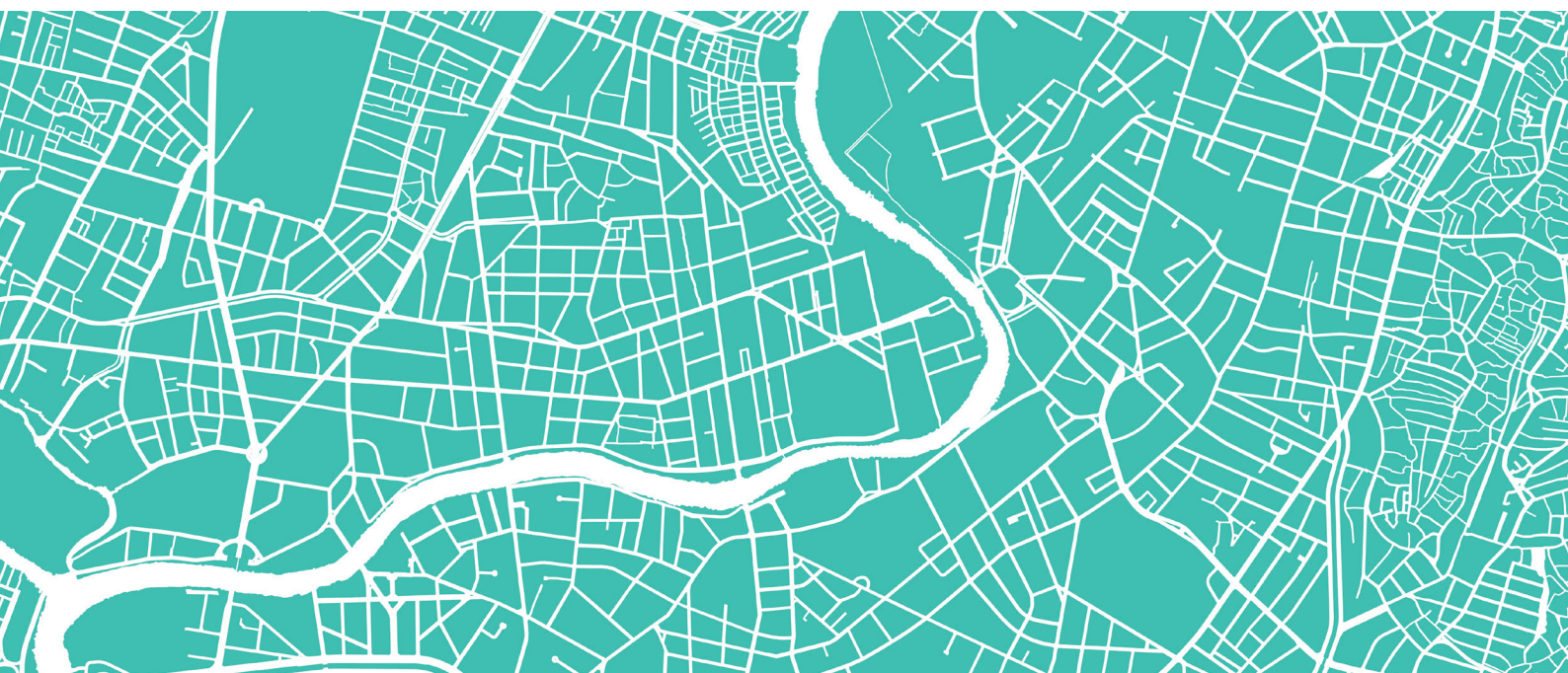




Foreign, Commonwealth  
& Development Office



## Leadership Forums

Brazil, Indonesia, Malaysia, Nigeria, Philippines,  
South Africa, Thailand, Turkey, Vietnam

10 and 24 February 2022

**UKBEAG**  
UK Built Environment Advisory Group

**UN HABITAT**  
FOR A BETTER URBAN FUTURE



# Introduction

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The Leadership Forums formed part of the Strategic Capacity Development Component being delivered by the UK Built Environment Advisory Group (UKBEAG) in close collaboration with UN-Habitat, in support of the FCDO Global Future Cities Programme. The aim of the Strategic Capacity Development Component was to complement the other elements of the programme, leveraging the work being undertaken to engage with some of the broader challenges and opportunities being faced by the cities, while helping to help ensure the programme's long-term impact.

The Leadership Forums comprised two regional events (for ASEAN and Non-ASEAN countries) which followed on from the Thematic Programme, the City-to-City Knowledge Exchange events and the Country Level programme that had been delivered throughout 2021 and 2022. The aim of the Leadership Forums series was to reflect on what has been achieved by the programme, consider the next steps, and the need for effective leadership as the projects move from the design stage into implementation.

The events were supported by a range of Subject Matter Experts (SMEs) who brought their knowledge and expertise to bear. The contributions from the Subject Matter Experts were also informed by the six topics which formed part of the Thematic Programme that had been delivered earlier in the year, namely:

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

The purpose of this document is to serve as a summary of the main contributors and the principal matters discussed.



# Event Overview

## Part I, Opening Segment

### 1.1 Introduction & Framing

Mr Peter Oborn from the UK Built Environment Group delivered introductory remarks.

## Part II, Reflections & Next Steps

### 2.1 Learnings from the Programme

A range of City stakeholders, FCDO Programme Managers, UN Habitat Local Strategic Advisors and Delivery Partners shared their learning from the programme by means of a short video compilation. Their remarks focused on a range of topics, with an emphasis on breaking down silos, working across boundaries, the importance of stakeholder engagement and multi-agency coordination.

### 2.2 Feedback from the Delivery Partners

The Delivery Partners were invited to provide feedback on their experience of working with the cities and the progress that has been achieved to date. In the event held on 10 February, reflections were provided by:

- Mr Rafael Colnago from EY in Brazil
- Mr Oli Bance and his colleague Mr Kayonde Khalidson from Future Cities Nigeria
- Mr Nishendra Moodley from Future Cities South Africa
- Ms Maral Mitilyan from Arup in Turkey

In the event held on 24 February, reflections were provided by Ms Stephanie Tseng, Programme Manager from Mott MacDonald, who offered reflections on progress achieved, barriers, enablers and opportunities for the future, highlighting the importance of collaboration and the need to identify project champions.

### 2.3 Feedback from Senior City Stakeholders

Senior City Stakeholders, several of whom have been engaged from the beginning of the programme, provided their reflections on the projects and the importance of leadership. In the event held on 10 February, reflections were provided by:

- 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, eThekweni Municipality, South Africa
- Mr Utku Cihan, Head of the Transportation Department, Istanbul Municipality, Turkey

In the event held on 24 February, reflections were provided by:

- Pak Eri Cahyadi, Mayor of Surabaya, Indonesia
- Bu Riela Fiqrina, Head of Section III Infrastructure and Regional Development Planning, Bandung, 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
- Khun Thipawan Saenchan, City Planner with the Bangkok Metropolitan Administration, Thailand.

Istanbul  
Turkey



## Part III, Leadership & Common Purpose

### 3.1 Leadership in Action

Professor Sir Paul Collier, development economist and Director of the *International Growth Centre* spoke about leadership in action and how to enable positive change.

### 3.2 The role of the leader

In the event held on 10 February, Mr Marvin Rees, Mayor of the *Bristol City Council* spoke about his personal leadership journey and shared a range of practical insights. In the event held on 24 February, Councillor Craig Cheney, Deputy Mayor of Bristol City Council spoke about his personal leadership journey and shared practical insight to help deliver leadership in action.

### 3.3 Leadership for Change

*Ms Lucy Bruzzone*, Programme Director for Executive Programmes at the *University of Cambridge Institute for Sustainability Leadership* drew upon the insights from speakers and chaired a panel discussion. Contributors were then invited to reflect on the role of leaders to encourage, enable empower and inspire others.

## Part IV, Concluding remarks

- 4.1 Mr Klas Groth, Senior Urban Planner at UN-Habitat, offered reflections and introduced a contribution from HE Maimunah Mohd Sharif, UN Under Secretary-General and Executive Director UN-Habitat on the importance of this work in the context of the Global Goals and her own leadership journey.
- 4.2 Mr Peter Turner, Head of Global Future Cities Programme at the UK Foreign Commonwealth & Development Office offered concluding remarks.
- 4.3 Mr Peter Oborn thanked those attending and brought the session to a close on behalf of the UK Built Environment Advisory Group.



# Principal Matters Discussed

The Leadership Forums looked back on the progress achieved and forward to next steps and sought to uncover the leadership qualities needed for success. The events focussed on what is required for each of us to become agents of change, as 'if we do what we've always done, we will get what we have always got' and that 'and 'doing what we've always done isn't going to create the future we need.'

City Stakeholders and Delivery Partners reflected on their experience with the projects over the past few years. They noted the importance of the projects focussing on and reinforcing existing city priorities - giving the cities the space and additional expertise to facilitate change. Success is more likely when strategies have direct applications and use cases attached to them. This allows learning by doing and for stakeholders to exploit synergies between projects. The outcomes of the Global Future Cities projects show what local authorities can achieve with limited time and budget.

Inclusion and sustainability are very important pillars of the programme, and it is particularly important to identify and integrate vulnerable groups in the decision-making process at all stages of the project. Co-creation enables cities to use the social capital of communities in the formal planning processes and generate buy-in. At the end of the day, programmes and policies are about people. Stakeholder engagement and multi-agency collaboration more broadly were also raised as key success factors in the projects - the push and pull of bringing people together around a common purpose. Sometimes the process is as important as the goals and the end result.

Visionary leadership is needed to make things happen. Leaders embody and represent their organisation. Having a project champion who leads by example, is personable and approachable, and brings others on board, is critical for success. Leaders are responsible for changing cultures, particularly when introducing new processes and technologies, such as digitisation. Increasingly adaptation and response to context is a key skill for leaders. The pandemic has shown how effective leadership is dynamic. Leaders can use crises to effect needed change. Change and success only come from pushing beyond comfort zones.

## Key Takeaways

The following key takeaways were offered by Mayor Marvin Rees, Councillor Craig Cheney, and Professor Sir Paul Collier:

- **Convene people around a common purpose and inspire others**  
In many cities, the starting point is one of fragmentation. While there are many smart, ambitious, and energetic individuals, they may not be working towards a common goal. The challenge of good leadership is to bring people together, listen carefully to their needs, and inspire them in looking forward to a common purpose or common interest.
- **Set a plan but maintain flexibility**  
In Bristol, a vision for the city until 2050 has been developed by all city stakeholders, including businesses, universities, and citizens. It includes practical annual milestones that need to be met to get there. While plans might change over time, bringing stakeholders together allows changes to be made while maintaining a sense of common purpose.
- **Create an environment in which talent and ability can flourish**  
Mayor Rees noted that to be a great leader you don't have to be the best or have all the answers. Instead, you should be representing the great people that you have brought together, devolving agency, and trusting that they have gathered the right information and made the right decision. It is also important that the environment allows people to speak truth to power keeping leaders accountable and focussed on impactful outcomes.

Bandung  
Indonesia



- **Get started.** If you wait for everything to be perfect, you'll wait forever. The hardest steps are in the beginning when people don't expect success. Start with something visible, quick, and easy to achieve. As you start to be successful, people will join in and choose to be a part of that success. You start to build momentum.
- **Learn as you go.** Leaders need to track what is going well or badly and adapt as they go. There will be failures, but it is better to learn from failure than to learn nothing from inaction. You can also learn from the experience of others, but cities should learn from those that are 5 to 10 years ahead rather than 100 years ahead. From the latter, you will learn nothing as all the 'scaffolding' used to build those cities has long since been taken down.
- **Leadership is not about what you control, but what you influence:** In Bristol, there are many parts of the city outside of the mayor's control, but you can still have influence if you understand what people want. The Mayor has developed a culture of service around the process of '**make a big offer, make a big ask**'; ask what you need from people to enable the city to deliver on their needs.
- **The power of being trustworthy:** Leaders will not always be able to deliver on what they set out to, but the real measure of success is whether they tried everything they could. This approach of humility, admitting to failure or when a problem is simply too great, enables trust. It also enables leaders to challenge the negativity of opponents and gets them to join in, to look at the problem from the same side.

In closing, it was noted that the traditional 'hero leader' is no more. Leadership is for everyone and from everyone, at all levels. Leaders need to be reflective and adaptive, continually in a process of learning and unlearning, and genuine in their approach.

Ms Maimunah Mohd Sharif, the Executive Director of UN-Habitat, offered closing remarks, noting that the Decade of Action needs such programmes and partnerships to accelerate the implementation of SDG's in cities. As leaders, we need to translate vision into policy, policy into action, and action into impact. This event demonstrated that leaders are not alone and that there is a network of practitioners and experts to call upon for support.



# Attendance

## Key Stakeholders

### 10 February 2022

Prefeitura de Belo Horizonte, Belo Horizonte, Brazil

Emprel, Recife, Brazil

Ministry of Physical Planning and Urban Development, Abeokuta, Nigeria

Ministry of Transportation Abeokuta, Abeokuta, Nigeria

Ogun State Ministry of Transportation, Abeokuta, Nigeria

Ogun State Parks and Garages Development Agency, Abeokuta, Nigeria

Ogun State Slum Regeneration Authority, Abeokuta, Nigeria

Lagos State Waterway Authority (LASWA), Lagos, Nigeria

Lagos Metropolitan Area Transport Authority, Lagos, Nigeria

Lagos State Development and Property Corporation, Lagos, Nigeria

Lagos State Urban Renewal Agency (LASURA), Lagos, Nigeria

City of Cape Town, Cape Town, South Africa

eThekweni Municipality, Durban, South Africa

Çankaya Municipality, Ankara, Turkey

Bursa Büyükşehir Belediyesi, Bursa, Turkey

Istanbul Büyükşehir Belediyesi, Istanbul, Turkey

### 24 February 2022

Bandung City Government, Bandung, Indonesia

Surabaya City Government, Surabaya, Indonesia

Iskandar Regional Development Authority, Johor Bahru, Malaysia

Melaka City, Melaka, Malaysia

Cebu City, Cebu, Philippines

Bases Conversion and Development Authority (BCDA), New Clark City, Philippines

Bangkok Metropolitan Administration (BMA), Bangkok, Thailand

Ho Chi Minh City, Ho Chi Minh, Vietnam

Abeokuta  
Nigeria



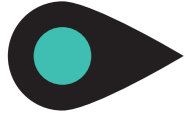
## Subject Matter Experts

International Growth Centre (IGC)

Bristol City Council

The University of Cambridge Institute for Sustainability Leadership (CISL)

**The events were also attended by representatives of different levels of Government (Regional & Local), Academia, Private and Public Sector organisations, Third Sector, NGOs and Professional Bodies.**



# Links to Further Information

Included below are a number of links which we hope participants will find useful:

**Change Agents Reports**

<https://www.embeddingproject.org/resources/change-agents>

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**Rewiring the Economy, CISL Report**

<https://www.cisl.cam.ac.uk/resources/cisl-frameworks/rewiring-the-economy>

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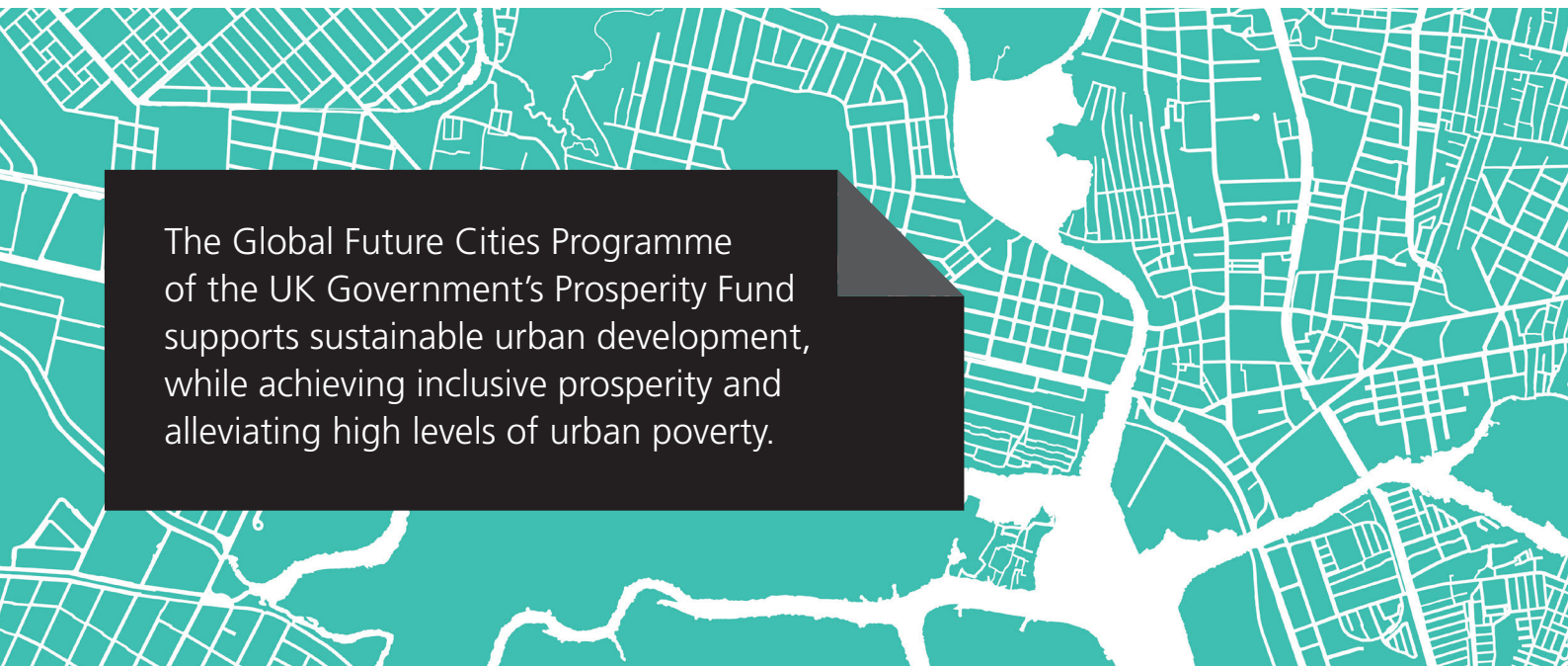
**Rewiring Leadership, CISL Report**

<https://www.cisl.cam.ac.uk/resources/sustainability-leadership/rewiring-leadership-report>

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For further information about the programme, please contact  
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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.