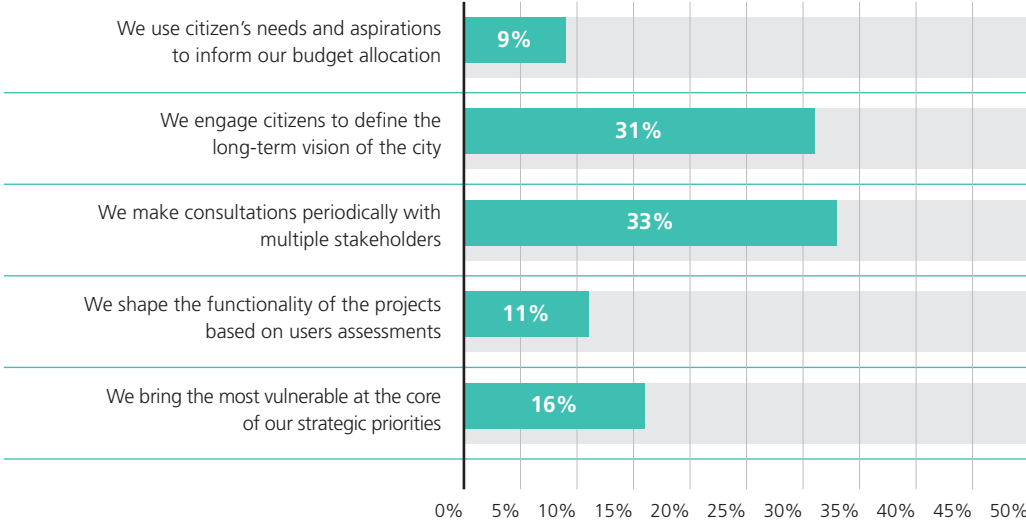
Our planning practices are integrated because:



**Figure 5:** Extent to which participants consider the planning practice in their cities to be inclusive.

#### Poll No 2: Inclusive

Our planning practices are inclusive because



The polls revealed that participants recognise the challenges in balancing short-, medium- and long-term objectives and of engaging with the most vulnerable members of their communities.





# Governance and Collaboration

## Overview

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

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

## Learning Objectives

By the end of the session, it was envisaged that participants would:

- 1 Be able to describe the importance of achieving effective alignment between different layers of government.
- 2 Be able to show the importance of collaboration at city level.
- 3 Be better equipped to critically reflect on the effectiveness of governance and collaboration in their own jurisdiction.

## Subject Matter Experts

The session was delivered by the following Subject Matter Experts:

- **Mr Sharukh Wani**, *Cities Economist, International Growth Centre*
- **Mr Chris Cooper**, *Consultant, British Standards Institution*
- **Mr Allan Macleod**, *Bristol SDG Research and Engagement Associate, Bristol City Council*

Click here to view the event and download materials for:  
**Governance and Collaboration**

## Main Points covered during the Session

Subject matter experts endorsed the findings of the poll and suggested three lenses through which these issues could be considered: spatial, functional, and temporal. The following were cited by way of example:

- **Spatial:** Consider expanding the spatial span of governance by merging local government units to better align administrative with economic boundaries. The example of Cape Town was cited, where sixty-one local government units had been merged into one.
- **Functional:** The creation of a lead or integrated agency for providing a key public service was suggested and Transport for London (TfL) was cited as an example.
- **Temporal:** It was suggested that long term planning could be improved by using fiscal transfers as a catalyst for long term investments.

It was noted that standards provide a framework and help to define what 'good' looks like. ISO37106, the international smart city standard, was cited as an example. Bristol City Council and the One City Plan provided an example. It was noted that this standard is underpinned by organisational transformation which encourages a more integrated outcomes-based approach to city governance.

## Key Takeaways from the Session

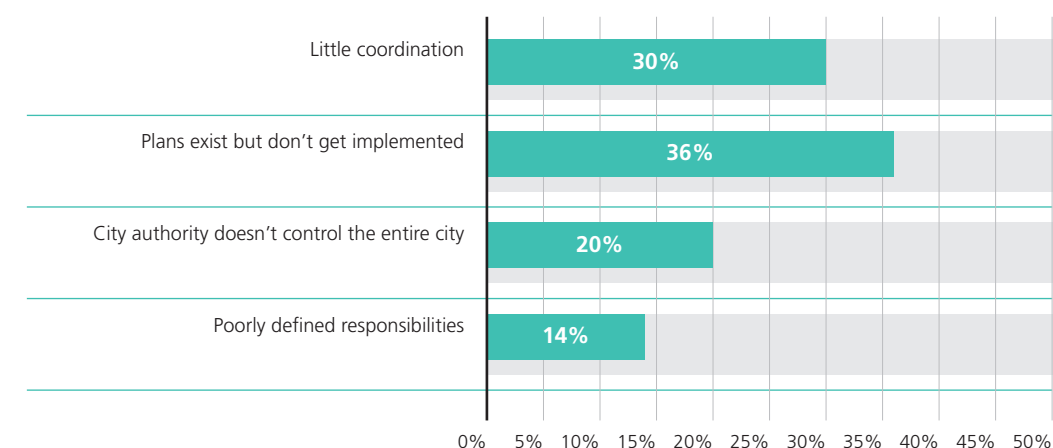
Contributors noted that 'Capacity' is both the ability to do something and the desire to do something. Both are necessary as is the need to understand how to incentivise and motivate staff. Contributors noted that 'Change' is not a project, with a start, finish date and a budget. It needs to be integrated within the organisation and become part of its culture. Participants were encouraged to devolve responsibility to the lowest level to help facilitate feedback and learning. When launching a new initiative, participants were encouraged to start small, learn from others and keep evaluating. Bristol City Council, and its City Gatherings, City Office and City Leaders Group (comprising a mixed constituency of private sector, academics, public utilities etc.) were cited as examples of effective collaboration.

## What the Poll revealed

During the course of the session participants were invited to respond to a poll in which they were asked to identify their most pressing governance challenges.

**Figure 6:** What are the most the most urgent governance challenges facing your cities?

## Poll No 1: Which are the most urgent governance challenges?



The poll revealed the two biggest challenges being faced by a number of respondents are plans which don't get implemented and lack of coordination.





# Evidence Based Design and The Effective Use of Data

## Overview

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 transcends 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, calls for new skills in service design.

Building on the international standard for sustainable cities and communities (ISO37106), this session considered 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 was facilitated jointly by the British Standards Institution and Smart London.

## Learning Objectives

By the end of the session, it was envisaged that participants would:

- 1 Be able to show the importance of evidence-based design.
- 2 Be able to describe an operating model for a smart city.
- 3 Be better equipped to critically reflect on the effective use of data in their own city.

## Subject Matter Experts

The session was delivered by the following Subject Matter Experts:

- **Ms Victoria Delbridge**, *Head of Places that Work, International Growth Centre*
- **Mr Chris Cooper**, *Consultant, British Standards Institution*
- **Mr Nathan Pierce**, *Head of Smart London, Greater London Authority*

[Click here to view the event and download materials for: Evidence-based Design and the Effective use of Data](#)

Cape Town  
South Africa



## Main Points covered during the Session

Contributors noted that evidence and data can help to improve the targeting and allocation of resources together with forecasting future demands for public services. Participants were encouraged to consider reviewing best practice across other contexts, conducting a feasibility for the given context and to conduct small scale policy experimentation and evaluation. Common biases in decision making were noted. 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, or choose to avoid losses, rather than seeking gains. Smart London shared its approach to the gathering and sharing of data, noting that practically 95% of all data held is available for use by others, thereby fostering experimentation and innovation.

## Key Takeaways from the Session

Contributors noted the need to secure top-level buy-in to a data and evidence led approach to help overcome bias. Collaboration first, data second. Participants were encouraged to build links with academia (to harness the reciprocal value for research) and with the private sector (to help develop new services). The importance of leveraging recruitment and training was recognised in order to help build the new skills required. Contributors offered a handful of cautionary notes on evidence-based policy: not all evidence is equal, the 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 together with the capacity to implement.

What the Polls revealed

During the course of the session participants were invited to respond to a series of polls in which they were invited to identify the extent to which their organisations make effective use of data:

Figure 7: Governance arrangements facilitate inter-departmental collaboration.

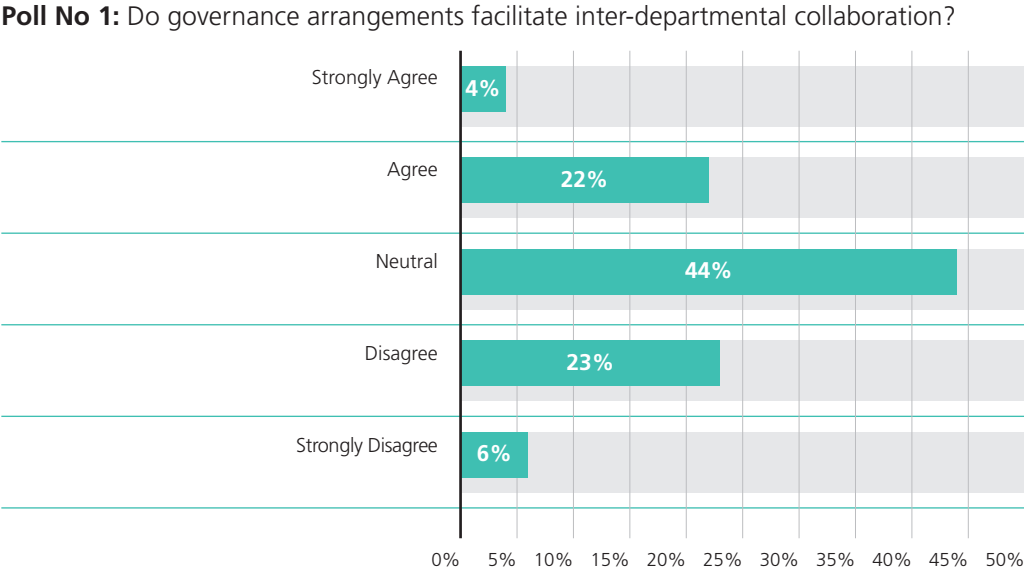


Figure 8: Decisions are taken on the basis of robust evidence.

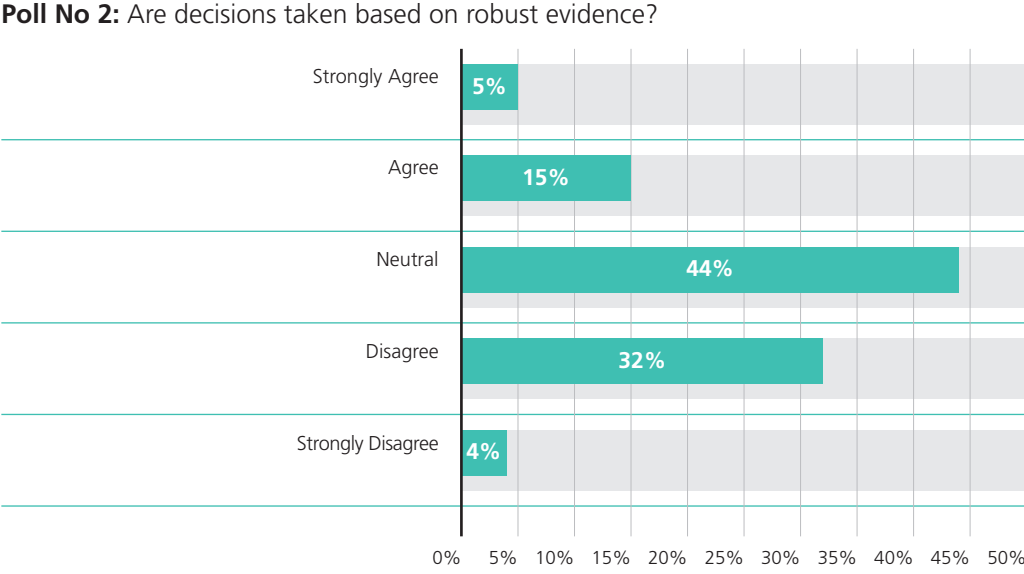


Figure 9: Effective data sharing between departments.

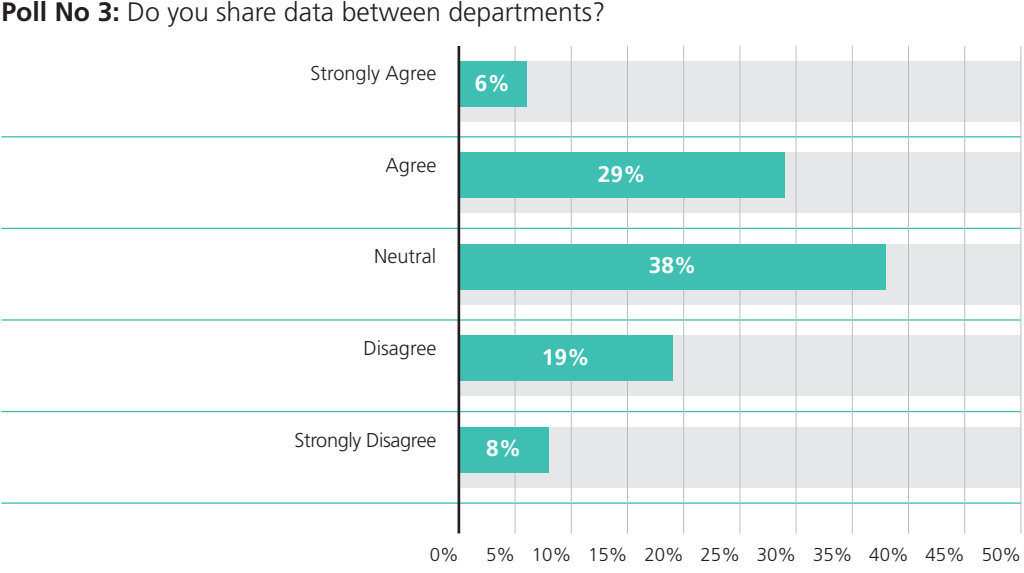


Figure10: Do you make effective use of data?

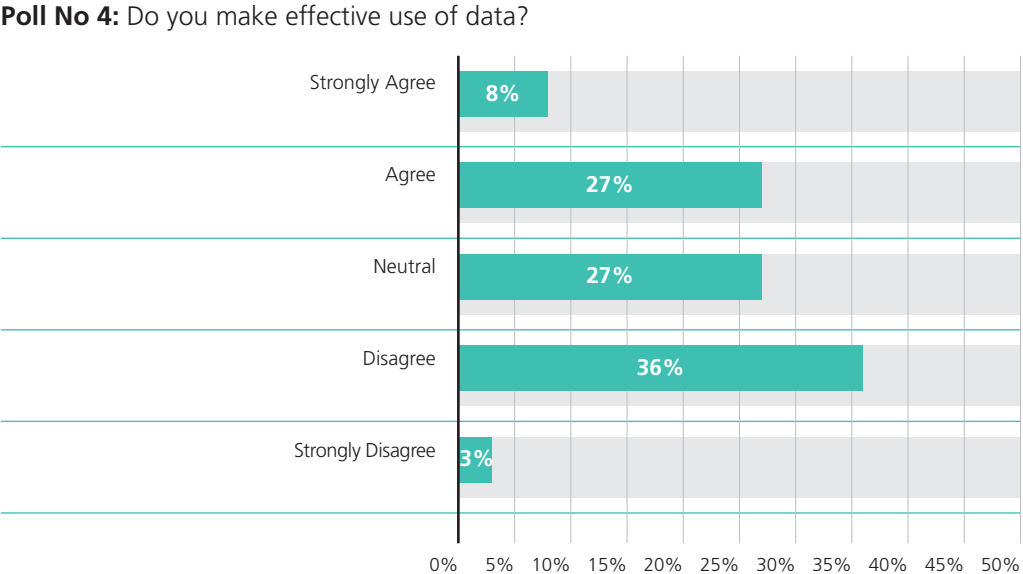
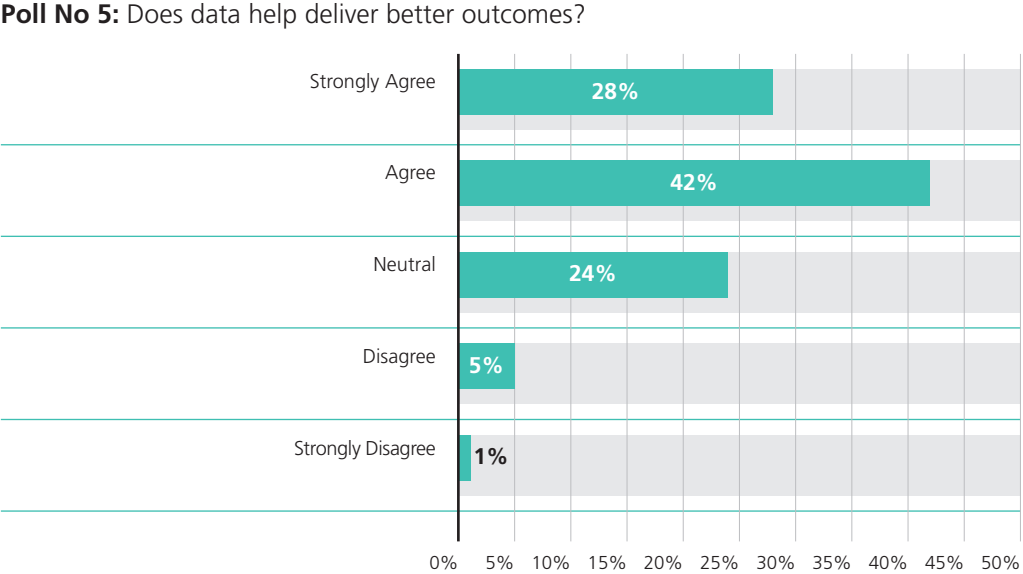


Figure 11: Data helps us to deliver better outcomes.



The findings of the polls confirmed that many participants recognised they could be making more effective use of data and that there was scope for improving data sharing and inter-departmental collaboration.





# Project Finance and Procurement

## Overview

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 (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.

This session considered 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 included an overview of HM Treasury Five Case Model and was delivered by the International Growth Centre and HM Treasury Infrastructure and Projects Authority together with input from the International Finance Corporation.

## Learning Objectives

By the end of the session, it was envisaged that participants would:

- 1 Be able to explain a range of available funding models and their respective merits.
- 2 Be able to describe the 5-Case Method of business case preparation.
- 3 Be better equipped to critically reflect on their ability to develop bankable projects with clear outcomes.

## Subject Matter Experts

The session was delivered by the following Subject Matter Experts:

- **Mr Oliver Harman**, *Cities Economist, International growth Centre*
- **Ms Karineh Grigorian**, *Commercial Manager, HM Treasury Infrastructure and Projects Authority*
- **Mr Denis Obarcanin**, *Infrastructure Advisory, International Finance Corporation*

Click here to view the event and download materials for:  
**Project Finance and Procurement**

Bangkok,  
Thailand



## Main Points covered during the Session

Subject matter experts noted the three pillars of government finance, namely: locally generated revenues, intergovernmental transfers and external finance (i.e. from borrowing and development partners). It was noted that participatory budgeting tends to lead to improved development outcomes, increased vote shares of participating parties, increased political effectiveness of participants while allowing citizens to become more informed. When seeking funding, the importance of the business case was emphasised and the HM Treasury Infrastructure and Projects Authority 5-Case Method was outlined and cited as an example of a robust methodology, covering Strategic, Economic, Commercial, Financial and Management aspects of a programme/project.

## Key Takeaways from the Session

The opportunity to increase own sourced revenue by improving compliance through incentivisation and building narratives around common purpose was highlighted. It was noted that where the money comes from matters and that own sourced revenue tends to generate expenditure which benefits citizens more and can more easily be leveraged to attract external finance. The importance of matching funding source to project type and beneficiaries was emphasised. It was noted that funding does not equal financing, e.g. need to finance capital expenditure to attract longer term funding for capital and operating expenditure. It was noted that only 44% of countries allow local government to borrow (partly due to lack of credit worthiness but mostly due to legal impediments). Contributors highlighted the need to beware of unsolicited approaches and for cities to focus on outcomes and impact.



What the Polls revealed

During the course of the session participants were invited to respond to a series of polls in which they were invited to describe the ways in which projects are funded in their city:

Figure 12: Does legislation and regulation allow access to external (private) finance?

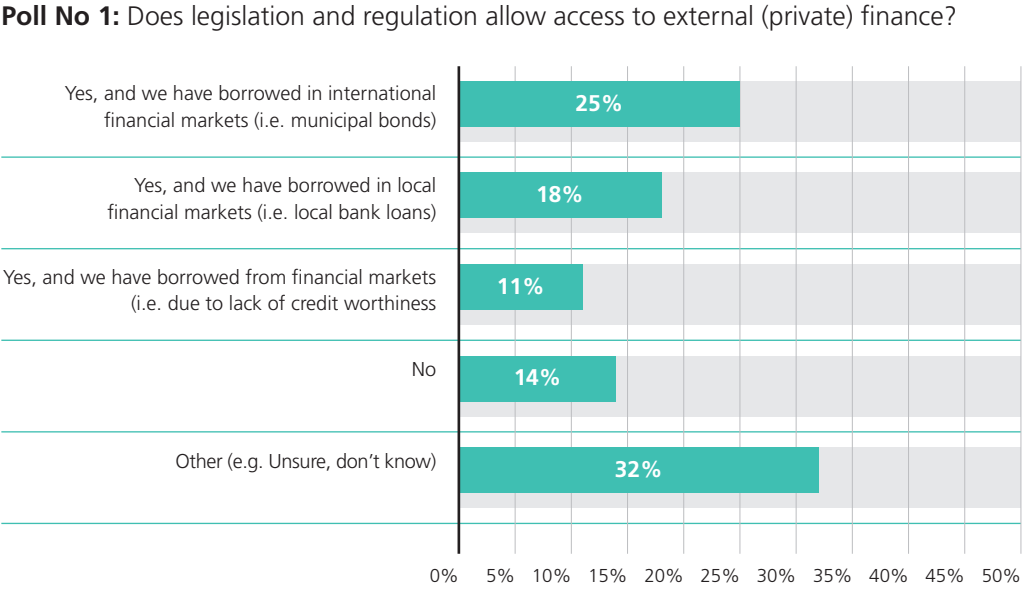


Figure 13: Is your city considered creditworthy by lenders?

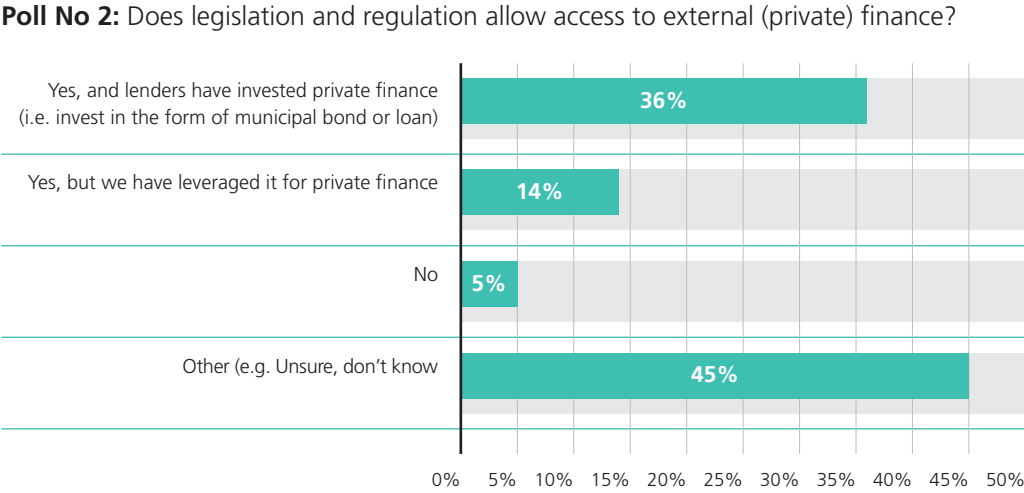
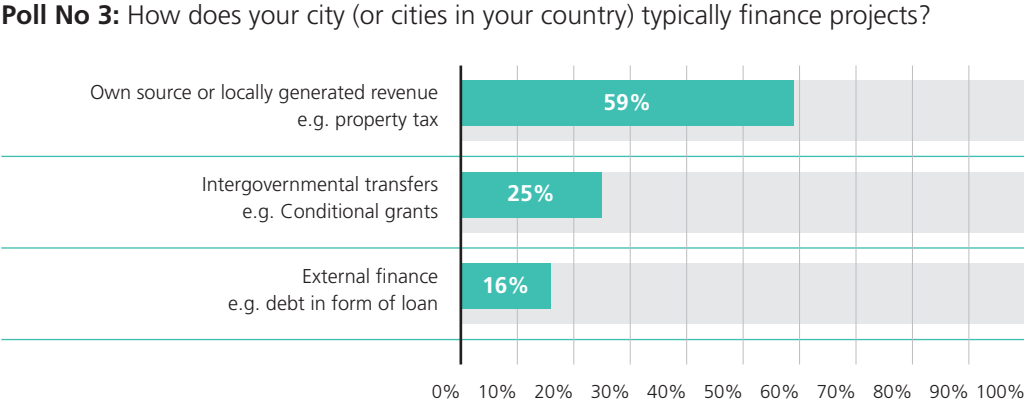


Figure 14: How does your city (or Cities in your country) typically finance projects?



Responses to the polls revealed that the majority of respondents appear to rely on own sourced revenue with relatively little use of external finance.







# Implementation and Enforcement, Monitoring and Evaluation

## Overview

However well-conceived, the ultimate 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 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. Effective implementation also relies on open and effective enforcement mechanisms and capabilities.

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

## Learning Objectives

By the end of the session, it was envisaged that participants would:

- 1 Be better equipped to critically reflect on the effectiveness of monitoring and evaluation procedures and practice in their own cities.
- 2 Be able to explain the importance of a capacity needs assessment.
- 3 Be better equipped to critically reflect on the effectiveness of regulations and standards in their own cities.

## Subject Matter Experts

The session was delivered by the following Subject Matter Experts:

- **Mr Ant Burd**, *Head of Built Environment, British Standards Institution*
- **Ms Suzana Pramanik**, *International Lead, Project Initiation Routemap, HM Treasury Infrastructure and Projects Authority*
- **Ms Karineh Grigorian**, *Commercial Manager, HM Treasury Infrastructure and Projects Authority*
- **Mr Warren Smith**, *Global Digital Marketplace Programme Director, UK Government Digital Service*

[Click here to view the event and download materials for:](#)  
**Implementation and Enforcement, Monitoring and Evaluation**

Ho Chi Minh City,  
Vietnam



## Main Points covered during the Session

It was noted that a formal Project Initiation process brings stakeholders together to help ensure the right questions are asked, and key risks identified upfront. Similarly, Project Assurance reviews are expert, independent, impartial, and timed to coincide with key project milestones. It was noted that they help to achieve timely corrective action.

It was noted that public procurement processes do not always help to achieve desired outcomes and that the key barriers tend to be 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 from the Session

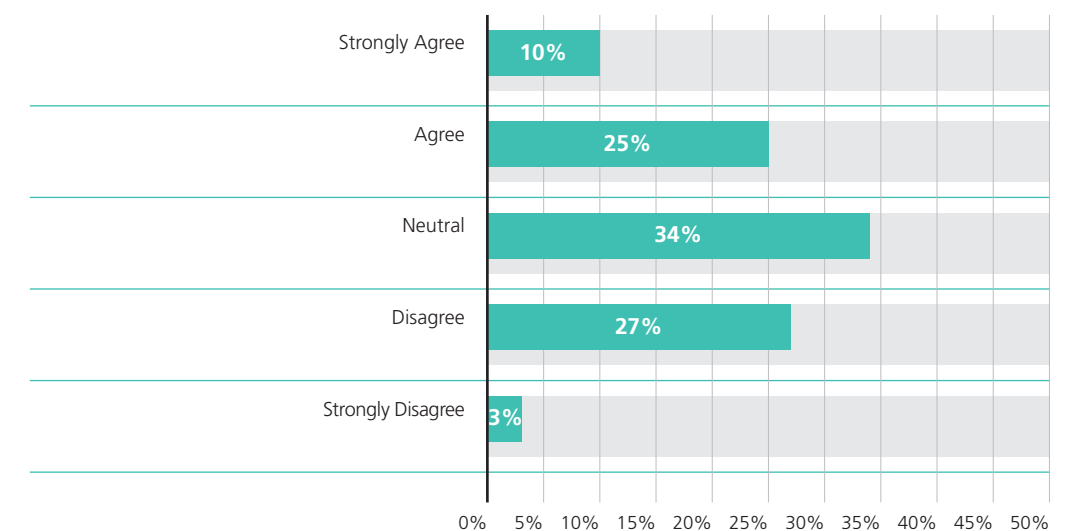
Understanding market capacity helps to identify potential barriers to delivery. Market engagement provides confidence, visibility, and alignment. Project initiation considers organisational design and development. Project assurance is not an audit. Challenges group think while building knowledge and 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.

## What the Polls revealed

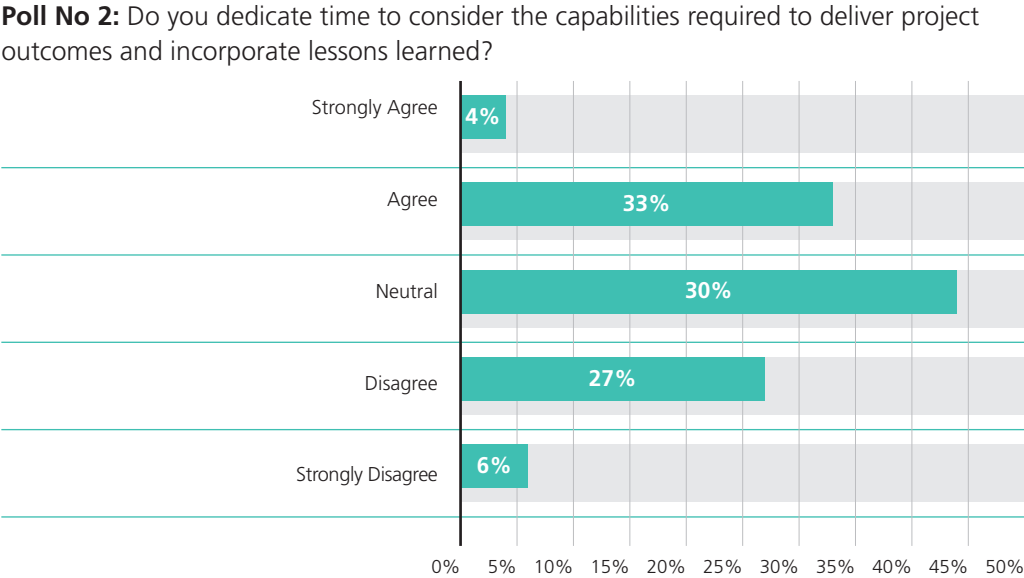
During the course of the session participants were invited to respond to a series of polls in which they were invited to identify the extent which regulations & standards, procurement and project monitoring actively support project outcomes.

**Figure 15:** Our city is adequately supported by Regulations and Standards.

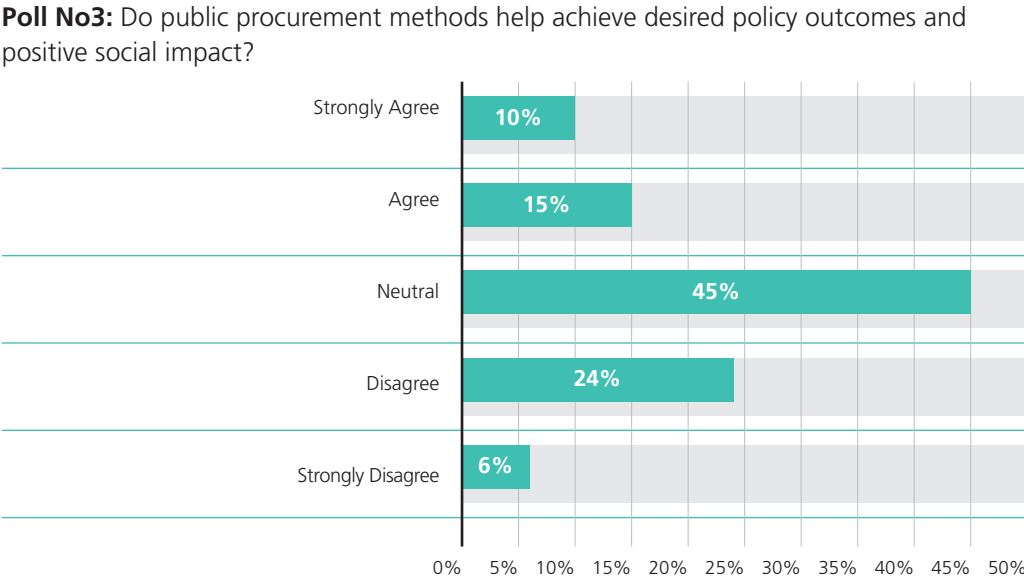
### Poll No 1: Is your city adequately supported by Regulations and Standards?



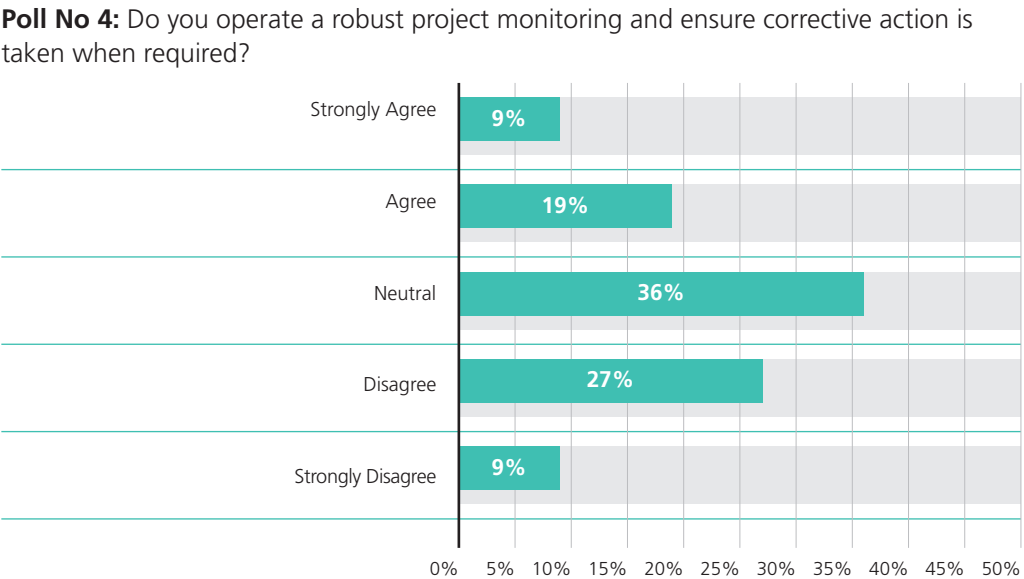
**Figure 16:** We dedicate time to consider the capabilities required to deliver project outcomes and incorporate lessons learned.



**Figure 17:** Our public procurement methods help to achieve desired policy outcomes and positive social impact.



**Figure 18:** We operate a robust project monitoring and ensure corrective action is taken when required.



Responses to the polls were evenly split, suggesting scope for improvement in most cases.

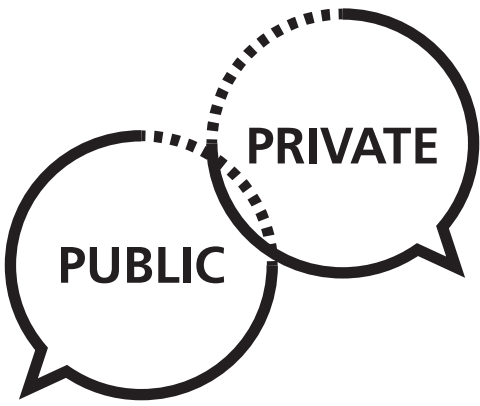


**500+**  
Attendees over  
seven sessions



**200**  
Average  
attendees  
per session

**29**  
Speakers for  
public and  
private sectors

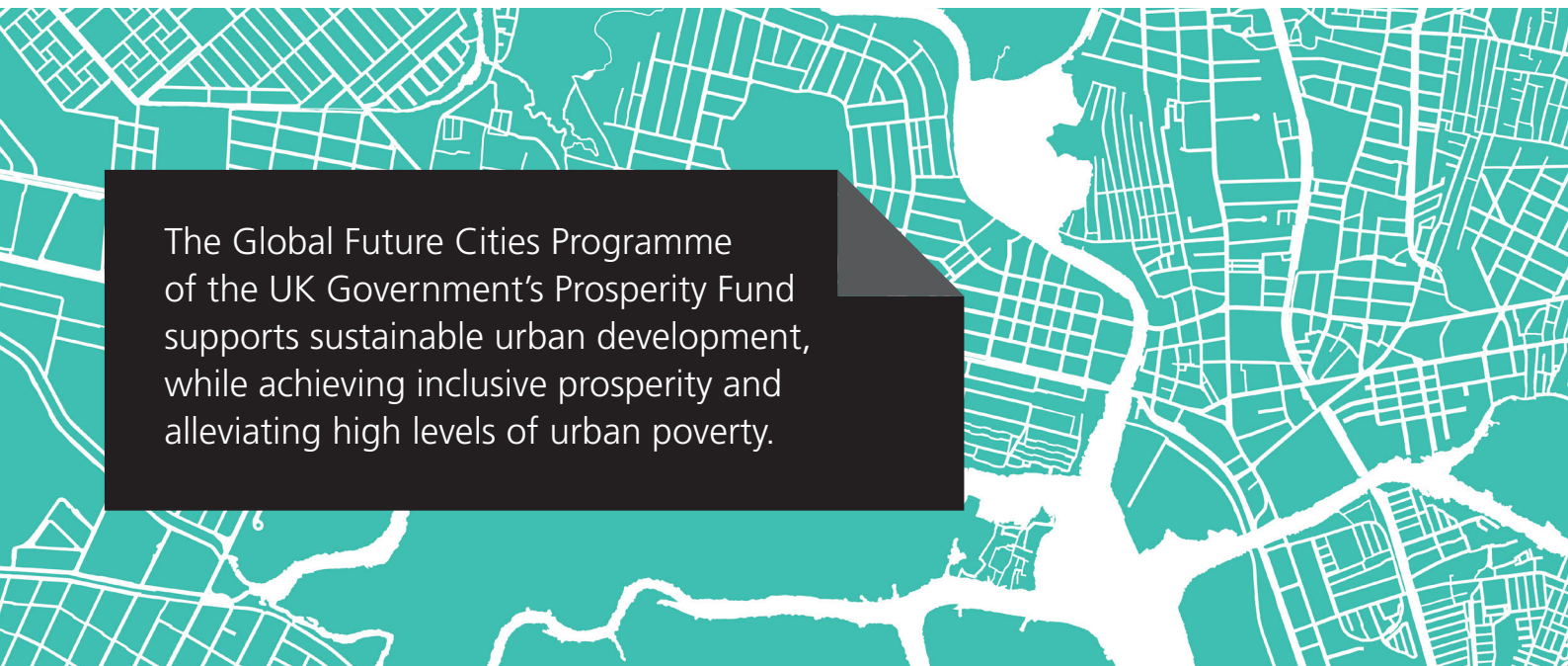


**2500**<sup>hrs</sup>  
of capacity  
development  
received by  
attendees



For further information about the programme, please contact  
Adrian Malleson at [adrian.malleson@riba.org](mailto:adrian.malleson@riba.org)

[globalfuturecities.org](http://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.