

Mistra Urban Futures

minutes

Board Meeting No. 26

16 November, 2017

Shalimar Hall - Imperial Hotel, Kisumu, Kenya

Participants:

Thomas Rosswall (Chair)
Olivia Bina
Lyla Mehta
Caroline Wanjiku Kihato

Ex officio:

Johan Edman, Mistra (item 2 onwards)
Mats Viberg, Chalmers (item 2 onwards)
David Simon, Director
Stephen Agong, KLIP (item 2 onwards)
Margareta Forsberg, GOLIP (item 2 onwards)
Beth Perry, SMLIP (item 2 onwards)
Warren Smit, CTLIP (item 2 onwards)
Barry Ness, SKLIP (item 2 onwards)

Invited participants:

Viveka Blomgren, Secretariat (item 2 onwards)
Jan Riise, Secretariat (item 2 onwards)
Henrietta Palmer, Deputy Scientific Director (item 2 onwards)

Participating via Skype: John Robinson (item 9 onwards), Nayoka Martinez-Bäckström, Sida (item 5 onwards); Hans Ristner (items 2-6); Anna Ledin (GC Chair) (item 2 onwards)

Not participating: Roberto Sánchez-Rodríguez (Vice-Chair), Katarina Pelin,

1. Closed meeting with the Director

As a follow-up to earlier discussions, appointed Board members met with the Director on 14 November in closed session to consider operational principles of the Board. A reworded English version of Board members' roles and responsibilities was produced and tabled for approval (agenda item 12).

2. Opening of the meeting

The Chair opened the meeting and welcomed the participants, with a special welcome to Barry Ness as new LIP Director for Skåne. He thanked Stephen Agong and David Simon for the successful 2nd annual Mistra Urban Futures conference, which preceded the Board meeting.

3. Approval of the agenda and potential conflicts of interest

The Chair invited members to review the agenda and suggested any additional issues that might be discussed and which are not already listed under any other business, and to inform the meeting about any potential conflicts of interest.

Decision:

The Board approved the agenda without amendment; no conflicts of interest were declared.

4. Minutes from previous meeting and matters arising

Minutes from the meeting on 13 September 2017 had previously been circulated and approved by the Board electronically.

However, it has been noted that Anna Ledin was *not* present, and the Research School's first course curriculum should have been enclosed as an annex, as outlined under agenda item 3. The Chair also noted that the Gothenburg Consortium has no responsibility for the entire Centre, as suggested in Item 5, more than its Chair being an *ex officio* member of the Board.

Decision:

The Board noted the additional information and that the previously approved minutes from the Board meeting on 13 September, 2017 will be revised as indicated above.

5. Director's and LIP Directors' update

Since the September meeting of the Board, the Centre's work has been focused principally on organization of the Annual Conference (with the political uncertainty in Kenya adding considerably to the time and work required in covering possible additional security requirements and other related contingencies, obtaining fallbacks and the like), completion of the QME framework and Vision and Mission agenda and the associated documentation in time for this meeting.

The Director, David Simon, thanked Stephen Agong and the Kisumu team for the preparations and the arrangements for the conference, which, despite the uncertainties proved very successful.

Negotiations with the New School and their partners in Buenos Aires (see minutes of Board meeting #23, 9-10 March 2017) have continued and had, by the time of the meeting, reached the point of institutional due diligence preparatory to signing a contract centred on the New Urban Agenda/Urban SDG project. The participation of the New School and its head, Prof Mike Cohen, who is a globally reputed urban specialist, is regarded as highly valuable for Mistra Urban Futures, not least when it comes to networks in Latin America.

Secretariat Staffing: Cecilia Örnroth will be remaining in the HR Department so we are in a position to extend Viveka Blomgren's appointment. At the beginning of October, we welcomed Johan Berlin as the new Centre intern as replacement for Marty Legros.

LIP Updates

Stephen Agong, KLIP, reported that four PhDs have been engaged, one for each TRACK and one for the Core Processes. KLIP is working closely with the County Government, and the Governor has expressed support for the work at Kachok dumpsite. The Conference has meant much to the KLIP, not least for continuous support from the Trustees.

Margareta Forsberg reported that GOLIP has made significant progress concerning administrative routines and expects everything, including project development, to be in good shape by the end of the year. There are 18 ongoing projects, with a number of senior researchers as well as PhD students. A GOLIP conference was successfully arranged in early October, following a request for a major local event in Swedish.

Beth Perry, SMLIP, reported that 2016/7 has been the first full year in Sheffield, where the university has provided great support to the platform, and local partners have signed up. Projects under way are addressing alternative housing solutions, and also working with two low-income groups to see how women in them can be empowered. Another is on food justice both in Sheffield and Manchester. Three new PhD students have been employed this autumn. Two books have been published, on reflexivity and on citizens and the

knowledge economy. A journal article on the LIP model has just been accepted, while the Local Environment Special Issue from the GAPS project has now been published in hard copy. SMLIP has been asked by Sheffield University for an impact study of its work.

Warren Smit, CTLIP: Two new PhD students have been embedded in the City; they will be working on Transit Oriented Development, and on transport and housing related research. CTLIP's relationship to the City has been challenging over the past couple of years: three key persons have left but the team is building new relationships and the situation has now stabilised. Projects on daily lives of citizens and public transport are bringing together a variety of stakeholders. Another is examining urban public finance systems in Kisumu, Cape Town and southern Africa. Much food-related work is on-going. A process has started to recruit a PhD to work with the art and culture departments of the City as an embedded researcher. Sylvia Croese was recruited for the SDG project. Alma Viviers is the new communications officer, who will also be responsible for the urbanafrika.net. And finally planning for the 2018 conference has started.

Barry Ness, SKLIP: He has been the new LIP Director for 24 hours but hosted his first steering group meeting a few weeks ago. A project on urban ecosystems services, co-ordinated by SLU, will hopefully start in the new year. Other projects focus on migration and urban change issues (Erica Righard) in conjunction with the City of Malmö, and senses of community in Sofielund (Magnus Johansson); while Barry Ness is starting work on a waste management project, with funding for pilot work in Kisumu, in order to come to a more detailed understanding of what challenges are.

Decision:

The Board noted with appreciation the updates from the Director and the LIP Directors,

6. COP 2018

The Centre Operational Plan, COP 2018, has the same structure as in 2016 and 2017, with one significant exception: comparative projects involving more than one LIP are found under D, following the logic of the comparative theme and project matrix discussed at the June Board meeting and the COP structure agreed at the September meeting. LIP-specific activities appear in section E. For ease of comprehension and comparison, we have introduced a project template completed by all LIPs / project teams to ensure standardization of the information reported. The principal foci during 2018 will be on consolidation of the Centre, especially by integrating our new Node and overseas partnerships; making rapid progress on the research; beginning to report on the new research through strategic sessions and interventions at a suite of high-profile international and national conferences, and undertaking the financial and strategic planning for post-2019.

Board members generally expressed satisfaction with the COP, adding several comments and suggestions:

- to be 'less modest', i.e. to rewrite parts in more direct and confident language.
- To clearly explain the connection between 'Just Cities' and 'Accessible, Fair and Green'
- To make the collective intellectual efforts and achievements more prominent, e.g. through a list, making 'usefulness' more visible and a way to look at the Centre from an external point of view
- Clarify how value is created and for whom, what makes the research relevant
- Setting mindsets also towards evaluation towards the end of the ten-year programme

Decision:

The COP 2018 was approved in general and since this is an annual internal document for the funders rather than an external document, to ask the Director to implement the

relevant suggestions, for final approval by the Chair and then submit it to Mistra and Sida by the 30 November deadline.

7. Comparative Projects

The three projects selected for discussion as previously requested by the Board in order to provide a good sense of the scope and nature of the research in each, are: Culture Heritage and the Just Cities (introduced by Beth Perry), Realising Just Cities (introduced by Warren Smit), and the New Urban Agenda and Urban Sustainable Development Goal (introduced by David Simon).

Appropriate details on each of these appear in Section D of the COP2018 (Document MUF 26:4).

The projects were discussed and some comments and questions were raised by Board members, e.g.

- Important to add gender and intersectionality perspectives
- Keep in mind the need to position the Centre's projects globally, for future funding

Decision

The Board noted the presentations with appreciation and requested that discussion of selected projects be included also on the agendas of future meetings.

8. Financial update, budget and report on T2 outcome 2017

Viveka Blomgren presented the financial result for the first eight months of 2017, adding that a significant number of activities are ongoing, and which are not yet reflected in the financial data. This will reduce the apparent 'underspend' by the end of the year.

However, the Stockholm node has not developed as expected, with delays in staffing and activities, hence a considerable amount of the budget has not been spent.

The Sida funds going through GOLIP finance a collaboration between GOLIP and KLIP. The collaboration should be seen as an "umbrella structure" for facilitation of a number of projects/activities that includes different research activities and subjects involving stakeholders from these two LIPs. The collaboration started in September 2012 and is led by a steering committee, chaired by David Simon. Within the collaboration, a number of PhD students as well as senior researchers from both platforms have been involved. As many of the PhD-students have now finalized their studies, the collaboration is slowly being transformed into not only an exchange within the PhD study cases but also research projects between the two LIPs.

In the budget for 2018 the overhead expenditure is included in the indirect costs. Staff expenditure includes salaries, holiday allowance and employers' contributions (Statutory social security contributions, occupational pension with insurance cover as per collective agreement, tax on pension expenses).

In future, all LIPs' budgets and follow-ups will be presented with the same template and level of details.

Decision:

The financial outcome for T2 2017 was approved (Annex A).

The Board approved the revised budget for 2017 and budget for 2018 (Annex B), however expressing serious concerns about the development of the Stockholm Node, and suggesting that the 2018 budget for Stockholm be withheld until significant progress can be shown and an appropriate 2018 operational plan consistent with the Feasibility Report and collaboration agreement can be approved by the Director.

9. Vision and Mission for post-2019

Following extensive discussion internally within the Centre, with the Gothenburg Consortium Council and at the previous Board meeting, a revised Vision and Mission document was presented. Key drivers shaping the document are that all LIPs wish to remain part of the Centre after 2019; that the Gothenburg Consortium wants to support and steer GOLIP but not have overall responsibility for co-funding the Centre; and that any meaningful Secretariat and coherent agenda for an integrated Centre require core/programme funding. Particularly in the current climate of very low success rates due to intense competition, it would be impracticable to rely solely on ad hoc project-specific funding from successful individual applications to diverse sources. Accordingly, the proposed Vision and Mission represent a hybrid of Scenarios A and D from the earlier Scenario Planning Exercise (Board document 24:5), in a model allowing some flexibility as planning proceeds over 2018-19.

Johan Edman presented document MUF 26:8, explaining how other Mistra-funded programmes have obtained longer-term funding, emphasising the importance of the host; successful extensions of programmes have always had a significant support from the host organisation.

Adoption of the Vision and Mission document will enable the next stages of the planning process to commence, notably the funding strategy and parallel formulation of a strategic plan.

In the discussion a number of issues were raised including:

- needs to be more forward looking and audacious
- more 'radical' language may be needed, to express marginalised voices, including gender and intersectionality issues
- more clearly identify the Centre as an entity working with research, capacity building and agenda setting, primarily for intermediate cities
- The connection between 'just cities' and sustainable cities need to be expressed
- How to benefit from the inherent tension between local platforms and the global agenda

Decision:

To request the Director to revise the document in the light of the discussion and written feedback from the Board. The Board will approve the final document electronically and the final version is included as Annex C.

10. Societal Impact FTR and the QME Framework

The final report commissioned from Steve Williams (University of British Columbia) on Societal Impact (Document MUF 26:7) constitutes a key document that enables completion of the Centre's 6-element Quality Monitoring and Evaluation (QME) framework. The central organizing principle of the analytical framework is the distinction between first, second and third order effects with increasing 'distance' from the actual projects outputs and outcomes into society.

The Societal Impact report was not discussed in detail, but some comments were made that will be integrated in a revised QME Framework:

- The connection between societal impact, defined as first, second and third order effects and Mistra Urban Futures transformative agenda will be more explicit

- The socio-political dimensions of societal impact, including justice, power and gender relations, will be integrated in the framework, in order to further strengthen the transformative approach of the Centre.
- The time frame of the different orders of impact will be made more explicit

In order to provide a more integrated and logical workflow, the existing five elements of the QME Framework document approved at the March 2017 meeting (Document MUF23:8) are now being reordered as explained in document MUF26:8. This enables the work to commence with the most basic indicators and to progress through the successively more reflective and reflexive elements, culminating with the orders of societal impact. Appropriately, too, the risk assessment remains a distinct final component to provide a check on what might prevent the anticipated outputs, outcomes and broader impacts.

Organised in this way, implementation of the QME Framework is also designed to maximize synergies with existing reporting for the annual report and planning for the following year's COP. It is intended, therefore to provide the most effective and efficient tool without imposing an undue time and resource burden. As previously agreed, most of the work will be undertaken internally within the LIPs/node and Secretariat, co-ordinated and integrated by the Secretariat. Precise details and a timetable for implementation of the first cycle forms an important item on the LIP Directors' meeting agenda on 17 November, although it has implicitly already commenced with preparation of COP 2018 and for the Annual Report for 2017. It is envisaged that the work will be completed by the time of or shortly after the March 2018 Board meeting, at which a report will be tabled.

The indicators of the QME Framework in the report are those already to hand; many others remain to be collected. In implementing the framework, a template approach for indicators is helpful, identifying precisely what needs to be collected when. The table of indicators was discussed and some recommendations were made:

- To link the objectives, milestones and performance indicators closer to the societal impact reporting
- To restructure the table into four broad objectives, and to redefine the indicators, targets and outcomes where necessary, following the discussions referred to above.

Decision:

To note the updated QME Framework. The Board looks forward to receiving a revised Framework and results of the first annual cycle of the current version at its next meeting.

11. Outline of Annual Report

The Annual Report 2017 will be published online by the end of March. The structure will follow that of the 2016 report but with more focus on comparative projects to reflect their centrality to the current research momentum. The basis will be the vision/mission strategies and choices, and the most important areas of research taken from COP 2017 and the updated comparative projects matrix, the core aspects of co-creation and trans-disciplinary approaches.

This Annual Report has particular importance since it will form a key reference work for potential Phase 3 funders, so it is vital to optimise the quality and visual appeal of the content and presentations. Texts, video clips and scripts will be produced 'in-house' in Gothenburg, Sheffield/Manchester and Skåne and are being commissioned locally in Kisumu (including during the Annual Conference) and Cape Town, documenting both LIPs and selected projects and activities.

Board members discussed the proposed outline adding comments and suggestions:

- Include the North-South perspective

- Include more outcome and output e.g. as separate part and adding an interview with a Mayor
- Ensure transformative learning and agenda setting are covered
- A perception in some quarters of 'shallowness' in the digital version can be addressed in terms of content, design and links to related online content

Decision:

The Board approved the outline structure of the Annual Report and delegated the new Chair of the Board to approve the final Report before submission to Mistra, Sida and the Consortium by 31 March 2018.

12. Conclusions from the closed meeting (Agenda item 1)

The Chair reported on conclusions from the closed meeting (agenda item 1) with focus on the responsibilities of the Board as regulated in the agreement between Mistra and Chalmers. Since there were some linguistic problems with the translation into English, it was suggested that the Board approve this interpretation of the responsibilities.

Decision:

To approve the interpretations of the Board's responsibilities (Annex D). It should be read in association with the Mistra-Chalmers Agreement, which provides the legal framework for the responsibilities of the Board. It was noted that this should be reflected in future letters of appointment of Board members.

Status of new Chair and Board

The current Board was appointed for 2016 and 2017. Four Board members are willing to continue their commitment for another two years. Mats Viberg reported that Chalmers is discussing possible appointments with three persons, one of whom is for the Chair's position. These three are all Swedish, although one of them is based abroad. An additional non-Swede will be approached. A candidate from industry has also been approached..

In the discussion it was suggested that a person with experience from Civil Society would be an excellent addition to the Board.

Decision:

To note progress with the appointment of a new Chair and Board and, to thank retiring members for their contributions over their respective periods of service.

13. Next meetings

Proposed dates for Board meetings in 2018 (to be confirmed once new Chair and new Board members have been appointed):

#27: 22-23 March – physical meeting in Gothenburg (a day and a half 22nd – lunch 23rd)

#28: 12 June – phone meeting (4-6pm, CEST)

#29: 12 September– phone meeting (4-6pm CEST)

#30: 8 November – physical meeting in Cape Town after Annual Conference 5-7 November.

It was suggested to start with a dinner on 21 March before the Board meeting.

Decision

To note the provisional dates for the meetings in 2018.

14. Any other business

Reflections on the Annual Conference. In general it was a very good conference. A suggestion was to use the Board members more proactively during the workshop day, or preferably, to reorganise the sequence of activities so that Board members are not required to attend for four days. This would be considered for next year.



David Simon
Director



Thomas Rosswall
Chair

Annex A: Financial Outcome T2 2017

Annex B: Revised budget for 2017 and budget for 2018

Annex C: Vision and Mission post-2019_Revised

Annex D: Internal MUF Board interpretation of terms of reference for Board