

Mistra Urban Futures

Minutes Board Meeting No. 22

23 November, 2016, 16.00-18.00 CET
Phone Conference

Participants:

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

Ex officio:

Johan Edman, Mistra
Anna Jarnehammar, GC Chair
Fredrik Nilsson, Chalmers
Nayoka Martinez-Bäckström, Sida
Stephen Agong, KLIP
Henrietta Palmer (Acting Director, GOLIP, agenda items 1-3 only)
Beth Perry, SMLIP
Rike Sitas, CTLIP
Magnus Johansson, SKLIP
David Simon, Director

Invited participants:

Jan Riise, Secretariat
Cecilia Örnroth, Secretariat

Notice of absence:

1. Opening of the meeting

The Chair opened the meeting and welcomed the participants. It is unfortunate that the approval of the Centre Operational Plan and budget has to be handled in a conference call. Next year it will be handled during the physical meeting in Kisumu.

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 #10, Any other business, and to inform about any potential conflict of interest.

No additions to #10 were proposed and no conflicts of interest were raised. Following the premature end of the call due to audio problems, the following items were brought to the attention of the Board after the meeting:

1. There is an institutional re-organization taking place at Chalmers and there are strong indications that this may affect MUF, both in how we are organized within the university, in the physical location of the office in Gothenburg and in the funding model from Chalmers. The Chair and Director are meeting with the Rector and other senior staff, including Fredrik Nilsson, as the Chalmers Representative on the Board, in mid-

December, to discuss these and related matters. The absolute priority is to ensure that the Centre is not adversely affected by any changes.

2. Mistra Urban Futures received the first ever EFARRI Award for Responsible Research and Innovation. The Award was presented at a ceremony in Brussels in November. It is funded by a group of some of the most influential foundations for science and research in Europe. Responsible Research and Innovation, RRI, is the name for the European Union's concept for research and innovation activities based on citizens' needs, values and expectations, which forms the basis for the research agenda and funding of the Union. It is also a part of the Commissioner, Mr Moedas' 'Open Innovation, Open Science, Open to the World'. RRI is about inclusion, co-creation, open access, equality, ethics and education.

Decisions:

To approve the agenda as circulated;

To note that the ongoing re-organization at Chalmers may affect MUF and to request the Chair and Director to keep the Board updated on this matter;

To note with pleasure that MUF received the EFARRI Award for Responsible Research and Innovation; and

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

3. Centre Operational Plan and budget 2017

As decided at the Board meeting in September 2016, the Centre Operational Plan (COP) 2017 has the same format as last year. The introduction describes where the Centre has reached in the process of implementing the 'The International Collaborative Framework 2016-2019' and the following sections briefly describe the contributions and roles of the Secretariat and each LIP, with appropriate budgetary provision, to commence the Phase 2 research programme in earnest next year.

The COP has been produced iteratively and carefully in a co-creative spirit, building on foundational work being done this year to ensure that the ambitions of the Strategic Plan and Realising Just Cities' agenda are taken forward in a coherent manner for the Centre as a whole, while also maximising the fit with each LIP's local priorities, expertise and resources across the respective Core Processes (CPs) and TRACKs, which form the organisational basis of the COP. Hence, as anticipated in those guiding documents, the LIPs will engage in differing numbers of comparative projects, and not all LIPs will work in each CP and TRACK. In order to highlight the comparative work, which forms a centrepiece of Phase 2, this is set out at the beginning of the text on each CP and TRACK, with LIP-specific work thereafter. MUF has also kept in mind how Stockholm might fit into some of these comparative projects – and this aspect will need checking with them as part of the discussion of their interim report (see item 6 below). In line with the SP and Realising Just Cities, as well as subsequent advice and feedback, the COP is highly selective and specific in terms of further work on co-production methodologies, in order to continue capitalising on work done and on learning by doing the comparative research, while not detracting from the core research foci.

Given the challenges of undertaking this comparative agenda, and integrating Skåne as well as Stockholm (if approved at the March 2017 meeting) and potential new partners, MUF will be prudent about global and other external interventions, focusing strategically on continuing the New Urban Agenda and SDG 11 work, where MUF can maximise its impact linked bidirectionally to the work in and across the LIPs. Similarly, MUF is being very strategic in selecting international conferences at which to run sessions as a Centre -- probably only ICLEI's Resilient Cities conference in Bonn next year.

The Board focussed its discussion not so much on specific research activities as such (which have been debated and decided through extensive intra- and cross-LIP processes) but on the coherence of the COP as a whole, and its presentation. LIP directors had also

been able to reflect on discussions with their colleagues on the current integrated document.

The budget for 2017 was presented at detailed levels for each LIP and consolidated to a COP budget at the Centre level. It includes all funding sources – Mistra, the Gothenburg Consortium, Sida, local co-funding and external funding. As required by Sida, a separate budget showing only the Sida-funded activities was also provided.

The main changes in the COP Budget 2017 compared to the Revised COP Budget 2016, approved by the Board at the March meeting, were the following:

- At the March meeting it was decided to establish the platform in Skåne, hence SKLIP now has its own budget page (feasibility studies for new partners are budgeted under Engagements & partnerships) and will be fully operationalised during 2017. The regional partners will match the funds from the Centre, including funds that will be carried over from 2016 (see agenda item 8).
- In 2016 only costs for the Director were allocated to Sida, however, to better represent the work effort and focus, other staff at the Secretariat are now also allocated to Sida at a proportion of their time. The staff allocations are shown on a separate page in the COP Budget 2017.
- Local co-funding has increased at CTLIP.

The Board advised that the COP should be made easier for the reader to follow, for example by adding tables showing how the activities relate and contribute to the centre goals or by introductory comments under each heading. Some text which is now in bullets was proposed to be transformed into narrative, especially the important section on Impact and Dissemination, and the socio-cultural TRACK. The balance in the budget of total cost for each CP and TRACK at each LIP seemed reasonable, and the Board requested such a table to be added to the budget.

The COP and budget should according to the agreements with Mistra and Sida be submitted by 1 December each year, but Johan and Nayoka confirmed that a two week delay is acceptable in order for the Centre to finalise the document, taking in account the Board's feedback. The Centre aims to complete it as soon as possible within that window and will give a response deadline for the Board members' approval when the final version is circulated.

Decisions:

To request that the final version of the Centre Operational Plan 2017 is sent to the Board for electronic approval no later than 9 December 2016; and
 To approve the COP budget 2017, but request a table showing the total cost for each CP/TRACK per LIP.

4. Revised Quality Management and Evaluation framework

The first draft of a comprehensive Quality Management and Evaluation (QME) framework was presented to the Board in the previous meeting and consisted of five main building-blocks:

1. Annual activity planning and follow-up cycle, describing how Centre and LIP activities are planned and reported annually and how the Centre reflects on and learns from the reporting within the integrated 4-year framework of Phase 2
2. An Outcome line – how do the activities of the Centre contribute to the Realisation of Just Cities and lead towards the Centre's strategic goals?
3. Targets and performance indicators – monitoring key aspects of the operation, such as publications, partnerships and external funding
4. Formative evaluation – a critical assessment of activities at project, LIP and Centre levels, fulfilling a learning and meta-learning function
5. Risk management – regular review, assessment and mitigation of defined and potential risks that jeopardise the fulfilment of the Centre's strategic goals.

The focus since then has been on developing the targets and performance indicators (number 3 above) to monitor the Centre's progress. Annual targets are a requirement from Sida and a pre-requisite for their next release of funds. The proposed targets and performance indicators are far more comprehensive than, and are intended to replace, the Result Framework that was included in the COP 2016.

Following discussion at the last Board meeting, discussions are under way to embed the QME framework within a coherent and more actively engaged planning, monitoring and evaluation format, e.g., the PIPA method (Participatory Impact Pathways Analysis), which might be pertinent to setting up the comparative projects. This will be further discussed at the Board meeting in March, when the whole QME framework will be presented to the Board for approval.

Based on the Board's recommendations, great care has been taken regarding setting quantitative targets. The targets are mainly activity based and are accompanied by untargeted performance indicators which are used to monitor the quantifiable progress. In combination, the targets and performance indicators describe how progress will be monitored towards achieving the Centre's mission. The progress monitoring is organised around five strategic processes that leads towards the achievement of the mission:

- Build and develop Local Interaction Platforms (LIPs) and other partnerships
- Co-produce knowledge for urban change
- Conduct structured comparative urban research
- Engage in strategic international and global interventions
- Strengthen our communication and outreach activities

The Board advised that some performance indicators could be added, such as number of invitations to international events and keynote invitations. The indicators on publications are very important and come too late in the document. The whole section on Outreach and Communication should be more consistent with the COP. The identity of the Centre's stakeholders should be indicated and it should be made clear how performance relates to impact. Some inconsistencies were found in the table overview. The issue of how to evaluate societal impact needs to be further addressed in the broader QME framework.

Nayoka informed the meeting that this document is seen as a big improvement by Sida and that it is accepted in its current form as a basis for the second payment in 2016.

Decisions:

To approve the Targets and performance indicators 2016-2019 in principle; and
 To revisit this document at the March meeting when the whole QME framework will be discussed, with particular emphasis on societal impact.

5. Annual Report 2016

The Annual Report has two distinctive purposes; to report the previous year in text and tables, and to promote and position the Centre in the fields of research and methodology where it is active. The Annual Report 2016 is the first concerning Phase 2 and will thus be considerably different from previous reports. A digital version for web publishing is planned as the primary report, using video and graphics. Mistra and Sida have approved that the report can be in the form of a digital version. The Annual Report will be finally approved by the Board at the March 2017 meeting.

The suggested digital format was seen as a positive development by the Board. Regarding the content, the Board advised to include descriptions of the issues and challenges the Centre addresses, how impact has been made as well as some exciting stories from the LIPs.

Decisions:

To approve in principle the proposed format and content of the Annual Report 2016; and
 To request that the Board's suggestions are taken in to account in preparing the Report for approval in March.

6. Establishment of new Stockholm node

The interim feasibility report is a first draft of a proposal for a Stockholm node within Mistra Urban Futures. It summarises the current progress of developing a full feasibility report that is due at the beginning of 2017 and presents how such a node will be relevant to the Stockholm regional context based on the discussions held during workshops and meetings as well as an overarching policy statement of relevance for the transition to sustainable development. From this background the proposed vision and goals for the Stockholm node are presented, including the theoretical framework and strategic priorities. With the interim report, the team in Stockholm wishes to further open the dialogue prior to the final report about how the proposed Stockholm node can be a relevant part of and contribution to the Mistra Urban Futures network and activities.

The two key priorities identified are visualisation and contextualisation in the Stockholm regional context of Agenda 2030, the SDGs, especially Goal 11, and the NUA; and developing a toolbox of co-creation tools based on work and experience of the various partners in the node. Both are relevant to MUF as a whole, and the latter, in particular, is intended to be opened up for LIPs to contribute. Since the report was delivered late, it had not been possible to discuss the draft with the Stockholm team before circulation of the Board papers. The Centre was not consulted on these priorities, and invited comments and discussion as the basis for feedback and dialogue. The global urban agenda priority needs to take account of the Phase 2 cross-LIP comparative project on NUA/SDG implementation and monitoring, of which there is currently no mention. This in-depth work in Sthlm could well provide a valuable contribution to this project. The co-creation toolbox also needs discussion to ensure that it is compatible with our Strategic Plan commitment to shift away from a major focus on methodology to refinement and added value to learning already done (see COP 2017 for additional tasks in this respect) – of which accessible guidance is one. Hence there could be good compatibility after further discussion. The other research ideas are still incipient – and one way to enhance the proposed node's contribution to the Centre's Strategic Plan would be to engage in comparative social-ecological research.

The Board concluded that the Stockholm proposal has interesting intellectual substance and good potential. However it must be clarified how it will strengthen and contribute to MUF as a whole and the Strategic Plan, in relation to the proposed research foci.

Decision:

To welcome the report from the team in Stockholm and note the need to have the Strategic Plan as a starting point, showing how the proposed Stockholm node can complement the existing LIPs and the MUF agenda.

7. Report from Habitat III in Quito

The Director and the Engagement Manager represented Mistra Urban Futures at Habitat III in Quito, accompanied by the Chair of the Board. They participated in several committee planning meetings, discussions about potential future research and conference collaborations and caught up with colleagues from around the world. MUF launched the two new Open Access books, *Rethinking Sustainable Cities: Accessible, green and fair* and *Co-production in Action: Towards realising just cities* in a packed official Side Event shared with the Urban Climate Change Research Network's Second Assessment Report on Cities and Climate Change. In a separate book pre-launch at the pavilion of the International Council for Science (ICSU) and Future Earth, the Director spoke as a section co-editor of the forthcoming Future Earth volume, *Urban Planet*. At the Swedish Pavilion, a joint event organised by Mistra Urban Futures with WWF Sweden (organiser of the annual Earth Hour City Challenge) and Global Utmaning, a Swedish think tank, reported on our

collaborations around urban sustainability, climate change adaptation and leadership for the SDGs and NUA.

The Board discussed the current weak link between the NUA and the SDGs. The Director explained that there was a clear link earlier on in the political process, but that the G77 vetoed it. The plan from the Centre is to link them in the framing of the comparative project and continue to participate in the global process as it evolves.

Decisions:

To note the Centre's presence at Habitat III; and

To request the Director to propose possibilities to engage with the NUA at the next meeting.

8. Financial update

A financial report for the Centre is generated for January-April, May-August and September-December and from 2017 it will be a standing agenda item at Board meetings in March (outcome of previous year), June (outcome for the first four months) and September (outcome for the first eight months) .

The accumulated outcome until August was low compared to budget in several areas, which was mainly due to late invoicing from partners and that several activities are planned to take place in last few months of the year, such as the International Annual Conference. The prognosis for the full year is that expenditure by the Centre as a whole, as well as some of the LIPs, will be slightly low compared to budget because the start-up of some of the new activities for Phase 2 has taken longer than estimated. In Skåne, in particular, there will be an underspend, as the establishment of the regional partnership has taken longer than planned. Hence, the start-up of several projects has been delayed. Any over- or underspend in relation to budget will be carried over to 2017-2019.

Two allocations have been decided by the Board from the strategic initiatives (10% of the Mistra funding is set aside for strategic initiatives annually, as required by Mistra):

1. KSEK 200 for a proposal to Joint Planning Initiative Urban Europe (JPI Europe); and
2. KSEK 330 to increase the budget for the International Annual Conference to a total of KSEK 880.

A proposal to JPI Europe was submitted by KTH Royal Institute of Technology in Stockholm, on behalf of Mistra Urban Futures and was entitled 'Shared Urban Futures: Just Cities and Democratic Empowerment'. It was submitted by a consortium of partners in Sweden, UK, Portugal and Cyprus and aimed to develop new models, methods and tools supporting a more sustainable development of accessible and inclusive cities. The bid was not successful. The reviewers' feedback noted that the bid was timely and relevant but too broad, had too many partners and that project activities were too vague.

The preliminary total net financial outcome for the Annual International Conference was lower than estimated in March, which is why the extra allocation from the Strategic reserve was not needed and is therefore returned to the reserve. The low financial outcome is due to several reasons:

- The format of the conference, that was finally decided later in the spring, required less costly tech-equipment and conference rooms
- Centre staff and infrastructure was used in the marketing of the conference to a higher degree than budgeted for
- The costs for the speakers were lower than expected
- Fewer participants came to the social events than estimated

Decisions:

To note that it is estimated that the financial outcome for 2016 will be slightly lower than budgeted;

To note that the allocation made from the strategic reserve to the Annual International Conference was not required and is returned to the reserve; and
To request that the Director proposes how to spend the strategic reserve for 2017 at the March Board meeting.

9. Next meetings

Agreed dates for Board meetings in 2017:

#23: 9-10 March – physical meeting (morning-to-lunch in Gothenburg, to approve Annual Report and discuss QME framework, financial outcome 2016, 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 Annual International Conference, to approve the COP and budget 2018

Decision:

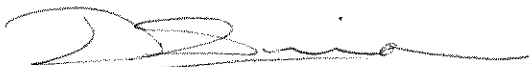
To note the dates for the Board meetings in 2017 and the requirement that there must be at least three meetings per year.

10. Any other business

No other business was discussed.

Date:

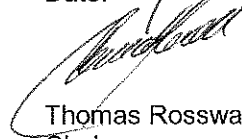
19/12/16



David Simon
Director

Date:

8/1/2017



Thomas Rosswall
Chairman