

Mistra Urban Futures

Minutes Board Meeting No. 21

22 September, 2016

Participants:

Thomas Rosswall (Chair)
Olivia Bina
Lyla Mehta
John Robinson
Roberto Sánchez-Rodríguez (Vice-Chair)
Caroline Wanjiku Kihato

Ex officio:

Johan Edman, Mistra (over phone, items 3 and 6)

Anna Jarnehammar, GC Chair
Fredrik Nilsson, Chalmers
Nayoka Martinez-Bäckström, Sida
David Simon, Director
Stephen Agong, KLIP
Mikael Cullberg, GOLIP
Magnus Johansson, SKLIP
Beth Perry, SMLIP
Warren Smit, CTLIP

Invited participants:

H. E. Jack Ranguma, Governor Kisumu County
(item 1-4)
Annika Johansson, Sida
Jan Riise, Secretariat (items 7 and 9)
Jenny Sjödin (item 7)
Henrietta Palmer, Secretariat
Cecilia Örnroth, Secretariat

Notice of absence:

Hans Ristner
Katarina Pelin

1. Opening of the meeting

The Chair opened the meeting and welcomed the participants to the second meeting of the new Board held immediately after a successful first International Annual Conference. He especially welcomed two members of the Board, Lyla Mehta and Caroline Wanjiku Kihato, who attended a physical meeting for the first time. He also welcomed invited participants His Excellency Governor Jack Ranguma (Kisumu County) and Controller Annika Johansson from Sida. Everyone introduced themselves.

The Chair also commented on the Board's role in Phase 2. It needs to support the Centre to demonstrate impact and to ensure that all components of the Centre are strong. It is important to agree not only what is most important but more so what is least important and hence should not be done. The Board must ensure that appropriate priorities are decided on. In addition it is necessary to set the stage for post-2019.

2. Approval of the agenda and potential conflicts of interest

The Chair invited members to review the agenda and suggest any additional issues to be

discussed under #12, Any other business, and to inform about any potential conflict of interest.

No additions to #12 were proposed and no conflicts of interest were raised. However the Chair flagged a potential future Col as he is also now the chairman of Sida's Research Council.

Decisions:

To approve the agenda as circulated; and

To note that no potential conflicts of interest were foreseen at this meeting.

3. Minutes from previous meeting and matters arising

The Annual Report 2015 was submitted to Mistra, Sida and the Gothenburg Consortium by 31 March 2016. The Chair commented that the Annual Report looked excellent. Comments on the report made by John Robinson in his email from the 4 May need to be further reflected upon.

Minutes from the meeting on 21-22 March 2016 were circulated and approved electronically.

All International Collaboration Agreements (ICAs) between Chalmers and the LIPs outside Gothenburg include conflict of interest rules. The agreements covering Sida funding also include an anti-corruption policy, as defined in Sida's General Conditions. The requirements from the funders are included in the collaboration agreements. They are all finalised, but some are still in the process of being signed. Sida highlighted during the meeting that an anti-corruption policy is required but it is not enough. Working against corruption must be a part of the work the whole time. It is important for Sida to be informed of any suspected corruption.

On 31 May the Chair was invited to the Mistra Board to report on actions taken in relation to the Review Panel recommendations and points made by the Mistra Board at the time of approval of the MUF second phase. The minutes of the Mistra Board meeting read (translated from Swedish):

Reporting from Mistra Urban Futures:

The Board took note of the submitted documentation and of the Centre Chair's, Thomas Rosswall's, oral reporting by reason of the mid-term evaluation in 2015 and the terms of the funding decision for Mistra Urban Futures Phase II (2016-2019). The Board expressed its continued concern for the uneven scientific quality in the Centre and expects an increase of the number of scientific publications. The Board decided to request the Director of Mistra to follow up on the publishing rate in all parts of the Centre by annual publication lists and bibliometric analyses.

(Mistra Board Protocol no 105, meeting date 31-05-2016)

The Chair expressed surprise over the wording "uneven scientific quality", which had not been mentioned by the Review Panel nor at his meeting with the Mistra Board. Johan clarified that a bibliometric study made in the same manner as during the midterm evaluation is expected by the Mistra Board.

Nayoka informed that Sida supports Mistra's position, but would like to look on the issue of building research capacities within the LIPs, which involves the whole discipline of conducting research; identifying an agenda, defining the problems and working on them together.

The Board discussed the balance between scientific publications and on impact in practice.

Decisions:

To note the previously approved minutes from the Board meeting on 21-22 March;

To note the Annual report 2015, previously approved by the Board;

To note the importance of conflict of interest and anti-corruption policies as reflected in the respective LIP agreements;

To note the Mistra Board's concern regarding scientific quality and their request for annual

bibliometric studies, which the Centre will undertake to provide in conjunction with the Annual Report; and

To also underline the innovative character of MUF which aims to advance the theory and practice of a co-production approach to research. This aim has a benefit for the "science for society" agendas that must be equally valued and accounted for in any evaluation of MUF activities and outputs. Given the innovative contribution of MUF in this arena, the programme should also consider how it can contribute directly to the scientific debate of impact and science for society agendas.

4. Reflections on the first MUF International Annual Conference

A majority of the Board members participated in the Conference held on Sept 19-21 and were invited to share their reflections, along with the Secretariat and LIP Directors.

In general, the Board congratulated the Centre on a successful and innovative conference with a broad participation. In particular, the relatively high number of participants from practice, i.e., outside the academic environment, was welcomed. Areas of improvement for the next conference were proposed, such as focusing less on co-production and more on Accessible, Green and Fair, presentation of results and impacts of MUF research and to invite external speakers to comment and reflect on what is said during the conference.

The Director of KLIP and Governor of Kisumu County welcomed the meeting participants to the conference in Kisumu in November next year.

Decision:

To note the Board's reflections on the innovative Conference.

5. Update from the Director

The period since the last Board meeting has been extremely busy, and productively so, despite some disruption caused by the recent flooding in our office complex caused by a ruptured water pipe higher up in the building. Fortunately, it occurred during the peak holiday season, which reduced the impact. Marty Legros and Elma Durakovic dealt superbly with the crisis and its aftermath.

Detailed co-productive planning for and preparation of the first Annual Conference has provided a key vehicle to take forward the learning from Phase 1 (encapsulated in the new pre-conference book, *Co-production in Action*) and on that basis, to make progress with the inception stage of Phase 2. As will have become clear during the conference and discussion under Item 4 above, bringing representatives of all stakeholder groups together from the four Phase 1 LIPs plus Skåne and also Stockholm has been essential for developing an inclusive MUF identity and building the cross-LIP communications that will underpin the comparative projects during Phase 2.

The process of reflection and sharing that constitutes *Co-production in Action* provides a benchmark in collaborative, indeed co-productive, authorship which will be drawn on for comparative projects in due course. It should also put the Centre on the map in terms of methodology, as a very different companion to Merritt Polk's edited (2015) volume. It is available for Open Access download from the website.

The other new MUF book, *Rethinking Sustainable Cities*, arose via a very different process and is available on Open Access for download and will hopefully help drive forward the global agenda in relation to the key characteristics of sustainable cities as being accessible, green and fair.

One step in this process will be to launch the title at Habitat III in Quito next month. The Director has also been engaged in the process of revising and debating the text of the New Urban

Agenda with partners in the Urban SDG campaign and the emerging Future Earth urban network. A short paper on the importance of science to the NUA process is under consideration with *Nature* for publication to coincide with Quito. Within the Centre, one of our core comparative projects for Phase 2 will be on the implementation, monitoring and evaluation of the SDG11 process in 'our' cities.

Initial scoping work to find a potential new partner institution in Latin America has commenced. The aim is to produce a shortlist to be explored more carefully by the Secretariat and LIP directors prior to establishing direct contact. After the conference, this process will start for Asia too. For reasons discussed previously, our current pragmatic expectation is that we will form limited partnerships around a particular project or TRACK rather than a full LIP.

It has been straightforward to welcome our new Skåne LIP into the Centre and this integration process is moving ahead effectively under Magnus Johansson's leadership.

There have been several noteworthy staffing developments in Gothenburg. The process of rationalising and documenting divisions of labour between the Secretariat and GOLIP is now effectively complete, bar finalisation of some reallocations of tasks as a result of Jenny Sjödin's recent return from maternity leave to resume her role as Communications Manager. We are grateful to David Jönsson, her temporary cover, for staying on a while longer to ensure overlap and provide additional capacity through the conference period. In April 2016, Elma Durakovic joined the team as fulltime GOLIP co-ordinator to enhance capacity and support its Director, who will now focus on the more strategic roles. However, she will shortly go on maternity leave so we will be recruiting temporary cover. Finally, Mikael Cullberg has resigned and will leave at the end of October, returning to the County Administration (Länsstyrelsen) as Chief of Staff to the Governor. His role over the last two years has been invaluable in formalising and documenting practice and process among researchers and co-ordinators from the Consortium partners, leading a highly effective Phase 1 evaluation process and preparations for Phase 2, including formative evaluation as an ongoing process – something we will be doing across the Centre as a whole. He will be greatly missed and a recruitment process for a successor has been launched.

Decisions:

To note the range of activities and progress made across the Centre, especially to capture the experiences and lessons from Phase 1, to raise the external profile of the Centre locally, nationally and internationally, as well as to launch Phase 2's research programme; and To note the importance on having discussions based on reports from the LIPs at the Board meetings.

6. MUF post-2019 and way forward

Gothenburg Consortium:

There are three points that are of great importance to the consortium already during Phase 2 and that the Council wishes to address to the Board. These are:

- Increase the number of researchers and personnel from practice in the Centre activities. An increased number of direct links between research and practice is very much expected during this and next year.
- More focus on actual areas and issues that are of importance to both research and practice. For example, how could MUF be involved in or contribute to larger strategic urban planning activities? These should be in line with the MUF strategic plan.
- Co-creation and the methodological issues concerning this create added value, but these methodological issues should not be the main focus of the research. This is more to be considered as a part of the infrastructure of the Centre.

The Consortium time plan and next steps:

- To accommodate both the internal and collective decision-making processes within and among the Consortium partners, and allow adequate time to develop an appropriate funding

and organizational strategy, a well-founded post-2019 vision and strategy needs to be formulated by the Board meeting in March 2017.

- A working meeting is planned with the Consortium partners in October aiming at developing the embryo of a strategy.
- Operational resources need to be allocated after that in order to develop the proposal further.

GMLIP:

In September 2016 the host for the LIP in the UK moved to the University of Sheffield. The renamed Sheffield-Manchester Local Interaction Platform (SMLIP) is now embedded in a forward-looking, intellectually vibrant institution with strong levels of support within departments and the Faculty. This is a foundation from which the long-term sustainability of the SMLIP will be developed in discussion with the host institutional team during 2016 and 2017.

The UK funding climate for research and impact is rapidly changing and will continue to evolve in response to developments such as Brexit and Global Challenges. New partnerships are actively being encouraged with developing countries and continents. Furthermore there is a consolidation of UK Research Councils and expectation of not only increasing interdisciplinarity but also models of partnership, such as living labs, living partnerships and, of course, local interaction platforms. With these considerations the existing relationship between the SMLIP and the ESRC and between the University of Sheffield and the N8 Partnership are useful starting points for long-term sustainability.

KLIP:

KLIP has embarked on the implementation of Phase 2 as prescribed in the COP 2016 and MUF Strategic Plan 2016-2019. KLIP is a Trust and for that reason, it would be very difficult to sustain the fulltime staff outside the current funding from Sida beyond 2019. The Trustees are in discussion with the County Government of Kisumu for possibilities of long-term partnership.

CTLIP:

The African Centre for Cities (ACC), which is the anchor of CTLIP, is constantly looking for new funding opportunities to broaden and deepen all of its work, including the Mistra Urban Futures-related activities. A number of collaborative funding proposals with other LIPs have been submitted, including one on food with KLIP to IDRC and one with Skåne LIP to STINT (Swedish Foundation for International Research and Higher Education/National Research Foundation) to compare university-municipality PhDs in Cape Town and Skåne. Mistra Urban Futures should put time and effort into preparing and submitting collaborative funding proposals for comparative work – there are a number of funding opportunities for global comparative work on urban issues.

GOLIP:

Focus on the platforms is decisive for post-2019. At GOLIP the aim should be to build further commitment and value gradually and incrementally, aiming at large portfolio of processes and projects in 2019 with funding and partnerships that will last well beyond 2020. GOLIP wants to emphasise the local focus, based on local interests and priorities, but at the same time to build local-to-local collaboration with the other LIPs. To this end, alongside the gradual build-up of TRACKs portfolios, three international post-doc positions will be opened to support the work on Core Processes in collaboration with the other LIPs. Essential for GOLIP at this stage is to reconfirm the partnership, to seek top-level commitment, by recording and telling about the results and benefits of the platform. One way of doing this will be to organise a 'Platform Conference' next year which will also produce a book about the achievements of GOLIP. The local partnership also needs to be broadened, however, notably into the civil society sector and small enterprises. An essential step to establish long-term commitment and engagement is the establishment of the Urban Futures Research School, which will be based on an 'embedded researcher' concept.

SKLIP:

The organisation and funding of the Skåne platform after 2019 needs to be discussed in relation to the organisation of the Gothenburg platform. There is a strategic choice that has to be made,

if those two platforms should be a part of a national network after 2019, or if each platform must take its own line of development. This is to a large extent dependent on the conditions for long-term funding, and to what extent the regional based consortia in Gothenburg and Skåne are interested in financing an organisation with a more national approach.

The development of the Skåne platform after 2019 is related to a broader discussion about regional development. The Region of Skåne has identified three strategic areas of research and development: smart material, good health, and smart sustainable cities. The MUF platform could therefore be a part of the development of a stronger innovation system on a regional level. But that also means a stronger regional focus.

Decisions:

To note the updates from the LIPs and the Consortium; and

To request that the March meeting in 2017 includes a discussion on the vision for the Centre.

7. Engagement and Communication Plan

Engagement and communication are strategic means to achieve the Centre's objectives and to support its position. This concerns not least issues of impact, advocacy and participation among partners, funders and policy makers, as well as civil society organisations and the media. On a strategic level, the Centre needs to develop its communication and engagement activities, for participation and trust, as well as for dissemination and accessibility of knowledge and to support the Centre's strategic development and use of funding.

The Communication and Engagement Plan 2016-2017 has been revised and expanded, based e.g. on discussions at previous board meeting and now also including brief plans for each LIP.

Decisions:

To approve the Communication and Engagement Plan 2016-2017 (Annex 1); and

To request that the Board's suggestions are taken in to account in the implementation of the plan specifically in relation to the prioritisations.

8. Establishment of new partnership in Stockholm

The new process to explore and propose a partnership in Stockholm is proceeding smoothly and on a totally different basis from its predecessor, thanks to the facilitation of former Board member, Thomas Elmquist (Stockholm Resilience Centre). The plan is for this to be hosted at OpenLab, an existing institutional partnership of universities, local and regional authorities and other agencies in the region. A feasibility study has been initiated, with an approved budget of SEK 160k, and led by Sara Borgström (SRC but KTH (Royal Institute of Technology) from October). An interim report is due in time for the Board to consider at its November meeting, and a final report by the end of 2016. If all goes smoothly, the intention is to bring the new partnership into MUF from early 2017.

Decision:

To note the progress being made in Stockholm and to look forward to the interim report being tabled at the November meeting. This report should contain sufficient detail of the proposed scope and type of partnership to enable the Board to have an informed discussion.

9. Quality Management and Evaluation

The Revised Strategic Plan, section 5.3, states:

A Quality Management and Evaluation framework for assessing and describing the impact of the Centre needs to be developed, beyond mere quantitative measuring, in order to gauge the real usefulness and effects of the Centre in relation to its objectives.

Based on discussions with the LIP Directors, the Secretariat with input from Professor Tomas Hellström (Lund University) drafted an integrated Quality Management and Evaluation (QME) Framework. Some elements of the framework are already in place and some are yet to be developed and implemented. Final Performance Indicators with targets will be presented to the

Board at the November meeting. A final version of the framework, including the process for formative evaluation, will be presented to the Board in March 2017.

The Board discussed the draft QME framework and recommended that focus should be on demonstrating impact and that the academic discussion on demonstrating societal impact is embedded in to the framework. One very important element in the draft framework is the development of a Centre Risk Matrix, which needs to be approved by the Board. It was also discussed that even though having quantitative, targeted indicators is a requirement from Sida, these must be selected and used with care. Sida informed the Board that they will also need reporting on how the Centre addresses the Sustainable Development Goals.

Decision:

To request a revised version for the next meeting, taking in account the Board's recommendations, including embedding the QME process in a broader framework for evaluating the programme.

10. Centre Operational Plan 2017 and Budget 2016-2019

The Centre Operational Plan (COP) 2016 contained two sections, the first one described the Phase 2 conceptual framework, 'Realising Just Cities', and the second one described the planned activities and projects in 2016. The COP 2017 will have the same structure as the second section of the COP 2016, describing the planned activities and projects, integrated for the Centre and the LIPs. The following proposed outline was presented:

Outline Centre Operational Plan 2017:

1. Introduction and setting the scene
2. Activities 2017:
 - A. Management, Governance and Finance
 - B. Intellectual Framework
 - C. Methodology (LIPs)
 - D. Core Processes
 - E. TRACKs (action research projects; collaborative activities; workshops etc)
 - F. On-going analysis/evaluation throughout projects
 - G. Impact, Dissemination, Advocacy
 - H. Communication, Events and Engagement
 - I. Strategic Planning

The LIP budget frames for the whole of Phase 2 have previously been approved by the Board. The budgeted annual expenditures therein for 2017-2019 were necessarily estimates and a detailed budget for 2017 will be attached to the COP 2017.

Decisions:

To approve the outline of the COP 2017; and
 To note estimated distribution of funds for 2016-2019

11. Next meetings

Board meetings in 2016:

#22: 23 November – phone meeting (4-6pm, CET) to approve the COP, budget, revised QME framework and consider the interim report from Stockholm.

Proposed dates for Board meetings in 2017:

#23: 9-10 March – physical meeting (morning-to-lunch in Gothenburg, to approve Annual Report, QME framework, vision for the Centre and to have the annual meeting with the Gothenburg Consortium Council on 10 March)

#24: 13 June – phone meeting (4-6pm, CET, if required, to be decided at the March meeting)

#25: 13 September – phone meeting (4-6pm, CET, if required, to be decided at the March meeting)

#26: During the week starting 13 November – physical meeting in Kisumu, in conjunction with the second MUF annual international conference, to approve the COP and budget 2018.

Decisions:

To note the next meeting on the 23 November, and

To hold the following meetings in 2017:

#23: 9-10 March in Gothenburg.

#24: 13 June – phone meeting (4-6pm, CET, if required, to be decided at the March meeting)

#25: 13 September – phone meeting (4-6pm, CET, if required, to be decided at the March meeting)

#26: During the week starting 13 November – physical meeting in Kisumu.

12. Any other business

The Chair and meeting participant expressed their thanks to Mikael Cullberg who resigns as GOLIP Director on 31 October.

13. Closed meeting with Director

The Board had a closed meeting with the Director to discuss the meeting, the documentation provided and possible ways of making future meetings exciting and productive.

14. Closed meeting without Director

The Board met in closed session.

Date: 25/11/16

David Simon
Director



Date: 8/12 2016

Thomas Rosswall
Chairman

