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LIST OF ACRONYMS

ACC: African Centre for Cities
AURI: Africa Urban Research Initiative
CTLIP: Cape Town Local Interaction Platform
CUBES: Centre for Urbanism and Built Environment Studies
DFID: Department for International Development (UK)
EPSRC: Engineering and Physical Sciences Research Council (UK)
ESRC: Economic and Social Research Council (UK)
GAPS: Governance and Policy for Sustainability
GMLIP: Greater Manchester Local Interaction Platform
GOLIP: Gothenburg Local Interaction Platform
IGBP: International Geosphere-Biosphere Programme
IHDP: International Human Dimensions Programme
ICLEI: Local Governments for Sustainability
IIED: International Institute for Environment and Development
JOOUST: Jaramogi Oginga Odinga University of Science and Technology
KLIP: Kisumu Local Interaction Platform
KPI: Key Performance Indicator
KTP: Knowledge Transfer Project
LIP: Local Interaction Platform
Mistra: The Swedish Foundation for Strategic Environmental Research
MSEK: Million Swedish Crowns. 1 MSEK is approx EUR 106,000 or USD 119,000
MUF: Mistra Urban Futures
QME: Quality Management and Evaluation
SDSN: Sustainable Development Solutions Network
Sida: Swedish International Development Cooperation Agency
SIRCUS: Salford Interdisciplinary Research Connecting Urban Society
SURF: Sustainable Urban and Regional Futures
UGEC: Urbanization and Global Environmental Change
UCLG: United Cities and Local Governments
UNEP: United Nations Environment Programme
UPRISE: Urban Processes, Resilient Infrastructures and Sustainable Environments
WISE: Well-being in Sustainable cities

Executive summary

Mistra Urban Futures was established in 2010 to promote urban sustainability through transdisciplinary research and co-production of knowledge with local and global stakeholders. Mistra Urban Futures' four Local Interaction Platforms (LIPs) – in Gothenburg, Greater Manchester, Kisumu and Cape Town – are all based in intermediate cities with viable and active multi-stakeholder partnerships that participate in the processes of co-creation of new knowledge.

This Strategic Plan sets out research and communication strategies for Phase 2, 2016–2019, based partially on experiences and results from a wide range of projects and the actual process of creating an international research centre during Phase 1 as detailed in the Progress Report 2010–2014. Several new features during Phase 2 will add value. These include increasing the number of LIPs and partnerships within Sweden and abroad, in accordance with the additional funding from Mistra and hopefully also Sida, engaging proactively in strategic global initiatives to leverage influence towards our objectives, and undertaking systematic and deliberative comparative research on linked projects in different LIPs. The proposed knowledge and research programme reflects Mistra Urban Futures' characteristics:

- Focusing on research that supports change and transitions towards sustainability.
- To that end, further refining and adding value to experience gained during Phase 1 with co-creation/co-design of knowledge with multiple societal actors, including through comparative research across LIPs and partnerships
- Emphasising the global reality of challenges through a network structure.
- Seeing cities as critical entities in responding to economic globalisation, climate change and social inequality.

Three core attributes of sustainable cities (Fair, Green and Dense) were defined in Phase 1. During Phase 2, Fair, Green and Accessible cities will be used as core attributes to visualise strategic priorities and Mistra Urban Futures' approach to four principal dimensions of sustainability: social, cultural, economic and ecological.

Two distinctive strategic objectives have been developed for Phase 2. These are to:

- Deliver evidence-based outcomes that address the challenges facing cities, and which make a difference in practice.
- Diversify the Centre's research base and forge strategic partnerships with selected international organisations.

The framework for the LIPs is to be developed jointly, with some flexibility to match local circumstances. The thematic focus revolves around urban governance, urban change and urban knowledge. The social aspects of urban ecology, culture and spatial form will be analysed.

The network of LIPs provides a particularly interesting platform for coherently designed comparative urban research and for North-South mutual learning processes. During Phase 2, comparative research will be integrated holistically with local projects instead of being separate activities. Project and budget specifications will be developed to include comparative perspectives wherever practically feasible, thus adding value and generating more generalised insights.

Co-production of knowledge has been the Centre's flagship methodology from the outset. The independent outcome studies carried out for the Mid-term Review at all LIPs emphasised the value of this approach for local governance and policy-making. During Phase 2, it will be refined and developed further as 'co-creation' in order fully to capitalise on the distinctiveness of the Centre.

The bridging from Phase 1 to Phase 2 is planned in three different ways:

- Deepening of existing core themes and critical issues, such as urban governance, urban change and urban knowledge production.
- Developing and adding value to existing projects through comparison with other LIPs and partners.
- Extending existing work in new directions and securing increased external funding, including e.g. research on urban poverty.

Key criteria for new projects in Phase 2 are consistent with the vision, mission and strategic objectives of the Centre. Plans for the four existing Local Interaction Platforms are explained in Chapter 3.

In order to achieve the strategic objectives, the Centre's international reach and scale of activity need to be increased. Discussions and preparations are far advanced with potential Swedish partners in Stockholm and Skåne, where pilot projects are under way with the intention of them becoming a thematic node on socio-ecological systems and a full LIP respectively – developments made possible by the additional funding granted by Mistra for Phase 2. The additional funding requested from Sida would enable one new LIP and possibly also a new limited partnership to be established in Asia and/or Latin America, continents where MUF currently has no presence. A programme of strategic international and global interventions is another innovation for Phase 2. The architecture of the Centre will evolve; the logic and ethos of Mistra Urban Futures require that it resembles a web rather than a hub and spoke structure.

Mistra Urban Futures' role as a leading international centre will be facilitated by alliances with prominent international organisations sharing its concerns and interests. During 2014–2015, some initial steps have been taken, most notably participation in the Urban Sustainable Development Goal (USDG) campaign and the related undertaking of a separately funded pilot project by the Centre using its LIPs to test draft targets and indicators of the campaign, as well as involvement in the Habitat III process into 2016. These alliances, as well as planned strategic and global interventions, will be key foundations in a coherent funding strategy for the long-term viability of Mistra Urban Futures beyond the current planned Phase 2.

A communication and outreach strategy has been developed for Phase 2, including priorities and guidelines. The strategy emphasises the role of communication and outreach to support the overall strategy, vision and mission of the Centre. Following the development of 'co-creation', the Centre's external communication will – in addition to outreach and dissemination – focus on dialogue, interaction and engagement with stakeholders, partners and other collaborators. The focus on publishing and communicating results and impact of the Centre's activities will be further developed.

The organisation, management and governance of Mistra Urban Futures will follow the operational processes developed during Phase 1 but with streamlined and simplified procedures to facilitate smoother operations and day-to-day administration. This will include clarification of the Secretariat's roles for the Centre as a whole versus support for GOLIP. Budget procedures will be developed to allow for improved long-term planning and the emphasis on Quality Management and Evaluation (QME) will be increased. The

overall turnover of the expanded Centre is expected to increase from an average of MSEK 60 per year to MSEK 94 per year during Phase 2. This reflects the planned addition of new LIPs/partners as explained above, as well as the development of the structured comparative research and focused new strategic international interventions.

Vision, mission and strategic objectives

1.1 SETTING THE SCENE

The present age is one of far-reaching global uncertainty and turmoil. It is also one of positive transformational change. Across the global South, countries are embarking on remarkable development pathways. Large swathes of people are being lifted out of poverty. In many areas, misery and squalor are being pushed back, economic growth and commercial activity are soaring, and unemployment is being reduced. With a rapidly expanding middle class endowed with newfound purchasing power, new lifestyles and consumer preferences are gaining a foothold.

(Development Dialogue 2014:2)

This eloquent imagery introduces the latest issue of the Dag Hammarskjöld Foundation's journal, addressing the theme of 'Global Disorders – a New Global Order?' It sketches many of the key current problems, challenges and signs of progress, including environmental pressures and climate change. Yet, surprisingly, and despite numerous photographs of urban scenes and storylines that take place in or are integrated through urban areas around the world, the transition of humankind to a predominantly urban species and its implications are not addressed. So although we learn that in the early 20th Century there were more Swedish-born residents in Chicago than in Gothenburg, and that more rural or small town Swedes had relatives in Chicago than in Stockholm (ibid.: 8), the significance and ramifications of a century of urbanisation and change are not pursued directly. This lack of explicit attention to urban areas and their current unsustainability is all too common, despite being one of the dominant challenges of our time.

Although both temporally and spatially uneven at all spatial scales, urbanisation has become one of the defining global processes of recent decades, intimately linked to the globalisation of capitalism and industrial, consumption-based lifestyles. This increasing concentration of people in urban areas creates formidable hotspots of resource accumulation and poverty, economic activity, development opportunities and waste production with ramifications across ever wider hinterlands. Ultimately interlocking urban systems at various scales have come to span the world. These umbilical interconnectivities mean that urban teleconnections can transmit the effects of a change in one urban area to others and to rural areas situated around the globe.¹

¹ K. Seto, C. Boone, O. Branislav, M. Fragkias, D. Haase, T. Langanke, P. Marcotulio, D. Munroe, A. Reenberg and D. Simon, 'Urban land teleconnections and sustainability' *Proceedings of the National Academy of Sciences* Early Edition online at www.pnas.org/cgi/doi/10.1073/pnas.1117622109, vol. 109(20), pp. 7687-7692.

Just as with pollution and climate/environmental change, these processes cannot be contained within political boundaries. At the same time, however, attempts to promote urban sustainability must be locally appropriate and contextual rather than based on a blueprint-style template approach developed in one particular locality. Instead, principles and experiences derived from comparative urban research are more likely to prove useful in diverse situations.

It is to the challenge of meeting this objective that Mistra Urban Futures has been established and funded. This Strategic Plan sets out its broad research and communications strategies for the second phase (2016–2019) of core funding by Mistra (the Swedish Foundation for Strategic Environmental Research) and Sida (the Swedish International Development Co-operation Agency) alongside the Gothenburg Consortium and other local partners in each of its research localities. The new research agenda as set out below and in Chapter 2 develop, broaden and add value to those of Phase 1 on the basis of the progress achieved, lessons learnt and evolving priorities of the Centre and its partners over the last four years. Details of our record during Phase 1 are provided in the Progress Report, which is the companion document to this Strategic Plan.

1.2 THE DISTINCTIVENESS AND COMMON ETHOS OF MISTRA URBAN FUTURES

Mistra Urban Futures (MUF) has established itself as a prominent international research-based knowledge Centre promoting urban sustainability through new knowledge and understanding to support transformation. The Centre positions itself in the field of urban development where the challenges are complex and of concern to several sectors, disciplines and cultures, and where responses and solutions need to be found through cooperation and collaboration. It was founded by the Gothenburg Consortium of seven partners and is co-funded by Mistra and Sida for 2010–2019, subject to an independent mid-term review in 2015, for which this Strategic Plan was prepared. It provides our vision for a second phase of funding 2016–2019 as part of the review. This investment aims to establish the basis for an independent and sustainable Centre from 2020 onwards.

Mistra Urban Futures' distinctiveness is characterised by the following:

1. Identifying cities as critical entities in responding to the major global challenges currently facing humankind.
2. Focussing on knowledge and understanding that support change and transition into more sustainable urban trajectories.
3. Leading debates and practice on the co-creation of new knowledge between academia and other societal actors directly concerned with urban development through governance, planning and design.
4. Bridging the so-called North-South divide through its networked structure which comprises a set of Local Interaction Platforms (LIPs) in four city-regions at present – Gothenburg and Greater Manchester in Europe and Cape Town and Kisumu in Africa.
5. Prioritising secondary/intermediate cities, categories that remain remarkably under-researched compared to primate or mega-cities, despite being far more numerous and accounting for a steadily increasing proportion of the global urban population.

6. Building on existing viable, active yet diverse multi-stakeholder partnerships participating in co-creation processes of new knowledge and understanding.

The common ethos of the Mistra Urban Futures enterprise is a broadened conception of knowledge and understanding identified as necessary to achieve true change and transition of current urban trajectories towards greater sustainability. This entails both a far greater academic recognition of knowledge established and applied in the professional practices of urban governance, planning and design as well as the local knowledge of citizens and local stakeholders. Importantly, this requires a genuine appreciation of the fact that the global South constitutes a knowledge reserve greatly underestimated by the traditional knowledge hegemony of the North.

In keeping with the ‘co-creation’ methodology of the Centre, this Strategic Plan has been co-created by the Secretariat and LIPs, with active inputs from the Board and Gothenburg Consortium. Building on our progress in Phase 1, co-creation will be retained as part of our core distinctiveness and will be refined and reflected upon as one element in project activities and outputs.

1.3 VISION AND MISSION

The Centre’s Vision and Mission follow from its logic, *raison d’être* and objectives as outlined above. They have been reconsidered and revised periodically and have been refreshed for Phase 2, not least to ensure global relevance and fitness for purpose. In particular, the Mission has been changed from the passive to active voice to reflect our purposive and focused approach to research on urban sustainability and its utilisation.

Vision: Sustainable urbanisation where cities are fair, green and accessible.

Mission: To generate and use knowledge for transitions towards sustainable urban futures through reflective co-creation at local and global levels.

Fair, Green and Accessible cities are core urban attributes underpinning the Centre’s work in drawing attention to the essential, albeit contested, characteristics of urban sustainability and how they are managed. Taken together, Fair, Green and Accessible represent Mistra Urban Futures’ approach to the four principal dimensions of sustainability: social, cultural, ecological and economic.

To the three dimensions of the Brundtland definition, we choose to add cultural sustainability to raise the significance of culture as an important aspect of sustainable development, as it refers to how we understand and appreciate natural resources and each other. Often, culture is treated as a component of social sustainability. However, the call for culture is becoming more powerful along with the increasing ecological, economic and social challenges to meet the aims of sustainability. Culture could act as a catalyst for ecological sustainability, human well-being and economic viability. If sustainability were embedded in the multiple dimensions of culture, including different worldviews and values, multi-culturalism, ways of life, and other forms of cultural expression, we think our futures would look different. A cultural transition that embeds sustainability in the cultural understandings and daily practices of society has the power to shift humanity’s currently unsustainable trajectory. Culture already plays many roles in (un)sustainability

but scientific, policy-making and societal spheres lack understanding of the essence of culture and how it influences sustainability (see e.g. www.culturalsustainability.eu).

The core attributes of Fair, Green and Accessible cities are defined as follows:

FAIR Cities: Securing urban equity, social inclusion, cultural diversity and urban commons.

GREEN Cities: Managing resource constraints, urban environments, ecosystems and climate change sustainably.

ACCESSIBLE Cities: Promoting efficient and equitable access to urban qualities, opportunities and services

For Phase 2, ‘Accessible’ replaces ‘Dense’, the term used during Phase 1. This change reflects progress in the relevant international discourses and avoids the ambiguities and potential contradictions engendered by ‘Dense’ in certain contexts where excessive density is viewed as problematic rather than part of a solution.

FAIR Cities: Securing urban equity, social inclusion and urban commons

FAIR Cities symbolises how we can do things differently to achieve greater fairness in future cities with a focus on access, rights, and opportunities. Cities are often highly unequal and unfair places. The unequal economic and social development within and between cities around the world has triggered growing concerns among social-activist groups, international non-governmental organisations (NGOs), advocacy organizations, and international bodies such as UNESCO and UN-HABITAT. The promotion of FAIR Cities – which uses the diversity of urban life as the primary driver for achieving inclusive, dynamic, and well-functioning urban systems – is thus one of the most important dimensions of improved urban futures globally.

The ideal of FAIR Cities emphasizes meeting both basic needs and legitimate aspirations for improved quality of life among the urban poor. This can be achieved through promoting equitable access to liveable and productive urban environments; safeguarding rights in and to the city; improving systems for individual enhancement, social welfare, and protection/safety; and securing equal opportunities to livelihood through employment or entrepreneurship.

The focus is on both individual and collective rights to urban spaces and self-determination, with the individual perspective usually expressed in terms of land and property rights (secure tenure, entitlement, inheritance rights), which are of particular importance for disenfranchised groups such as women, minorities and the urban poor. Collective rights include access to and influence over public spaces and urban commons. This includes how urban space can be re-appropriated for various public uses and to fulfil shared needs, and be protected from (semi-)privatization and gentrification driven by vested interests. Here, local needs and knowledge need to be incorporated into urban development schemes. Achieving FAIR Cities requires action on numerous scales (global, regional, national, and local) and from multiple actors (governments, residents, and civic and private sectors). Fairness implies a consensus that recognizes the claims of others and gives weight to public over private interests. It also requires a gendered perspective on urban development, recognising firstly that women most often carry the everyday load of organising local urban life, secondly, that planning as we know it today, is a construct of the modernist era, developed from Western male practice, and will need to be reworked to better meet the needs and knowledge of all urban citizens appropriate to local contexts.

GREEN Cities: Managing resource constraints, urban environments, ecosystems and climate change sustainably

GREEN Cities emphasizes the critical need to develop localized responses to resource constraints/distribution and global risks in ordinary cities of the Global South and North. Alongside increased global urbanisation pressures, cities are becoming the critical sites of production, consumption, and environmental degradation. Their vulnerability to resource scarcity (water, energy, land, food, building materials) and environmental risks and uncertainties (pollution, natural catastrophes, climate change), coupled with large social inequalities, presents a great challenge for both practice and research. Here, cities can be seen both as ‘victims’ (needing to adapt to resource constraints and climate change) and as significant ‘contributors’ to augmenting these difficulties (not doing enough to reduce resource consumption and to mitigate harmful emissions). However, cities are also potent sites for innovation of imaginative responses to both adaptation and mitigation needs.

Urban stakeholders increasingly strive to ensure that their cities and towns can continue to develop economically, socially and territorially by guaranteeing the provision of essential resources and by adapting to the effects of climate change. At times, this is also linked to sincere ambitions to reduce resource throughput and harmful emissions significantly in line with global targets. This implies that available resources (defined more broadly than in conventional economics) should be managed more consciously – both efficiently and effectively – in urban planning and governance. One dimension of this is a more holistic approach, within which transdisciplinary and interdepartmental collaboration identify commonalities and complementarities (or synergies) so as to avoid duplication and the associated waste and increase effectiveness. This is also a form of added value. There is also a strong equitability argument regarding resource utilisation and distribution, which falls within the Accessible attribute outlined below.

Solutions developed in economically and technologically advanced cities are often not easily transferable to urban areas in other contexts since they tend to be too narrowly based on particular local responses, be overly technical, or rely on abundant financial resources. Additionally, they may also reinforce existing inter-urban inequalities through the implicit logics built into proposed urban structures and transition processes. The key consequence of this is that an alternative range of solutions is required, tailored to the needs and aspirations of the diversity of urban areas, neighbourhoods and communities worldwide.

It may be prudent to focus on a just distribution of resources among urban areas and between them and non-urban areas globally. Such a debate linking resource flows, climate change, economy, and equity creates a wider context within which the knowledge and capacity to shape and implement the necessary socio-technical transitions of our urban structures and environments become critically important.

ACCESSIBLE Cities: Promoting efficient and equitable access to urban qualities, opportunities and services

Key concepts of ACCESSIBLE Cities are diversity of urban qualities, equitable urban access and liveability. In the current debate, densification is often promoted as the most important response to contemporary challenges of sustainable urban development. It is argued that if the globe is to be urbanized to the massive extent that is anticipated, new cities and neighbourhoods need to be dense and not sprawl out (today often informally and randomly) over unsafe locations, agricultural land, forests and areas of natural

value. Furthermore, new towns and cities must be able to implement resource-efficient infrastructure of different kinds. Many (but not all or all parts of) existing cities also need to become denser, not to grow fragile through demographic change (e.g. ageing populations), negative gentrification, cemented segregation and the like, but to facilitate the upgrading of obsolete infrastructure and provide momentum for retrofitting the building mass.

However, instead of focusing on the density of building mass, it is access to urban resources, opportunities, culture, services, greenery and meeting places that are vital. In other words, a key issue is the access to various urban qualities, only some of which are physical properties but all of which in various ways are housed in buildings, urban structures and urban space. Hence our approach emphasises both morphological (the physical shape and distribution of the city) and functional (access to resources, mobility, infrastructure and services), economic (access to opportunities), equity (equal access) and social (cohesion) perspectives.

A key concept is that of ‘qualities’, and in particular what people – the urban inhabitants – perceive as being resources, opportunities, culture, health, services, aesthetics and meeting places of appropriate quality. Another key concept is ‘access’, which refers to the possibility of utilizing or gaining entrance to something or somewhere, without necessarily having to rely on physical movement.

1.4 STRATEGIC OBJECTIVES

To fulfil its mission, Mistra Urban Futures aims to become a leading international centre for urban sustainability research and practice. In pursuit of this, the Centre is based on reflective and appropriate comparative research across traditional knowledge divides and uses selective strategic interventions on urban sustainability in international arenas.

The research will address principles and practices for sustainability transformations, which could include innovative institutional structures and practices and operational strategies, and mechanisms and processes of governance, power, and knowledge, covering issues such as effective multi-level governance, learning and sharing networks and promoting socio-spatial and environmental justice.

As detailed in the Progress Report, Phase 1 has proved highly successful in terms of lessons learnt through the challenges of establishing and operating the four diverse LIPs and the refinement of co-production methodologies and transdisciplinary practices between partners in academia and the public and/or private sectors, in diverse combinations. It has also achieved real and positive outcomes in practice, as seen in the Progress Report. Centre projects have, furthermore, attracted substantial external financing and co-funding. Indeed, it is highly appropriate that the lessons learnt and conclusions of the Progress Report serve as a foundation for Phase 2, as the Centre plans to enhance the added value in terms of substantial and original contributions to the international agenda of sustainable urban development.

Like environmental justice, gender equality is a key to sustainable development in several dimensions. Access to education, economic growth patterns and employment opportunities for women are strategic issues, recognised e.g. by the UN in the World Survey on the Role of Women in Development 2014. Gender equality is also a top priority of the European Union and the European Research Area, and research institutions are expected to address gender issues not only in structural changes of organisations but also in the content and design of research activities. Mistra Urban Futures supports this

development and is actively encouraging, ensuring and implementing gender dimension-related aspects in all its research and communication activities.

The Centre's highly distinctive twin strategic objectives are to become a leading international centre focused on delivering evidence-based outcomes that address the challenges facing cities and which make a difference in practice, and in pursuit of that outcome to establish a global research footprint and to forge strategic partnerships with selected international organisations that share our concerns and interests.

Strategic Objective I: Deliver evidence-based outcomes that address the challenges facing cities, and which make a difference in practice

The key features of the Centre are conducting research at local and global levels that contributes to increasing the efficiency and effectiveness of policy responses to sustainability challenges. The Centre will also continue to create spaces and places for interaction, exchange and learning with the aim of promoting sustainable urbanisation. This will be achieved through projects based on partnerships and co-creation methodologies.

Purposive and reflective comparative research will be undertaken across projects that are locally appropriate and also integrated by means of the research design. Drawing on themes that have emerged during Phase 1, the comparative focus will be directed towards linking thematically-related projects which are all locally appropriate within the respective LIPs. This will take advantage of Mistra Urban Futures' distinctive structure with the twin aims of mutual benefit and theoretical/conceptual advancement.

The Centre intends to undertake and communicate leading edge and systematic comparative research across two or more LIPs through locally appropriate forms of co-creation (as defined in Section 2.2 below) with diverse stakeholder groups. In addition to this, excellent local research will be undertaken, communicated and disseminated that contributes meaningfully towards increased urban sustainability and quality of life consistent with the support of LIPs and other forms of partnership linking to MUF's Fair, Green and Accessible approach. The research will pursue and conceptually enhance the Centre's transdisciplinary co-creation methodological approach. Furthermore, the successful but still limited exchanges of research and non-academic partner staff within mutual learning projects will be expanded, in response to demand and interest within some LIPs.

The main activities will comprise:

- generating new knowledge and understanding regarding the drivers of urban crises, focusing on systematic sustainable solutions and alternatives.
- delivering outputs and impacts that promote sustainable urbanisation.
- establishing sound co-creation practices that intermediate diverse knowledge and interests at the interfaces of research, policy and practice.
- developing further the research methodologies of co-design/production, especially with respect to comparative urban research,
- producing, publishing and disseminating an increasing volume of high-quality research-based publications for the respective audiences utilising transdisciplinary authorial teams.
- undertaking targeted communication.

Coherent suites of projects will be undertaken that are locally appropriate and relevant as well as enabling systematic intercity comparative research, recognising the diverse context of the various LIPs and partnerships. Some of these collaborative links became operational during Phase 1, while additional partnerships or LIPs will be established during 2015 to be in place for Phase 2.

Strategic Objective II: Diversifying the Centre's research base and forging strategic partnerships with selected international organisations

In order to demonstrate global relevance and add new value during Phase 2, the Centre needs to strengthen its research and evidence base by operating beyond Europe and Africa. Hence the Centre plans to diversify its geographical reach and deepen the expertise available to it in pursuing its distinctive ethos. Specifically, in the light of the Mistra funding decision, it expects to add two new LIPs or other strategic partnerships within Sweden (in Skåne and Stockholm) and, subject to the final funding decision by Sida one new LIP and possibly another more limited partnership in new regions overseas. This ambition poses several challenges in terms of maintaining the Centre's coherence and momentum, and will be addressed in the appropriate chapters of this Plan. New potential partnership cities outside Sweden will be identified in accordance with our agreed criteria, as elaborated in Section 3.1. Through embedded partnerships with co-funding mechanisms, the aim is to form the basis for long-term sustainability of the Centre beyond the period of Mistra funding.

The collaboration between the existing LIPs will also be strengthened during Phase 2. The themes that will be addressed will be refined by all platforms. As set out in Section 2.3, Centre-funded projects should have an international component and will be set up to permit comparative research. It will enable comparative insights into sustainability pathways and tensions in different areas within and between cities, thereby examining the extent and limitations of generalisability and scalability.

In order to promote the urban sustainability agenda globally and position Mistra Urban Futures as a key international 'go to' centre for research and advice in this field, the Centre intends to engage in selected strategic international partnerships with organisations sharing our principles and objectives. UN-HABITAT, as the UN's specialist human settlements agency, Local Governments for Sustainability (ICLEI) and United Cities and Local Governments (UCLG), and NGOs such as International Institute for Environment and Development (IIED), are among those meeting our criteria and to which our efforts will be directed. As detailed in Section 2.3 below, very promising initial activities have commenced in this regard, most notably in relation to the urban Sustainable Development Goal campaign and Habitat III process over the 2014–2016 period.

These approaches will enable the Centre to address selected leading challenges of the next decade, where it can make a distinctive contribution both locally and globally through scalable, comparative and strategic interventions. This will require the establishment and maintenance of effective research and communication partnerships between universities, city administrations and other local stakeholders deploying co-creation approaches in a reflexive manner.

To the reader, Figure 1.1 provides a schematic representation of the various elements of the Centre's strategy and approach. The core vision, mission, key urban characteristics and strategic objectives have been set out in this Chapter. The means to operationalise Strategic Objective I are elaborated in Chapter 2, and Strategic Objective II in Chapter 3.

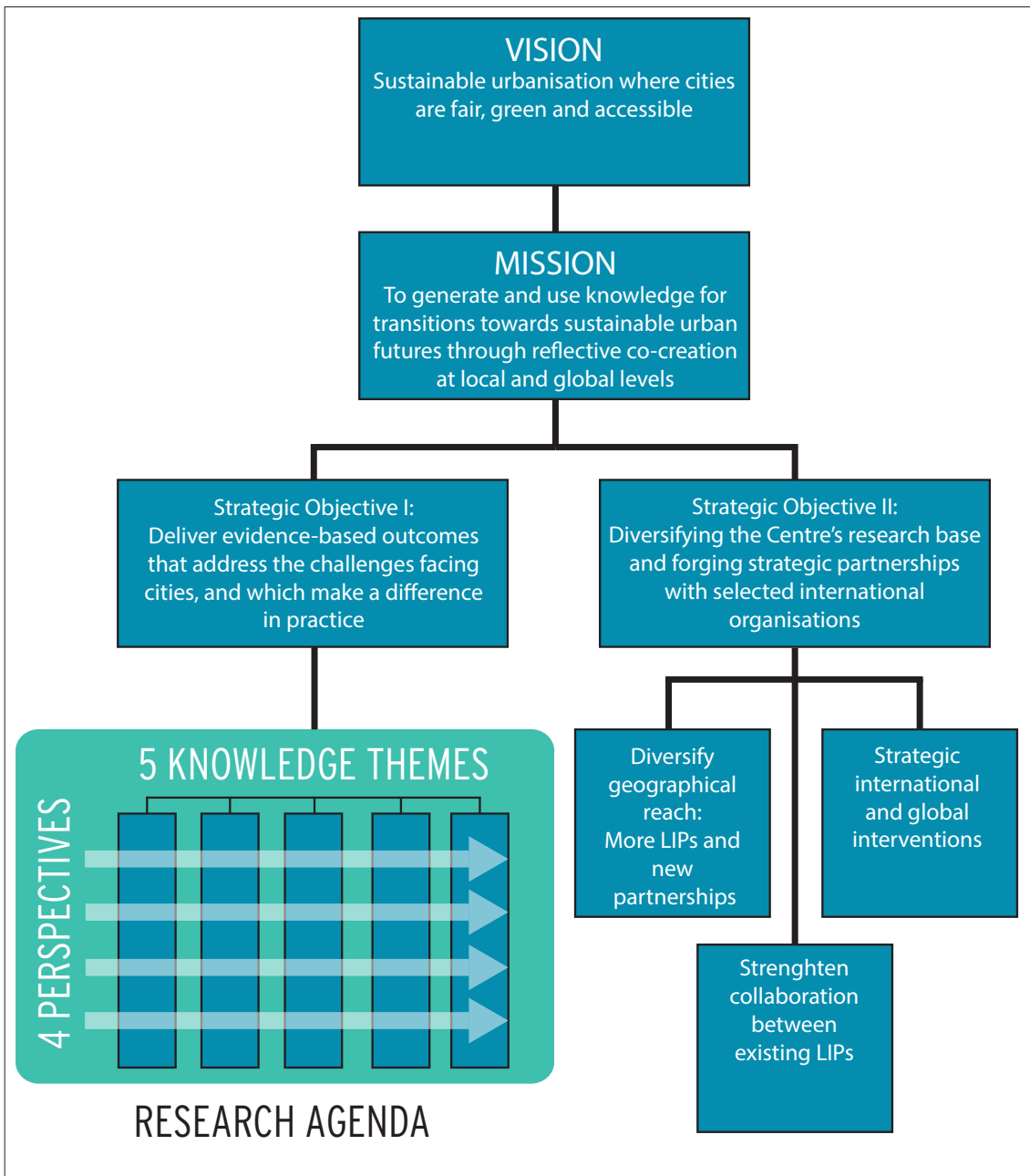


Figure 1.1. The connection between the vision, mission, strategic objectives and strategic elements of this Plan.

Knowledge and research programme

The *Knowledge and Research Programme* sets out the Centre's proposed local, global and comparative research agenda during 2016-2019. Hence, this Chapter is connected to Strategic Objective I, to deliver evidence-based outcomes that address the challenges facing cities, and which make a difference in practice.

2.1 THE RESEARCH AGENDA: CO-CREATING KNOWLEDGE TO ACHIEVE JUST CITIES

Meeting the urban challenges

The Research Agenda will address selected major challenges where MUF can make a distinctive contribution by means of cutting edge nested local and international comparative research to promote Fair, Green and Accessible urbanism around the world. The overall research aim underpinning the MUF enterprise is to generate new knowledge and understanding that support urban pathways and tools promoting transitions towards Fair, Green and Accessible cities. This entails consideration of perspectives or systemic levels that inform all our activities:

1. Socially sustainable development, from a strong sustainability perspective²
2. Discourse, policy and governance
3. Mindsets, behavioural practices and empowerment
4. Finance mechanisms and business models
5. Integrating social and ecological systems

Expressed differently, we aim to address *principles and practices for sustainability transformations*, which could include innovative institutional structures and practices and operational strategies, and *mechanisms and processes of governance, power, and knowledge*, covering issues such as effective multi-level governance, learning and sharing networks and promoting socio-spatial and environmental justice. Together, these perspectives provide for the study and questioning of institutional processes and practices as well as the underlying norms, values and power relations. These are vital for substantive exploration of the constraints and opportunities to break out of current systems to develop transformative and adaptive urban sustainability in different contexts.

The central thematic framework for Phase 2 will provide an umbrella for individual LIPs and other potential partners, providing some flexibility to match projects within each

² According to this view, ecological sustainability is seen as setting the limits for development, economic sustainability concerns the means of achieving it, and social sustainability is the objective.

knowledge theme to local circumstances and priorities within an overall coherence for the Centre. Questions which have evolved from Phase 1 and that build both on the main challenges in promoting sustainability and on the basic principles of Mistra Urban Futures are:

- How can towns and cities undertake adaptive transformations towards sustainability in order to cope with climate/environmental change, globalisation and other shocks?
- How can sustainable cities grow without sprawling and compromising future land and resource needs?
- How do we achieve social integration, community and citizen engagement?
- How can urban qualities and values be developed with cultural actions as the driving force?
- How can urban environmental values and ecosystem services be retained and developed? How can behaviour be changed into sustainable urban lifestyles?
- How should policy and governance systems change to facilitate transitions?
- How can entrepreneurial collaboration contribute to sustainable urban futures?

To address these questions during Phase 2, Mistra Urban Futures will continue to reflect on and refine five knowledge themes that emerged from the work programme mainly at GOLIP in Phase 1. These are:

1. Sustainable spatial urbanisation and urban qualities.
2. Urban social sustainability
3. Integrating social and ecological systems
4. Sustainable urban lifestyles.
5. The role of enterprise and civil society in sustainable urban development.

The aim is to use these themes to support a deepening and theoretical enhancement of progress made, which will be developed further in collaboration between the LIPs. New and original insights will be welcomed and incorporated from the international collaborative programme which may suggest an evolution of the existing themes. An international framework, building on these themes, will be developed to constitute the crucial links between the strategic objectives explained in Chapter 1 and the actual research programme. This will represent the Centre's systematic approach to the innate complexities involved in research on transitions to sustainable urbanisation and urbanisms in different contexts. It will assist the Centre to address the key challenges by means of pathways through the multidimensional, diffuse and at times divergent discourses and policy approaches to urban sustainability, resilience, mitigation, adaptation and transformation. Thematically-focused joint identification and research on locally appropriate projects and processes by the relevant partnerships within each LIP will enable the Centre to produce robust and comparative evidence-based outputs addressing urban challenges in order to make a positive difference in practice. As indicated in Section 2.3 below, considerable collaborative planning towards this end has already been undertaken since the Strategic Plan was submitted.

The initial GOLIP-initiated themes are outlined in the following passages.

Sustainable spatial urbanisation and urban qualities

This concerns the central issue of urban space in relation to sustainable development. More specifically it concerns how space can be structured and shaped through built form

and landscaping through the practices of urban planning and design as a means to support and direct social, economic and ecological urban systems. It includes the area of spatial and cultural design. Vital variables of spatial form in this sense are accessibility, density and diversity, which all through the design of space can be made to define, structure and relate to urban phenomena and processes in the direction of more sustainable trajectories. An essential issue here is the distribution and design and availability of public space.

Spatial form represents an intermediate system, within which we see the need to develop new knowledge, especially in collaboration with professional practice so as to advance further the expertise in urban planning and design in this respect. This may concern more advanced modes of modelling spatial form, such as network modelling or more imaginative approaches to the measurement of the spatial variables of distance, density and diversity.

However, it also concerns the development of a greater understanding of how spatial form of this kind influences and conditions a great variety of urban systems and social, economic and ecological processes, such as social cohesion and segregation, economic markets and property prices, CO2 emissions and ecosystem services as well as cultural identity, practices and exchange. All these are naturally interdisciplinary endeavours but their inherent transdisciplinary character is important due to the need to align such attempts closely with professional practice and societal relevance.

An essential dimension here is also the ability of the built fabric, such as landscape, street systems and individual buildings to carry knowledge in the sense that they reflect and embody experience and memory of human behaviour and practices. This argues for a deeper understanding of older urban environments that go beyond historic heritage and constitute a substantial contribution to sustainable urban development.

Key research questions include:

- How can notions such as ‘quality’ and ‘access’ be reconceptualised and concretised to facilitate more dynamic and constructive approaches to urban density?
- How can accessible cities (as defined in Section 1.3) be shaped without endangering green urban environments, ecosystem services and urban biodiversity; encroaching on socio-cultural space; or creating barriers that reinforce segregation?
- How can enhanced accessibility in this sense, facilitate and increase access to green areas and support and enhance the sustainability of socio-ecological systems in cities?
- How can urban planning and design from a broader understanding of concepts such as access and density contribute to more just distributions of public and private resources and amenities in cities?

Urban social sustainability

The great transformation of our time, the amalgamation of the local with the global almost everywhere, demands new modes of urban governance and management appropriate to local contexts. Increased variety and diversity of the population as well as the complexity of social issues are changing the prerequisites for social sustainability. The uneven development of globalisation, the transformed character of migration, increasing urbanisation pressures and often sharpening inequalities are threatening to undermine urban integrity and have already turned some city districts into arenas for social conflict.

Key research questions include:

- To what degree is inequality manifest in different urban structures and how can these structures be understood, developed, built and managed differently to reduce unfairness and to strengthen access and social inclusion? How can urban practice (re)shape visions and realities towards fair cities?
- Which factors could be considered decisive for the direction in which cities are heading and what roles do public involvement, dialogue, participation and influence play in creating more sustainable cities? What mechanisms are needed for capacity-building, citizen empowerment, governance and finance?

The overall objective of the theme is to produce knowledge and understanding of and approaches to fair and socially sustainable cities where social exclusion is reduced and social inclusion prioritised. The point of departure is the growing disparities in health, childhood living conditions, income, conditions of employment and working conditions and in participation and influence over everyday life and the social development that characterises many cities countries. The theme analyses the underlying causes and aims to present proposals for an approach and policy measures to achieve fairer cities.

Globalisation, urbanisation and migration are three interlinked processes that drive this unequal development. This social transformation is furthermore creating new and diffuse power structures in which decisions and influence in a growing number of issues are gradually being transferred from the state level and formal political sphere to more network-based and sometimes privatised structures of governance at all levels. The precise drivers vary among countries and regions and the extent of democratic influence is as variable as within official political institutions and processes. Influence often tends to be strengthened for those who already have power. This increases exclusion and marginalisation, leading to the continued widening of differences in power and living conditions.

One aim for the theme is to identify conflicting goals inherent in simultaneously trying to satisfy requirements for socially sustainable urban development and to provide attractive investment arenas for international capital. One particular area of interest is the local effects of the state's changing role and associated novel forms of governance. In this regard, previous projects pointed to various coinciding interests in dealing with urban challenges as regards sustainable development and the growing risk of urban conflicts. The uneven development and increased social polarisation not only affect the city residents who are hardest hit by social transformations – those who have to cope with insecure working conditions, shrinking incomes and rising living costs – it is also an issue in which industry, commerce, universities, regional administrations, surrounding municipalities and the city council have a stake. Accordingly, there are common gains to be made from reversing the trend and pushing towards more equitable cities that are fair and socially sustainable.

[Integrating social and ecological systems](#)

Urban areas constitute deeply integrated economic, social and ecological systems expressed through spatial form (urban morphology) that is developed, maintained and modified through complex combinations of formal institutions (both public and private) and individual and collective actions, both formal and informal. Urban structure, function and regulation reflect the underlying power relations among the respective stakeholders over different time periods and in different city districts. Generally, economic and technical

influences have outweighed social and environmental/ecological values and functions, contributing to social alienation and environmental degradation. A key prerequisite for adaptive transformations towards sustainability is promoting more holistic and integrated approaches to address the tensions between economic efficiency and social and environmental justice.

Analytical approaches to sustainability such as socio-ecological systems that address the fundamental integration between human and environmental dimensions hold considerable promise for generating knowledge and understanding that can increase urban socio-ecological resilience, given the array of challenges facing cities around the globe, such as climate change, energy scarcity, loss of ecosystem services as well as social conflict and financial volatility. In this context, socio-ecological resilience means the capacity to absorb and utilise shocks, reorganise and continue to develop without losing fundamental sustaining values and functions.

Key research questions include:

- How do urban economic, social and ecological systems interact with each other and with the urban landscape of buildings, open space and green areas?
- How do we design urban forms and institutions that integrate and support a resilient production of ecosystem services and conventional urban services in cities over time without jeopardising economic viability?
- How can systems of intervention, such as spatial form and institutions, structure and direct urban socio-ecological and socio-technical systems in trajectories towards sustainability under different political conditions?

Sustainable urban lifestyles

The lifestyles of the majority population in high-income countries have clearly developed in a non-sustainable direction. Growing consumption volumes cause further increases of ecological impact through, for example, increasing greenhouse gas emissions. Research also indicates that this increase in consumption does not translate into gains in well-being. Moreover, the growing urban middle classes in low and middle-income countries are typically copying these unsustainable lifestyles.

The dominant western lifestyle can be viewed as a regime which is upheld by social norms, habits, and commercial interests. Consumption-oriented lifestyles fit well into the growth paradigm of economists, while policy makers and planners have very limited toolboxes for affecting lifestyles in more sustainable directions. But post-material and pro-environmental values also generate alternative practices that challenge the dominating regime. Some of these new niches can potentially facilitate low-carbon urban lifestyles as well as generate other benefits such as increased health, well-being, social capital and economic sustainability. These niches can be both technological and social (for example, norm-breaking practices) and they can be found in various lifestyle domains.

Key research questions include:

- Which urban lifestyle niches have the potential to reduce environmental impact, enhance social cohesion as well as to support cultural dynamics and economic robustness?
- Which are the key success factors for these niches and how can local, regional and national government support their expansion?

From a planning perspective it is also crucial how urban planning and design, as well as urban governance, can contribute to creating additional opportunities and incentives for urban settlers to make appropriate choices. Planning and design coupled with behavioural changes may be a way forward?

The role of enterprise and civil society in urban development

In order to achieve sustainable urban development goals, collaboration between public and private sectors, as well as civil society, is of increasing significance to towns and cities worldwide. The inclusion of different aspects of environmental and social sustainability goals is one important driver but the inclusion of different economic goals (e.g. growth, export revenues and job creation) adds to increased complexity. Since many of the solutions needed to meet environmental and social challenges have the characteristics of wicked problems and demands innovation, development of markets and different forms of business models, collaboration with the private sector is a key component.

Although many cities are in the process of developing capacities to facilitate corporate growth through urban development activities, the complexity and rapid development of knowledge makes traditional contract-based solutions insufficient and for many purposes inadequate. There is a need for deeper and more prolonged forms of collaboration where public and private sector entities explore issues together in order to find a common understanding of both the problem and feasible solutions. Such collaboration also constitutes an important form of knowledge development and knowledge transfer. While this brings new possibilities to address complex challenges, the approach itself is demanding and contains numerous difficulties that can be detrimental for the end result, as existing public-private partnerships for construction projects or service delivery in diverse urban settings have already demonstrated. Examples of such challenges include the need to understand how public and private sector activities and investments can co-produce sustainable urban development without prioritising special interests over democratic values, local conditions and fair competition.

The perspective of economies of scale would be a further interesting perspective, that is to say that future cities may build even further on the green economy, including both the private and the public sector. The term ‘green technology’ is widely used, but a central question is how the economy of a city (region, country) could be transformed into a ‘green economy’. Furthermore, the areas of participatory democracy and social enterprise are of central relevance. We need to move from ‘triple helix’ to ‘penta helix’, that is to say: In addition to the public and private sectors and the academy, civil society representatives and inhabitants need to be included. The concept of ‘co-creation’ attempts to answer to this challenge.

Key research questions include:

- How, when and why do cities, private firms and/or small/informal enterprises, as well as civil society, engage in close collaboration and what kind of practice in terms of forms of organisation, methods and tools are successful under different conditions?
- How can the risk of underperformance, corruption, holdup situations and privileged access be minimised?
- What capabilities do cities and the diverse range of enterprises and livelihood activities need in order to collaborate and create tangible real values for different stakeholders and how these challenge traditional values, roles and professions?

- How can sustainable futures be created with incentives for ‘green jobs’, ‘green markets’, ‘green leases’, etc.?
- How can participation and co-creation with civil society relations be used to achieve the objective of socially sustainable – or just – cities?

2.2 METHODOLOGY: CO-CREATION METHODS AND APPROACHES

In order to better address the complex and contested nature of sustainability, the hegemony of neoliberal governance and the current segmentation of policy-making and planning, it is necessary to break the dominance of the linear model over more participatory and inclusive science–policy relationships. There is currently a mismatch between critical urban challenges and the ability to develop research approaches that are tailored to address them.

During Phase 1, co-production through transdisciplinarity, was instituted as the Centre’s flagship methodology, which has been studied in itself and the experiences documented in some of Mistra Urban Future’s major publications. Transdisciplinarity refers to different types of knowledge production for societal change based on in-depth collaborative processes that integrate knowledge from different disciplines (interdisciplinary) with values, knowledge, know-how and expertise from non-scientific sources (Polk, forthcoming). During Phase 2, the Centre intends to continue refining and enhancing this approach both conceptually and practically, for instance, by emphasising the more holistic approach of co-creation in starting the process from the very conception and preparation of individual projects and programmes and continuing through to adoption, communication and publication of eventual findings. The description here is a brief introduction. The results and experiences in this field are related in the Progress Report. In addition, an in-depth analysis can be found in the MUF book recently published: *Co-producing Knowledge for Sustainable Cities – Joining Forces for Change* (Polk ed., 2015).

One could say that ‘co-creation’ is ‘co-design, co-production and co-implementation’ combined. This could be expanded to include ‘co-initiation’ and ‘co-analysis’ at either end of the process. This is not to say that co-creation is the only way to arrive at appropriate knowledge for sustainable urban development. Rather, the point of distinction and departure for this Centre is to understand how co-creation provides part of the answer to how to address and handle complex societal problems in cities.

In the independent outcome studies that were carried out for the Mid-term Review process, the co-production of knowledge as a process and a methodology received considerable support from cities and public authorities, which pointed at a significant value added for policy-making and local government decisions. The Centre recognises that co-creation is not a single method but a methodological ethos which can be implemented in different ways. It is a means to an end – our hypothesis is first, that through working collaboratively with all relevant stakeholders at different points in the knowledge cycle we can generate better/more useful/more easily implementable knowledge. Second, with citizens, community-based organisations (CBOs) and non-governmental organisations (NGOs), more democratically sanctioned and fair knowledge can be developed, and third, through deeper exchange between the global South and North we can advance more

sophisticated and contextually relevant knowledge not immediately founded in established technologies and practices of either. The acid test is ultimately, therefore, whether such co-creation does prove to be a ‘better’ and more sustainable way of knowledge production than more traditional forms. Problems and limitations also need highlighting so as to avoid ‘magic bullet’ fallacies.

Key questions in this regard relate to scale and transferability of knowledge and understanding, as well as the difficulties of achieving workable compromises when full consensus proves impossible. Thinking and acting ‘outside the box’ is needed to achieve paradigm shifts as required for transformation when all participants are inside their respective boxes.

In keeping with the more central focus on comparative research in Phase 2, the methodology will build on comparative work in Phase 1, notably the international pilot project GAPS.³ The Centre has identified the need to:

- locate itself in the context of cutting edge urban research;
- develop core activities in each LIP that are shared and specific to Mistra Urban Futures;
- understand how a global comparative programme is translated in different contexts and with what results;
- undertake activities that enable stakeholders to shape, formulate and ‘co-create’ the work and have genuine influence and participation, whilst remaining comparatively viable;
- deliver ‘impacts and outcomes’ that are valuable to local stakeholders in different contexts and produce knowledge that can be generalised at a more global level;
- be clear about added value of doing this together rather than in isolation.

The aim of co-creation is to help academic researchers, urban planners, policymakers, non-state and community groups as well as the private sector to work together to integrate different types and sources of knowledge in urban areas, thereby making themselves better equipped to solve urban problems and act as coalitions for change. This approach combines different types of knowledge about urban planning, lifestyles, and research to increase the social relevance of the evidence produced.

This is combined with ‘double-loop learning’, which means learning from the experience of co-creation, the methods and approaches for co-creating knowledge for urban change. These approaches should balance, so that neither is allowed to grow at the expense of the other.

Co-creation at Mistra Urban Futures is built on financial, communicative and organisational co-operation beyond the individual projects. The research projects are the fundamental activity, but the general, overarching activities at each of the platforms and jointly for the whole Centre create the specific conditions for the success of the projects.

An essential point of departure is to build trust and strengthen the relationships. Co-creation of knowledge requires a great deal of trust for research, agencies and stakeholders to be willing to take the risks involved in this process⁴. Considerable effort was put into building this during the initial phases. We aim to continue on this path with persistence. The Centre builds on the common insight of what MUF is and the challenges that cities face, and on common interest and common challenges. Co-creation means both to learn

³ Governance and Policy for Sustainable Cities

⁴ See Progress Report pp. 35-40

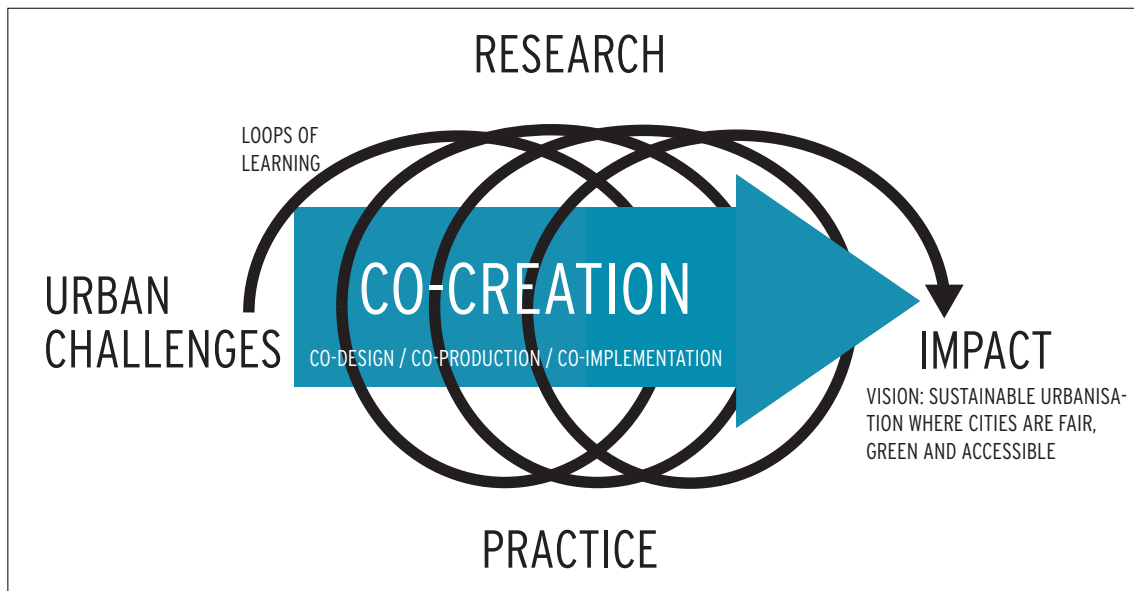


Figure 2.1. An illustration of the principle of ‘co-creation’. Researchers and practitioners co-design questions, co-produce knowledge and co-implement & communicate in a participatory process throughout. Researchers bring their findings and practitioners their experience to the process which then feedback to both research and practice, with the aim to have a positive impact on society.

from each other and to learn with each other.

When applying the principles of co-creation, it is fundamental to do this in a reflexive manner. A series of questions should guide this:

- What is the potential for different types of co-creation to contribute to changing the institutional norms, assumptions, and rules of play that guide policy-making and planning?
- What types of reflexivity are specifically needed for understanding the particular processes and outcomes of researcher initiated co-creation, which include considerations of the normativity of knowledge production and societal change?
- What skills do practitioners and researchers need to populate the “missing middle” and to engage with new forms of university-practice collaboration?
- How can we facilitate learning about the processes or the ‘how’ of knowledge co-creation?
- What institutional conditions need to be fulfilled for successful researcher initiated co-creation?
- How can transdisciplinary research centres and their impact be fairly evaluated?

2.3 STRUCTURED INTERNATIONAL COMPARATIVE URBAN RESEARCH

A particular strength of the Mistra Urban Futures’ learning network, consisting of LIPs and partners, is the potential for North-South mutual learning across different contexts. This also provides the ideal platform for broader communication of our findings, tools and methods for promoting transitions towards urban sustainability elsewhere – our unique selling point and an essential requirement for fulfilling our mission.

In contrast to Phase 1, where comparative research came to be undertaken essentially *post hoc* and by means of discrete ‘international’ projects, in Phase 2 it will be integrated holistically with ‘local’ projects as part of the Centre’s *raison d’être*. Hence the current project and budgetary separation between LIP-specific and joint activities will be replaced by project specifications and budgets that situate the local in comparative perspective and where project research teams will undertake both elements.

This does not require that all LIPs or partners undertake identical projects simultaneously as if under controlled laboratory conditions to ensure replicability. Given the uniqueness of each city and its context, this would be impracticable. Instead it means that within our thematic framework and the knowledge themes identified earlier in this Chapter, locally appropriate projects identified by two or more LIPs/partners within the same theme or focus, and which could potentially be different in nature, would be planned and undertaken with the systematic comparative dimension as part of the project design in each case. It will require the research teams to communicate and share perspectives throughout the respective projects’ life cycles – internationalising the co-creation process up to a point.

This process will add value and generate more generalisable lessons and insights than obtainable from individual studies. It will provide international perspectives on tools for cities to manage complexity and to bring different interests together, especially in terms of urban governance implications. Similarly, it will enable comparative insights into sustainability pathways and tensions in different areas within and between cities. The conceptual side of this requires attention to theories of change, embracing issues of behaviour change, transitions and cultural change, and their implications for future research agendas, organisation of research and the roles of universities in transdisciplinary research.

Syntheses of knowledge, evidence and ‘states of the art’ will be one way of building the network and a basis for further project development. These could be initiated by the platforms as well as the Director and Deputy Scientific Director.

The ongoing and planned research activities at the different LIPs are introduced below and will be formulated in greater detail in 2016 in order to harness and make visible local learning and undertake bridging activities to Phase 2. An indication of current provisional intentions as formulated during the Strategic Plan process can be found in the supporting document, ‘Provisional indicative Phase 2 project plans’. Considerable collaborative work through intensive workshops involving the Secretariat and LIP directors has been undertaken since submission of the Strategic Plan, focusing on fostering a shared understanding of how to operationalise the ‘big picture’ of the Plan into practicable components and comparative projects. Once this process is complete, a supplementary document outlining its key features and mechanisms will be published alongside this revised Plan on our website.

Bridging from Phase 1 to Phase 2

Phase 2 will hold true to the Centre’s original conception, unchanged since its establishment in 2010, of researching the ‘what’ and the ‘how’ of urban sustainability transformations.

Existing projects will be taken forward in three different ways. First, some projects will *deepen* core themes and critical issues that have emerged through Phase 1, particularly where they represent best fit between the vision, mission, urban attributes, concepts and the Centre’s five specific knowledge themes. This includes, for instance, work on urban governance, food, urban ecology/green infrastructure, resilient creative communities and comparative learning about the role of universities in urban development. This also

includes the testing or adoption of approaches developed and utilised successfully in other LIPs.

A second category will *develop and add value* to existing projects through comparison with the other LIPs and other cities. Examples may include co-writing about different projects that have already been funded, such as digital tools in sustainability (Urban Games, GOLIP/On the Platform, GMLIP), creative interventions (research exhibitions, GMLIP/GOLIP/CTLIP) or spaces for community-based development (GMLIP/KLIP/CTLIP).

A third category will *extend* existing work in new directions and be externally funded, with only small amounts of funding as per the model described in Section 6.2. Examples include GMLIP's recent successful bid to the UK Engineering and Physical Sciences Research Council (EPSRC) on digital transformations and food austerity and a successful bid to JPI Heritage Plus on Cultural Heritage, jointly with GMLIP and GOLIP. CTLIP's recent successful bid to ESRC/DFID on governing food systems through an examination of the relationships between the dynamics of urban poverty and its governance for poverty reduction could also be included in this category.

Key criteria for new projects

Phase 1 was designed so that its projects would, as far as practicable, be completed by the end of 2015. The final year of many of them will therefore post-date the Progress Report submitted to the Mid-term Review. Hence their conclusions, final outcomes and outputs will be communicated through the established channels. New local projects and activities funded or co-funded by Mistra Urban Futures should be consistent with the MUF mission, vision, strategic objectives and at least one of the Phase 2 knowledge themes. Accordingly, they should:

- generate credible new knowledge and/or theory on the drivers of urban challenges with an eye on systemic solutions and alternatives;
- deliver outputs and services based on new knowledge about the unique dynamics of urban development; and
- establish a sound practice of intermediating diverse knowledge and interests at the interfaces of research, policy and practice.

These projects should also be:

- locally identified as important and relevant to the partners, and be backed by at least two partners;
- designed to yield results and principles that are potentially relevant and scalable beyond the individual city;
- amenable to the Centre's reflective co-creation approach and based on in-depth collaboration between main stakeholders; and
- undertaken in liaison from the outset with other LIPs that might wish to pursue a parallel project so that the potential for comparative perspectives is achieved,⁵ or
- jointly designed across some or all LIPs to experiment with other internationally comparative co-production modes.

⁵ These would need to be negotiated and agreed in advance, sometimes through systematic scoping exercises if the potential is not immediately obvious from Phase 1 or elements in this Strategic Plan, and will be detailed in the respective annual local activity plans (see below in section 2.3).

Furthermore they should:

- support the strategic and operational goals of the Centre;
- capture needs and knowledge connected to a specific urban problem, from the point of view of practice, industry and research;
- clearly identify recipients within practice and research; and
- produce usable and implementable results.

Purely local projects that do not add value in terms of several of the above criteria would not be appropriate, although not all LIP partners need necessarily be actively engaged in the comparative dimensions.

Gothenburg Local Interaction Platform (GOLIP)

At GOLIP, 24⁶ projects are running during 2015, several of which comprise a number of sub-projects. However, all current core projects will end by 31 December 2015 at the latest, as concerns present commitments by the Centre. On the other hand, some projects which have mainly external funding will continue past 2015. Some projects have already evolved past Centre financing, and others may do so during the course of 2015. These will, of course, continue into 2016.

Future projects will build on the accumulated experience and lessons learned from the large number of projects that have been conducted to date. The projects in general build on the challenges that the GOLIP partners are facing; hence they have attracted substantial co-financing in kind, as well as additional cash financing from the partners and funders (both research and non-research). The experience so far has been condensed and fed into the research questions and knowledge themes presented in this Plan.

This process will be carried out together with the local partnership, and in consultation with the other LIPs. As a result of lessons learned, two aspects will be emphasised further in the next Phase: Firstly, the new projects will need to be set up to allow international comparison and to contain an international component. This should notably involve one or more of the other LIPs or partnerships. Secondly, projects will also be set up to deliver both peer-reviewed academic and policy-related publications (such as policy reports and policy briefs).

New projects will be developed in consultation with the other LIPs, and will build on and develop the results and experiences from projects in Phase 1. Of particular interest are the main GOLIP projects, most of which to a large extent are internally financed:

- ‘Divided city’
- ‘Urban station communities’
- ‘Knowledge on and approaches to fair and socially sustainable cities’ (KAIROS)
- ‘Well-being in sustainable cities’ (WISE)
- ‘Business in sustainable urban development’ (BISUD)

An important objective is to develop the themes within the framework of the collaboration which is being built with Stockholm and Skåne, not least benefiting from the former’s internationally recognised expertise in social-ecological systems. However, the themes from Phase 1 do not preclude new initiatives and responses to evolving urban challenges, especially those including more stakeholders such as civil society. For instance, areas that should be developed are housing and planning for a socially integrated city region.

⁶ Subject to finalisation of funding decisions that are still pending for certain projects.

The local research programme will be developed during 2015 and 2016 in a process which will include all partners. The key player in this process will be the GOLIP co-ordinators' group (see Chapter 5⁷) led by the GOLIP Director, supported by the Deputy Scientific Director of the Centre. The intention is to form process groups for each new knowledge theme that will consist of researchers from all relevant fields, and practitioners from all relevant partners. The process also needs to be conducted in consultation with the other LIPs in order to ensure that the bulk of the new projects will contain an international element and set up to be comparable.

During this process leading up to 2016, as well as during Phase 2, it is essential to stay open to new developments and to maintain a constant readiness to address the main urban challenges as they evolve. The essential aim is to provide relevant knowledge to meet these challenges that will make a difference to the urban population. The set-up of the GOLIP partnership, which should be further developed and enhanced, is aimed at recognising and capturing new developments and the constantly changing urban context. The Centre must not be insensitive to local and national political developments, like the rise of the xenophobic extreme right in Sweden, and indeed international, such as migration. It should rather seek the knowledge within the field of sustainable urban development that could serve to counter that development.

Greater Manchester Local Interaction Platform (GMLIP)

Key findings from Phase 1 in the GMLIP concern the relationship between formal and informal governing arrangements and the ways in which alternative forms of socially just, ecologically sound and economically viable urbanism can be supported in Greater Manchester. In November 2014 it was announced that Greater Manchester will become the first city-region outside London to have increased devolved powers and a directly-elected mayor. This context means that Greater Manchester is setting the template for other city-regions across England. The challenge is to ensure that the strengthening of city-regional governance goes hand in hand with social and cultural revival, is well understood and supported by citizens and adheres to the ideals of ecological and social justice. This means that issues of urban governance, urban knowledge and urban change are central to the GMLIP's future work programme.

We know these are shared concerns across research and practice from our GMLIP partner meetings, through engagement embedded across our platform, for instance:

- The Greater Manchester partners' group in September 2014 (Greater Manchester Low Carbon Hub, Creative Concern, Greater Manchester Centre for Voluntary Organisations, Social Action Research Foundation and University of Salford)
- Two broader stakeholder meetings in December 2014 and January 2015 (including local authorities, citizens groups and community organisations)
- A reflexive workshop in July 2015 with GM partners and academics.

The GMLIP's underpinning research programme emphasises the need to rethink urban governance and change processes in order to interrogate and reform the principles and practices for sustainability transformations. Academics and practitioners have agreed two local priorities for Phase 2.

⁷ Consists of representatives of the Gothenburg Consortium and the Associated Partners – in all, nine co-ordinators.

1. The first is to extend understanding and practice around governance, community and citizen engagement, which relates to the Centre themes concerning mechanism and processes of governance, power and knowledge.
2. The second priority is to manage tensions between social and environmental justice, advancing critical thinking and practice around the core urban attributes of Fair, Green and Accessible cities.

The GMLIP's programme of work for 2016-2019 will explore synergies with GOLIP and other international LIPs specifically around urban social sustainability, integrating economic, social and ecological systems and sustainable urban lifestyles. In addition, all partners are committed to advancing understanding and practice of co-creation through creating spaces and places for interaction, exchange and learning to inform more sustainable urbanism. The value of this approach was evidenced strongly in the GMLIP's independent Phase 1 Outcome Study. The GMLIP suite of projects to 2019, like all LIPs, will provide a fertile context for contributing to the MUF vision of Fair, Green and Accessible cities through considering the relationship between urban forms and infrastructures, discourse, policy and governance and mind-sets, behavioural practices and empowerment. In order to build a coherent programme, continued activities from Phase 1 and new activities will be recombined into a suite of potential projects.

The purpose of Mistra Urban Futures' investment is to build capacity for addressing complex, often contested urban problems. Alongside generating shared understandings of challenges and issues in sustainable urban development, the GMLIP programme of work from 2012-2015 was designed to have lasting impacts on the partnerships, networks and infrastructures in the city-region. A central task will be to maintain this infrastructure and collaborations in order to build long-lasting capacity – or 'structural capital' (see Section 3.2) within Greater Manchester to build on the investment post-2019. This requires continued funding for staff, meetings, interactions and dissemination, such as through *On the Platform* website. The first phase projects and lessons learned in 2015 will also determine the suitability of and format for continuing different aspects of the work.

A new GMLIP activity will be to develop and support a doctoral PhD cluster working on Mistra Urban Futures themes. The scale and scope of this endeavour is dependent on external funding bids (see also Sections 3.2 and 6.3). A key strategic objective of GMLIP is also to draw on UK Research Council funding, specifically the Economic and Social Research Council (ESRC) and to develop funding projects to support the Mistra Urban Futures research programme.

Kisumu Local Interaction Platform (KLIP)

Since inception in 2010, KLIP has implemented two pilot themes with several activities to address the aspects of sustainable urban development through the philosophy of Fair, Green and Accessible urbanism (formerly conceived as dense) with a key focus on:

- Integrating exploratory initiatives into ecotourism and market places
- Promoting knowledge and technology transfer as well as capacity building for the local communities, partnering with academic institutions of higher learning, civil society groups, County Governments via various mechanisms such as KLIP Day Event, symposia, conferences, workshops and systematic postgraduate training.
- KLIP will similarly initiate joint collaborative project activities with other LIPs to expand the landscape in private-public-academia collaboration in promoting sustainable urban development.

Important innovative findings have been established, pointing towards a focus on poverty alleviation and food security in the context of sustainable urban development. Similarly, utilities, services and prototypes have been developed and founded on knowledge-based systems for the advancement of urban sustainability. Going forward, the KLIP Trust⁸ will continue to address the urban challenges within Kisumu and its environs through well-structured co-creation, dissemination and application of knowledge for sustainable urban development. In particular, KLIP will address itself to the following three broad areas:

- Sustainable livelihoods
- Socio-economic, ecological and technical nexus in the context of climate change
- Research school for sustainable urban development in the context of the triple helix in getting the students to undertake their research and academic work under private-public-academia discourse, thereby also strengthening the student's skills and capacities.

The first two of these integrate research themes 3 and 5 for Phase 2 (see Section 2.1). It is envisaged that, through further refinement and development of initiatives already identified in Phase 1, KLIP will be able to focus on the co-creation research agenda, activities geared towards the promotions of better community livelihoods. The sustainable livelihoods as one of the priorities of KLIP in Phase 2 has been reviewed and aligned to the MUF enterprise in generating new knowledge and understanding urban pathways and tools promoting transitions towards Fair, Green and Accessible cities.

In order to drive these initiatives while increasing KLIP's research capacity, momentum and flexibility, as well as the calibre of research outputs, a key innovation for Phase 2 will be the appointment of two fulltime postdoctoral researchers. Ideally, one will be based at a university and the other within the City of Kisumu as an embedded researcher to enhance transdisciplinary practice. To date, the KLIP researchers have all been serving academics having to manage their research time to fit around heavy teaching and administrative loads.

The involvement of the local communities in many sites has been a breakthrough, thus making the Triple Helix concept better understood. KLIP will continue with this participatory approach and involvement of the local players in the research agenda and project activities.

Cape Town Local Interaction Platform (CTLIP)

The CTLIP, anchored in the African Centre for Cities (ACC), will continue to generate research and practice outputs that integrate our concern with the principles and practices of sustainability transitions, as well as mechanisms and processes of governance, power, and knowledge, in accordance with both the MUF research agenda as well as the mission of the ACC.

The CTLIP activities in Phase 1 have been shaped by a dynamic interplay between the strategic goals of the ACC, the knowledge and policy imperatives of the City of Cape Town, and the strategic objectives of Mistra Urban Futures. These will continue to shape partnerships and activities in Phase 2. In addition to general project criteria, Sida-financed projects will aim specifically at strengthening durable knowledge institutions and networks in Africa to undertake urban research, training and advocacy. These projects will also undertake targeted advocacy in Africa, the global South and globally, at all levels

⁸ Represents a broad range of stakeholders, see also Progress Report

of urban action. Both these sets of activities (local and regional) are directed at generating evidence based outcomes, whilst forging strategic partnerships to foster change in the urban policy, governance and scholarship landscape.

The suite of projects constituting the CTLIP has, for historical reasons, cut across the activities of the ACC (as an intermediary organisation). By definition therefore, these activities will all continue beyond 2015, with a focus on deepening core themes, developing and adding value to existing projects and developing projects in new directions through extended research questions; new partnership and sectoral foci. The activities of the ACC pivot around the following key concerns, which will continue to be shaped by their rationale:

- Conducting research that contributes to increasing the efficiency and effectiveness of policy responses to sustainability challenges.
- Achieving this through projects based on partnerships based on co-production methodologies.

The suite of activities outlined in the Centre Operational Plan 2015 constitutes processes rather than activities with firm start and end points. The intention in Phase 2 would be to build on the strengths derived from Phase 1 (the external evaluation of the Knowledge Transfer Programme, KTP, included in the Progress Report summarises these strengths). Tracking the effectiveness of the KTP through an assessment of policy impact; as well as changing the variables (including the extension of stakeholders engaged to include parastatals, NGOs, other universities and departments) in the current urban experiments, are seen as ongoing priorities to ensure that research questions are thoroughly addressed and built upon. It is only through an iterative process that a body of evidence can be built up to make correlations and draw conclusions about efficiency and effectiveness in policy processes, and thereby contribute to rigorous scholarship and development of theory and indeed distinctiveness.

Projects (processes) that will be ongoing beyond 2015 include:

1. Knowledge Transfer Programme: During Phase 1, the policy themes that were covered through both the embedded researcher programme and the city officials exchange cut across the Fair, Green and Dense/Accessible cities focus areas. In the second phase, a focus on transit-oriented development (TOD) (the City of Cape Town's new top priority) and ecological infrastructures and human settlements will diversify the partnerships for the co-production of evidence-based outcomes. The thematic areas that will be engaged include questions within the focus on sustainable spatial urbanisation and urban qualities; urban social sustainability; and integrating economic, social and ecological systems.
2. Africa Regional Peer Learning, Knowledge and Dissemination Programme: The AURI network focuses on building strategic partnerships across the continent to support the fostering of productive governance systems to address urban poverty. Urban social sustainability lies at the heart of this endeavour.
3. Contributing to Urban Debates in South Africa: The dissemination of evidence-based research is considered a key factor in building committed and purposive partnerships. Mechanisms for disseminating could be deepened in Phase 2, and will continue to focus on themes that cross-cut all 5 of the knowledge themes identified in Section 2.

4. CityLab Programme: The extension of the CityLab Programme to the TRUP site integrates human settlements with ecological infrastructure, and as such, Theme 3, managing the tensions between economic efficiency and social and environmental justice lies at the heart of this new focus.

Details of these programmes to date can be found in the Progress Report and the supporting document to this plan, 'Provisional indicative phase 2 project plans'.

Structure and partnerships

Building on the achievements and successes of Phase 1, this Strategic Plan represents the Centre's increased ambition to scale up and out its activities and to maximise the value added during Phase 2. Hence, in order to be able to achieve the strategic objectives set out in Chapter 1, discussions and preparations are under way to increase the Centre's intercontinental 'reach' and its scale of activity within Sweden through new partnerships. These will comprise a combination of full LIPs and more limited partnerships focused on particular research themes or topics. Another innovation in Phase 2, for which initial steps and activities have already begun, will be a coherent programme of strategic international and global interventions. This will draw on and complement the local comparative research in order to maximise the Centre's reputation and influence in promoting transitions to urban sustainability. This Chapter thus connects to Strategic Objective II, to diversify the Centre's research base and forging strategic partnerships with selected international organisations.

The precise architecture of the Centre will naturally evolve to accommodate and reflect any additional partnerships, which we expect to commence at the start of Phase 2 in 2016 so that the comparative research dimensions can be undertaken over as much of the four-year period as possible. Negotiations to establish a Skåne LIP and Stockholm thematic node are well advanced and the Mistra funding decision will allow these to go ahead subject to the successful conclusion of negotiations and their respective pilot studies. A scoping study to identify potential new overseas partners, subject to Sida's funding decision, will commence by the end of 2015. The logic and ethos of the comparative research agenda and co-creation methodology explained in Chapters 1 and 2 require that the Centre's architecture resembles an integrated web rather than a hub and spoke structure centred on the Secretariat. Its institutional structure for Phase 2 will be as described in Chapter 5 below.

3.1 CRITERIA AND TIMING FOR SELECTING NEW PARTNERS

National partnerships

In 2014, the need to expand in Sweden beyond Gothenburg was identified in order to build a strong and relevant national arena for co-creative urban knowledge production (see Centre Operational Plan 2014–2015). Hence a feasibility study was commissioned in 2014 from a partnership in Stockholm consisting of the Royal Institute of Technology, Stockholm Resilience Centre and the Beijer Institute of Ecological Economics, collaborating with the City and County of Stockholm. The feasibility study contains proposals for the set-up of a Stockholm partnership, together with a number of pilot projects, and will be the basis for further discussions. A similar process was initiated in Skåne in late 2014, which was also developed during 2015. This builds on an established partnership in Skåne between its universities, main cities, regional elected body 'Region Skåne', and several business partners.

Their respective feasibility studies were successfully completed in mid-2015 and pilot projects are under way during the second half of 2015 as the final preparatory step

enabling final decisions on establishing a Stockholm thematic node on socio-ecological systems and a Skåne platform respectively in early 2016. These would be founded on the same principle of co-financing as the others, with the possibility of also contributing to the Centre's overall budget. With an expanded group of partners in Sweden, great care will be needed to ensure overall balance and coherence among existing and new partners, as well as the Centre's ability to assimilate and co-ordinate activities in line with its strategic objectives and financial resources, even with the associated planned co-funding. This expansion in Sweden is expected to greatly enhance the Centre's voice and visibility nationally, not least in the face of national policy-makers and other nationwide actors, both public and private. This could be favourable in many respects, project financing being one, but essentially also the possibility of making a difference to the urban populations.

Also at the other LIPs, the need and potential to influence the national stage has been identified, so that the lessons learned can be embedded in each LIP's national context. For example, in CTLIP an ambition during 2015 is a national level workshop to provide a learning space that feeds the Cape Town-based work (process and content), to potential partners in cities beyond Cape Town seeking to follow similar processes, and to National processes supporting urban research. GMLIP has joined a network of northern UK Universities looking at the 'Future of the North'. A successful bid to the ESRC Urban Transformations programme is a central plank of GMLIP's match to Mistra Urban Futures and brings with it a ready network of UK partners interested in and developing their own urban co-production processes.

International partnerships

A lesson learned from the first phase of Mistra Urban Futures is that building partnerships for co-creation is complex and takes time and effort. However, in order to become a credible voice in the global policy world, the Centre needs to expand with partnerships outside Europe and Africa to establish a more global presence as the basis for maximising the value-added during Phase 2. This represents a central plank of the strategic focus outlined above and underpins the increased level of financial support being sought both from the Centre's existing main funders and through co-funding agreements linked to the establishment of the new LIPs and other partners (see also Chapter 6).

The funding requested from Sida is to enable one new LIP and one more limited form of international partnership to be sought and invited to join the Centre in order to diversify the geographical coverage to include continental regions not hitherto covered and hence the value of the systematic comparative urban research. Thus, the Centre will focus on seeking new partners from South America and Asia. They should be selected based on the criteria elaborated, and with which existing LIPs must continue to comply, namely:

- Cities, universities and other local partners in an existing or incipient partnership for co-creation of knowledge and skills geared towards enhanced urban sustainability.
- A local research agenda that aligns with that of Mistra Urban Futures.
- A commitment to international comparative research through MUF.
- Scientific excellence.
- Sufficient democratic context to enable meaningful co-creation towards Fair, Green and Accessible cities.
- Being medium-sized or intermediate cities in terms of population and/or role in the national urban system
- Ability to secure appropriate levels of matched funding.

Timing will also be crucial. In order to maximise the period available and hence the depth of comparative research, new partners should be ready to join MUF and commence activities as rapidly as possible after the commencement of Phase 2. Hence, the search and negotiations of new international partners will be planned with a view to having heads of agreement in place in 2016.

Cities outside Europe and Africa which have approached MUF or have been suggested as possibilities based on institutional relationships and expressions of interest are Santiago de Chile, Curitiba and Belo Horizonte (Brazil) in Latin America, and Bangalore (India) in Asia.

Mistra Urban Futures aims at becoming an intercontinental network of Local Interaction Platforms and, if more appropriate, other more limited partnerships focusing on particular themes or topics. What will continue to tie the platforms together is the method of co-creation and the interest and commitment to international comparative research. It is vital that the strength and uniqueness of the method is in focus and highly prioritised at all platforms.

3.2 LOCAL PARTNERSHIPS AND RESEARCH ENVIRONMENTS

Phase 1 provided many lessons learned in the local context. Successful outcomes and implementation require local actors with a democratic mandate to shape and drive development and with adequate resources to act. It is essential to develop structural capital⁹ rather than just individual competences and tacit knowledge that are the usual outcomes of project involvement. In order to facilitate capacity building, the participating cities need the ambition to create a learning organisation (double or even triple loop learning) to serve as a foundation for creating the necessary relations of trust. For each project, one or more implementing organisation should be clearly identified from the start, most likely an organisational entity within the city administration or other public organisation involved.

The aim should be both to create a learning organisation as a foundation for the necessary trust on the local level and to contribute to the communication of knowledge and experiences in wider national and global contexts. ‘Deep sustainability’ is impossible without able public institutions, but civil society and private sector initiatives are instrumental for sustainable development. It is essential to include stakeholders that are not traditionally central, not least small towns in the surrounding region, because of the ever greater emphasis on functional urban regions. In the following paragraphs the plans of the respective LIPs are explained in this light.

Gothenburg

The Consortium will continue to be the base on which the GOLIP research stands. The Consortium and associated partners are and will continue to be the main players in identifying new projects, populating and co-financing the projects and will in many cases also be the main recipients and implementers of the outcomes. Other partners and stakeholders will of course be involved in co-creating the various projects on a case-by-

⁹ Competitive intelligence, formulae, information systems, patents, policies, processes, etc., that result from the outputs or systems that the organisation has created over time. It is one of the three types of intellectual capital (along with ‘customer capital’ and ‘human capital’), but it does not reside with individuals and is hence embedded in the organisation.

case basis. In particular partnerships will as appropriate be sought within civil society and enterprise.

A process for the possible future expansion of the partnership in Gothenburg will be started by the Consortium. This is strategic to strengthen the relevance, implementation, access to different kinds of knowledge of the platform, as well as the financial basis for the Centre, with a view to building a ‘post-Mistra’ Centre after 2019. The current associated partners will be offered continued partnership in a suitable form to be decided by the Consortium and the individual partners. The next step could be to enrol new associated members on the basis of interest and guided by criteria agreed by the Consortium. This process will be led by the Consortium. The partnership process in Gothenburg is naturally also of relevance to the Centre as a whole.

The management of the GOLIP project portfolio will be developed during 2015 and 2016, along the lines drawn up in this strategy and the subsequent operationalisation strategy document.

It is envisaged to include at least one PhD student within each core project at GOLIP by the Centre, which will receive joint supervision from one academic and one non-academic supervisor attached to that project. These PhD students will form part a planned Mistra Urban Futures Research School for mutual support and learning, and to liaise with research schools and similar associated with the other LIPs – not least the existing GOLIP-KLIP co-operation – to ensure a coherent group identity and encourage them to act as MUF ambassadors.

The new PhD studentships in Phase 2 will build on experiences from Phase 1. The disciplinary base will be broadened, by engaging with as many different faculties as possible in Chalmers and Gothenburg University. To this end, PhDs should as far as possible be embedded with the partners outside academia, primarily the local, regional and national public authorities. The GOLIP–KLIP partnership will feed into the broader Centre postgrad community, in order to take advantage of the experiences that have been acquired there. PhD students will be expected to involve Master’s students in the knowledge co-creation, one opportunity being the ‘Chalmers Challenge Lab’.

Greater Manchester

Phase 2 of the GMLIP will incorporate lessons learned and reflect changing local public and research contexts. As a number of local engagement initiatives are proliferating across the city-region, a governance/consortium structure will be redesigned which is fit for purpose and supports learning and practice collaborations to flourish, avoiding an overly bureaucratic structure. Based on lessons from Phase 1, points of contact with different local authorities will be increased across the ten districts to build on success and constitute the longer-term embeddedness of the platform. In 2016–2019, we will retain the approach of working with core Greater Manchester Partners who are co-producing and developing projects. This will be expanded to include additional and new stakeholders working across and within the city-region. A network of senior local authority representatives will meet on a six-monthly basis to discuss and receive key findings and embed them in practice. Governance and collaborative synergies will be developed within the context of new projects (ESRC Urban Transformations) and new internal research structures within the University of Salford. The research environment is also enhanced by strong connections with a broader UK university network and joint initiatives will be planned to increase the presence of Mistra Urban Futures in the UK as a whole.

A new initiative will be the development of a first cohort of PhD researchers to form an Urban Futures Salford Manchester doctoral cluster. The University of Salford intends to match Mistra Urban Futures' funding, each funding one PhD student to work on core themes of the programme. It is proposed that each of these will develop embedded PhDs that comprise comparative understanding to inform locally co-defined urban sustainability issues.

Kisumu

The close collaboration between KLIP and GOLIP within the field of Marketplaces and Eco-tourism as well as other relevant and needy interventions will be continued in Phase 2. Greater involvement of the local private sector and public participation will be encouraged. Workshops and seminars with the residents in the local community and villages will be undertaken. In addition, KLIP will interrogate water and sewerage system with a view to making it more efficient as well as rationally review how to bridge the gap in the social strata.

An additional seven PhD students will be enrolled to be part of the expanded scope of interventions. Innovatively and creatively, the KLIP Trust in partnership with four Universities (Jaramogi Oginga Odinga University of Science and Technology, JOOUST, and Maseno in Kisumu, together with the University of Gothenburg and Chalmers) will continue to develop and expand a strong framework for postgraduate training under the banner 'The Core Group'. This core group brings together students jointly from Gothenburg and Kisumu. This approach will be scaled up from the current seven students to fourteen in Phase 2 and will link to the Centre's overall approach to building a coherent Doctoral Peer Network across all LIPs as outlined above.

Cape Town

The success of the Knowledge Transfer Programme (KTP) has been built on a narrow relationship with the City of Cape Town focussed in the EESP (Environment, Economy and Spatial Planning) Directorate and the ACC. The potential for broadening the partnership to other City Directorates and across UCT has been piloted through the City Officials Exchange Programme, and indications are that a wider approach could lead to new insights about the City. Furthermore, the City of Cape Town have expressed an interest in widening the partnership to include other tertiary institutes in the province. In the CityLab programme, the primary relationships have been with Provincial government and the ACC, with the inclusion of NGOs and parastatals as appropriate, depending on the sectoral focus of the individual Labs. The partnership configurations are fluid and constituted in response to the needs of each Lab. The Africa Programme by contrast has focussed on the networking of urban research institutes across the continent. The individual research institutes have multiple partnerships with diverse stakeholders.

In reflecting on the evaluation process of the KTP, our City partners have questioned confining the KTP to PhD students. Whilst the embedded PhD researcher model over a 3 year period has had its benefits for policy processes, it has been argued that the multiple demands of being an embedded researcher whilst doing a PhD can be compromising. Alternate research capacity models have been suggested, including the possible inclusion of post-doctoral researchers (who could be more effective for tracking the effectiveness of policy interventions). Masters candidates have also been suggested, the practicality of which will have to be assessed on a case-by-case basis, prioritising experience and fit.

More significantly, there have also been suggestions that include changing the variables of the KTP urban experiment by embedding researchers or practitioners from other sectors into the City, including non-governmental organisation (NGO) and community based organisation (CBO) practitioners. Embedding researchers in other levels of government (particularly provincial government) or even within other stakeholder groups is currently being explored.

On the PhD question, the City of Cape Town has also indicated that they are politically obliged to extend the partnership with other universities in the region. Working in partnership with departments at these universities might increase capacity which is currently lacking in individual institutions. A joint, rather than singular approach might be more conducive to considering the development of a research school co-funded by the participating institutions.

Due to the focus and structural constraints on the ACC for convening a PhD research school (the ACC not being set up as a teaching department), the ACC has instead engaged in a the three-day PhD workshop series in collaboration with the Centre for Urbanism and Built Environment Studies (CUBES) at the University of the Witwatersrand every second year. The hosting of the South African Cities Conference with CUBES is a similar, decentralised and collaborative resource. Discussions with the newly formed Urban Futures Centre at the Durban University of Technology have indicated that it will host both the PhD workshops and the South African Cities Conference within the next 18-month period. The financial modalities to facilitate this would require careful thought and negotiation.

Nonetheless, as specific projects are shaped for Phase 2, PhD studentships could yet be part of the structure of the projects (as in the CityLab programme). However, this would depend on the projects and the availability of both students and appropriate supervisors. The PhD students attached to the CTLIP, including ‘embedded researchers’ in the City of Cape Town, will contribute to the Centre’s Doctoral Peer Network as outlined above.

Future platforms

Any new platforms that are established will be founded on the same principles of co-funding as the existing ones. In order to qualify as a platform and receive co-funding from the Centre’s cash budget, a local partnership needs to comprise both academic and city-regional public partners, preferably together with other stakeholders. These will be expected to contribute at least the same financing as the Centre, in cash or in kind.

3.3 STRATEGIC INTERNATIONAL AND GLOBAL INTERVENTIONS

The pursuit of Mistra Urban Futures’ becoming a leading international centre for urban sustainability research and advice (see Section 1.4) will be greatly facilitated by the formation and deepening of meaningful strategic partnerships or alliances with international organisations that share its concerns and interests (our second strategic objective). This will enable the Centre to undertake and leverage concerted action on appropriate international agendas in order to raise the profile of such issues relating to our knowledge themes and priorities, leverage additional research and communications capacity, increase the prospects for uptake of our key findings and messages and ultimately to maximise the prospects for evidence-based urban sustainability transitions.

To this end, important initial steps have already been taken during 2014, most notably by:

- a) joining and participating prominently in the Urban Sustainable Development Goal (USDG) Campaign since hosting a key Campaign workshop in August 2014 (see Progress Report p.75)
- b) applying for and winning funding to run a pilot project in 2015 to test the draft targets and indicators for the Urban Sustainable Development Goal using Mistra Urban Futures' four diverse LIPs plus Bangalore as testbeds, since these are all differently sized non-capital cities in the intermediate/secondary range whereas the most of the other work being done in this regard is in capitals and megacities. The draft targets and indicators embrace elements of all five of the Centre's Phase 2 knowledge themes.
- c) making a challenge grant, contributing to the salary of an additional journalist hired by CitiScope to ensure the production and dissemination of appropriate and targeted media coverage of the USDG Campaign and associated work throughout the process leading to the Habitat III summit in 2016, which will set the UN's urban agenda for the following decade.

This work was continued and used innovatively to involve all the LIPs on a comparative applied research project up to the final Sustainable Development Goal (SDG) decision by the UN General Assembly in September 2015. The partnerships forged in the USDG Campaign will be maintained in order to maximise our contributions to the remainder of the Habitat III process, which culminates in late-2016.

Involvement in the USDG Campaign is already proving strategic in broader terms too, since many of MUF's natural allies and potential individual partners are also Campaign members. This is already reinforcing relations with UN-HABITAT, an organisation with which the Director of Mistra Urban Futures has longstanding working relations. We envisage Mistra Urban Futures having a presence at Habitat III, future meetings of the World Urban Forum and maintaining an ongoing relationship in relation to urban sustainability transitions.

Other key partners within the USDG Campaign with which MUF will seek durable partnerships as leading global organisations working towards urban sustainability and which build alliances across different stakeholder groups are ICLEI (Local Governments for Sustainability), UCLG (United Councils and Local Governments) and IIED (International Institute for Environment and Development). Others might suggest themselves as the Campaign proceeds through 2015.

Since the Director (from IHDP-UGEC) and one Board member (Thomas Elmqvist, from Diversitas) are two of the three leaders of the Urban Transition Team building an urban research framework within the new Future Earth umbrella¹⁰, MUF is well represented and will regard engagement with Future Earth as a strategic priority. Work on a European hub of Future Earth was recently initiated by the European Commission and Stockholm Resilience Centre, a process in which Mistra Urban Futures will take

¹⁰ During 2014-15 the family of previously separate global environmental change research programmes such as IGBP, Diversitas and IHDP have been merged into a single integrated organisation, Future Earth, in order to ensure greater interdisciplinarity and institutional and financial efficiency in addressing some of the key challenges of this century.

part. Other comparable opportunities through existing commitments of Board, LIP or Secretariat members will be examined in relation to our strategic and thematic priorities as they arise.

The UN is running a 10-year framework programme (10YFP) on sustainable consumption and production in 2012–2022. A sub-programme on sustainable lifestyles and education (SLE) was launched at the United Nations Educational, Scientific and Cultural Organization – UNESCO World Conference on Education for Sustainable Development in Nagoya in November 2014 during a side event convened by United Nations Environment Programme (UNEP) as Secretariat of the 10YFP and the Ministry of Environment of Sweden. The mission of the SLE sub-programme is to foster the uptake of sustainable lifestyles as the common norm, with the objective of ensuring their positive contribution to addressing global challenges, such as resource efficiency and biodiversity conservation, climate change mitigation and adaptation, poverty eradication and social well-being. Mistra Urban Futures aims to play an active role in the sub-programme, which will be partly based at Chalmers. The work falls squarely within the Centre’s knowledge theme 4 on Sustainable Urban Lifestyles and will include international comparative work – potentially involving some or all of our existing and future LIPs – regarding urban lifestyle definitions, indicators and policy and local strategies.

Applications for external grant funding and other engagements with EU-programmes (H2020, JPI Urban Europe, Urbact, Interreg, Structural funds) and national research councils and official development agencies will be important ways to add value on specific projects or schemes and to help raise our profile.

Communication and engagement

The starting point for Mistra Urban Futures communication and outreach activities is to support the overall strategy, vision, mission and strategic objectives of the Centre, thus facilitating its realisation and strengthening its impact. This communication strategy sets out priorities and guidelines for the whole Centre's communication work.

Building on the established channels, working processes and strategies set up during Phase 1, it is time to be more innovative, creative and experimental. Successful activities from Phase 1 will continue and be developed, allowing for a consistent communication approach.

Communication is an integrated part of the Centre's operations. In line with the co-creation methodology, the Centre will continue and reinforce the focus on the true dimensions of communication, including dialogue, interactivity and feedback as well as engagement with stakeholders, partners and other collaborators. This is complemented with traditional dissemination of results through scientific articles and other publications, which remain important.

Recently, following the recommendations of the Mid-term Review, Mistra Urban Futures has employed an 'engagement manager' with responsibilities complementing those of the communications and events managers on one hand, and the everyday engagement work done by all staff and project members on the other. This will include the promotion of formats, mechanisms and activities to develop dialogue and true 'two-ways communication', as well as identifying and developing relationships concerning partners as well as other stakeholders for collaboration and impact. This also encompasses the 'horizon scanning' for events, projects, places, etc where a Mistra Urban Futures presence would be valuable.

4.1 PRIORITIES AND OVERALL OBJECTIVE

This section sets out priorities for external and internal communication during 2016-2019. The overall communication objective is to provide and sustain a dialogue on knowledge and results as well as raising awareness of the Centre as a producer of research results of relevance to sustainable urban development to relevant target groups. Priorities include:

- A stronger international focus and strengthening the Centre's profile internationally.
- A continued focus on communicating publications, results and impact.
- An emphasis on a position as world leading academic Centre for work on co-creating sustainable cities
- Identifying and working with key opinion leaders/agents for change locally and internationally.
- Expanding activities and channels with a focus on advice as stated in Section 1.4, thus supporting an evidence-based policy approach to governance.
- An increased focus on working with the Centre's partners and strategic communication partnerships.

- Strengthening the Centre’s media presence.
- Developing and creating spaces and places for interaction, exchange and learning, as stated in Section 1.4.
- Further exploring and developing communication activities with a focus on interactivity and dialogue.
- Encouraging commitment from involved and new potential partners and funders.
- Developing the Centre’s internal communication.

4.2 STRATEGY - EXTERNAL FOCUS AND PRINCIPLES

A number of communication challenges need to be considered, including that many actors in different parts of the world are involved. This is a diversified organisation with several knowledge themes covering a number of different projects. The time perspective is also important to consider; urban development takes time and needs to take a long-term view.

The communication strategy for Phase 2 is to use and build on the channels established during Phase 1, including those developed by the Secretariat and the ones that each Local Interaction Platform has established. The established channels include websites, publications, newsletters, events, social media, media, video clips and annual reports. These channels have a clear digital focus. During Phase 2, these channels will be developed further. To meet the overall communication objective and priorities, the need for new channels will be analysed. New channels should have a clear focus on creativity, interactivity, engagement and dialogue. These three elements will also be the focus for the development of the established channels.

The communication activities should deliver value and share insights, ideas and knowledge. The style should be appealing, comprehensive, factual and wherever possible be based on a storytelling approach (the strategic use of a narrative approach, communicating stories to create emotions and feelings among the target audience). Academic style should be avoided in most external communication activities other than scientific publications.

British English is the preferred language for all communication, but occasionally material could be produced in other languages as a complement where appropriate to particular audiences.

Digital media and electronic distribution are preferred. In some contexts – geographical and/or user-related – printed materials is necessary for credibility and visibility.

A policy for open access to publications will be developed during Phase 2. The aim is to encourage broad dissemination of scientific articles and other publications, all in line with the Centre’s co-creation methodology and broad involvement of different stakeholders. The cost involved needs to be considered carefully.

Key messages for Phase 2 will be developed using a co-creation approach.

Impact for urban change

Contributing to the impact on the development of sustainable cities is the most important task for the Centre’s communication. As stated in Section 1.4 (Strategic objectives), Mistra Urban Futures aims at becoming a leading Centre for urban sustainability research and advice. The success of which relies on the quality of the research and how it is communicated.

To meet this objective, activities and communication efforts will be developed with a particular focus on advice for policy- and decision-makers in the public and private

sectors. This will include the use of various channels and formats adapted to the target groups, as well as an assessment of and presence at significant meeting-places for political discussions, internationally, nationally and locally. Another activity would be working with media to influence public opinion, supporting the engagement in strategic interventions (see Section 3.3) as well as identifying and working with key creators of public opinion and agents of change.

The communication team will also be working closely with the projects and partners on how to best communicate different results and publications. One specific way of doing this will be to support and develop the Centre's capacity to synthesise and draw insights from the research projects and present the results in an appealing way, for example in policy briefs.

Co-creation - setting the stage for communication

The Centre's co-creation methodology presents certain challenges to the communication activities, but also provides significant opportunities. As the Centre involves many different disciplines and actors from research and practice, many different groups need to be targeted. Hence, the messages need to be differentiated for each target group, while the communication activities have to be efficient and consistent. It is vital that information is accessible in a timely and user-friendly manner for all involved parties. The communication also needs to be both engaging for all target groups and, at the same time, help bridge the gap between research and practice.

In Phase 2, more effort will be put into creating spaces and places for interaction, exchange and learning, as mentioned in Section 1.4. One of these spaces to be developed is an annual conference for internal exchange and learning among LIPs, partners and projects. Internal communication is crucial to the functioning, development and impact of the Centre. This needs to be strengthened and developed during the next phase (see Section 4.3).

One of the opportunities that arise from the co-creation and partnership set-up of the Centre is to work with and through the people and organisations involved. By putting more focus on encouraging organisations within the network (LIPs, partners, projects, etc.) to communicate Centre messages and establish dialogues in different ways, the communication efforts will reach a broader audience in a cost-effective way. The communication efforts will also be reinforced if trustworthy partners promote them. The Centre will build a few strategic communication partnerships with organisations outside the existing network that provide mutual benefit and enhanced content dissemination. Another important opportunity that co-creation brings with it, is the possibility of influencing the people and organisations involved, which links back directly to research and practice.

Target groups

Based on the partnership and co-creation set up, Mistra Urban Futures' communication should be aimed at engaging with the following external target groups:

- academic researchers
- politicians (national, regional and local)
- public officials (national, regional and local)
- private sector
- policy organisations (such as UN HABITAT, ICLEI, UCLG, SDSN)
- civil society organisations

- media
- general public
- funders

The well-established Lime CRM (Customer Relationship Management) system serves as an important tool to keep track of the target groups, securing that the communication efforts reach the appropriate audiences.

External Channels

A basic prerequisite for the centre is collaboration. The choice of channels therefore aims to support dialogue, relationship-building and knowledge exchange. High quality takes precedence over the number of channels. As stated above, the need for new channels will be analysed. The following communication channels have been developed during Phase 1 and will be used and further developed during Phase 2:

Annual Conference

An Annual Conference will be introduced in 2016, to be arranged on an annual basis by the Local Interaction Platforms, starting in Gothenburg 2016, followed by the other LIPs in succession. The Conference will be a primary opportunity for the Centre to develop collaboration and comparative research, within the Centre as well as with global and local partners.

Website

The website is the hub for all external communications, reaching out to a wide audience in a timely manner. Information on the Centre and how it works, project descriptions, results from ongoing and finalised projects, news items, films and presentations are displayed, as well as invitations to events, seminars and workshops. Key features for the development of the website will be creativity, interactivity and dialogue. The intention is to form a few strategic communication partnerships to provide an interesting and relevant content for the web.

Publications

To reach out to academic audiences, conferences and scientific articles (peer-reviewed) are essential and vital for the Centre's success. These are fundamental in order for the Centre to be recognised as an important scientific player and to convince funders that scientific progress is made. Other publications include books, book chapters, conference papers (peer-reviewed), conference poster, reports, papers and policy briefs, as well as academic theses. While the knowledge production and production of publications occur within the different research projects, the communications task is to spread the results, in order to enable a broader impact.

Newsletter

The newsletter, which regularly gives the latest news from the Centre, is distributed according to an annual plan. With this, the Centre can keep up momentum with its active network and followers, keeping everyone up to date on current status, spreading results and inviting participants to events. The newsletter is also an important channel for internal communication. Local newsletters in other languages than English can be distributed when appropriate.

Events

Events tailored to different audiences are important for knowledge exchange and learning, as well as to profile the Centre and spread its results. The focus is both on participating in strategic international congresses and conferences within the area of sustainable urban development arranged by other players, and on maintaining and developing the established Mistra Urban Futures events. During Phase 2, more effort will be put into creating spaces and places for interaction, as well as experimenting with new types of events, where interactivity, innovation and dialogue are important elements.

Social media

A conscious presence in social media can increase the awareness of the Centre and its activities by presenting content and spreading knowledge about the Centre. This creates engagement and most importantly social media enables dialogue with a broad spectrum of contacts. Other advantages include using it as a tool for external monitoring and for learning more about the target groups. During Phase 1, the presence on Twitter and YouTube was established, however as the social media landscape is rapidly emerging, continuous reflections and evaluation of appropriate channels is necessary.

Media

The media is becoming increasingly important for the communication of results and for engaging with stakeholders. Increased efforts will be made to disseminate press releases and media output to international, national and local news media as appropriate, as well as to publish editorial articles based on the findings of the projects. The aim is to take part in public debates on sustainable urban development and to highlight key events, findings and interventions to relevant audiences and raise the public profile of Mistra Urban Futures.

Films and video clips

The Centre will further explore the possibilities that could be presented by filmed material, such as video clips which are especially good for illustrating short messages on the web and in social media. Selected results of particular public interest from research projects will be filmed for increased visibility and acknowledgement.

Annual report

Traditional annual reports have become outdated. Accordingly, the Centre will innovate with more interesting forms of Annual Report to showcase particularly innovative or interesting activities, research projects and results, as well as organisational development. They will highlight key aspects of what we have learned and achieved, with a view capturing the best and most innovative aspects of the Centre by the end of Phase 2.

4.3 STRATEGY - INTERNAL FOCUS

Internal communication is crucial to the success and management of the Centre. However, the co-creation methodology and partnership set-up of the Mistra Urban Futures makes this challenging. The internal communication activities should create inclusion, engagement and commitment for all those involved in different project and activities. Openness and dialogue should characterise the interaction within the Centre. Well-functioning internal communication is a prerequisite for successful external communication. Numerous

people are involved in the Centre's operations who hence represent it in different ways and circumstances. To keep them informed is essential, to make them appreciate their role in the Centre and see how they contribute to the bigger picture. Seeing them as ambassadors of the Centre, and making them feel as such, is therefore an important aspect. Both internal and external communication will help reach this target. As this is an international Centre it is important to continue to create opportunities for several kinds of meetings and information sharing by electronic means.

To help bridge the gap between research and practice within the projects and partnerships involved is also an important objective for internal communication, as well as to encourage collaboration within the Centre. The annual conference of the Centre which will gather those involved, as well as meetings and other fora, will be key ingredients in achieving this, as well as well-functioning overall communication.

Participatory fora are an important feature of the Centre, in which communication between those involved is ensured. Some examples include LIP Directors' meetings across all LIPs, the Co-ordinators' group and project leader meetings at GOLIP, the Greater Manchester Partners group and participatory focus groups at the GMLIP. At the CTLIP, the Project Steering Committee provides a decision making forum and the Project Advisory Committee provides a forum for communication and planning. Consultative meetings with community members and Trust board meetings are some examples of participatory fora at the KLIP.

Experience in Phase 1 shows the need for a well-established and broadly supported organisation with clearly defined roles and responsibilities, if the communication activities are to reach their full potential. Local ownership, knowledge and responsibility for communication are keys to success and will be an important part of the discussions with existing and new partners.

Internal target groups

Internal target groups include all those involved in Mistra Urban Futures: staff, LIPs, project members, Consortium, the Board and partners.

Internal channels

The following are the preferred internal channels:

- annual conference
- seminars, workshops, etc. (physical and digital),
- participatory fora (physical and digital, see above)
- external newsletter
- external website

Management, organisation and governance

5.1 ORGANISATION AND MODE OF OPERATION

Not only within individual research projects, but throughout the organisation as a whole, the Centre aims at operating through co-creation. As an example, this Strategic Plan has evolved in dialogue and by iteration among the LIPs and Secretariat, with input from partners within each of the LIPs, as well as in close consultation with the Gothenburg Consortium and the Board. This way of working will continue in Phase 2, and will be strengthened further as there is more emphasis and focus on collaboration and comparative projects between the LIPs.

The organisation, as it has evolved during Phase 1, will continue, adding new partners, as explained in Chapter 3.

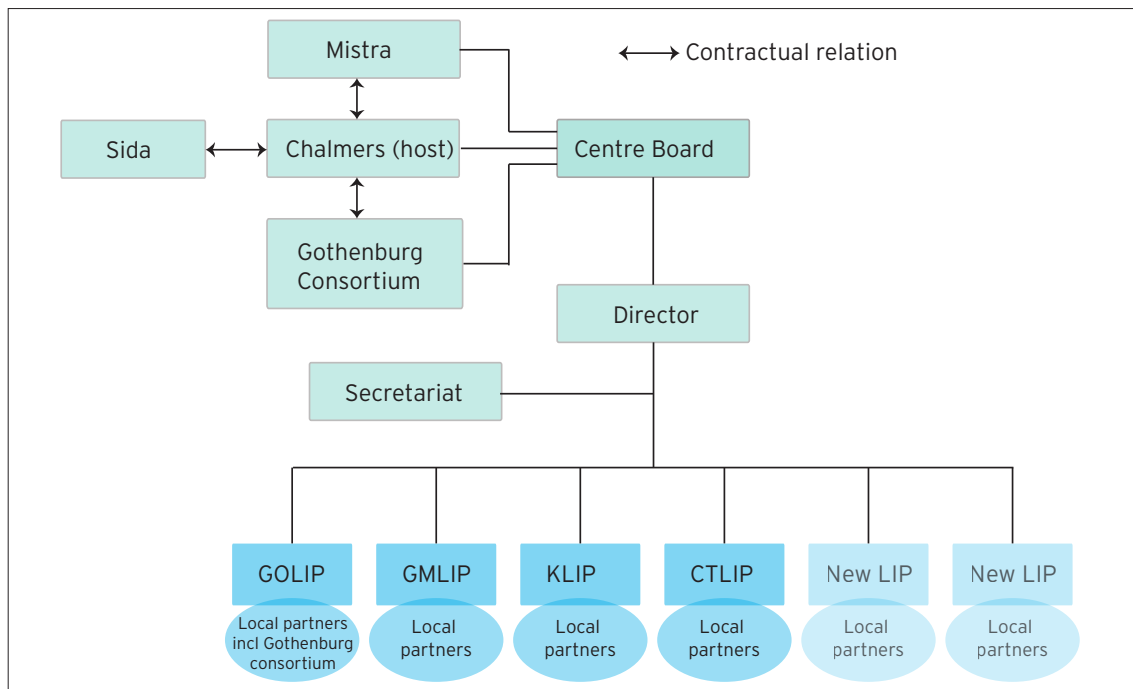


Figure 5.1 Mistra Urban Futures' organisational structure

The Centre Board

In line with the instructions in the original Mistra call, and as stated in the agreement between Mistra and Chalmers, Mistra Urban Futures has an international Board of Directors, which is appointed by Chalmers in consultation with Mistra and the Consortium.

The Board members include professionals from academia, public organisations and industry, who have experience of working with knowledge production and research within sustainable urban development and with experience from both the global North and global South. Mistra and the Gothenburg Consortium are represented as ex officio members, as is the host institution, Chalmers. As the third principal funder, Sida is also entitled to a seat but has to date chosen to be represented through Mistra since their funds have been channelled via Mistra.

The Board normally meets, over the phone or in person, four times a year. The role of the Board is to make strategic decisions for the development of Mistra Urban Futures; adopt strategies, budgets, annual plans and reports; and monitor on the Centre's plans and activities. For Phase 2, the structure, composition, size and precise roles of the Board have been re-assessed in the light of the Centre's evolving requirements, increased partnerships and changed funding relationships, as explained in Chapter 3. One result of this re-assessment is the decision that the LIP Directors will be ex-officio members of the Board in Phase 2.

The Gothenburg Consortium

The Gothenburg Consortium¹¹ was the initiator of, and joint applicant in, the bid to Mistra which led to the creation of Mistra Urban Futures. As such, it will continue to guarantee matched funding for Mistra's financial contribution in Phase 2. Furthermore, the partners in the Gothenburg Consortium have clearly expressed their long term commitment towards the Centre and have reaffirmed their ambition to secure its long term sustainability. A process is ongoing in order to strengthen the financial basis and to find a suitable form for the long-term organisation. Several options for the organisational and financial set-up are being studied, based on good examples of other centres which provide guidance on how this could be done.

Strategic management: Since inception, each partner in the Gothenburg Consortium has appointed a senior representative to constitute a Council that meets at least three times a year. The Council focuses on the overall and long-term development of the Centre and on how the co-operation between the partners and between the partners and the Centre should be pursued. The Council also follows up the Centre's development through the annual planning and annual reporting processes.

In addition, each partner has appointed a Consortium Co-ordinator. The co-ordinators are the focal points for Mistra Urban Futures of their respective organisations, and as such they organise internal networks, and also take part in and promote external networking.

Operational liaison and management: The Gothenburg Consortium is operationally involved in GOLIP via the co-ordinators, theme and project leaders and numerous employees who participate in the GOLIP projects (see more below under GOLIP).

Organisation and location at the host university

On behalf of the Gothenburg Consortium, Chalmers will continue as host institution, with legal accountability and responsibility for the Centre. The positioning of the Centre under the President (Rector) is and remains strategic, reflecting its university-wide role. The link to the Built Environment Area of Advance (AoA) is being strengthened further, most

¹¹ The Gothenburg Consortium: Chalmers University of Technology, Göteborg Region Association of Local Authorities (GR), City of Gothenburg, University of Gothenburg, IVL Swedish Environmental Research Institute, the County Administration Board of Västra Götaland, Region Västra Götaland

directly through the appointment of a part-time Deputy Scientific Director for Mistra Urban Futures who is also employed part-time as Profile Leader in the AoA. The AoAs at Chalmers are strategic, cross-cutting arenas that bring together education, research and innovation within the university and with the industry and society.

The Centre's new office in Gothenburg, located at the northern edge of the university campus, facing the city, is an attractive meeting place for all involved with Mistra Urban Futures. Chalmers made the investment in this facility in 2013 and it has led to improved accessibility, excellent meeting facilities and improved physical work environment. The use of the office space for seminars, work-shops and project meetings, as well as an accessible working space, will continue and expand further.

Director and Secretariat

In September 2014, Professor David Simon assumed the Directorship of the Centre until 31 December 2018. The Director is responsible for the development of the Centre, the long- and short term operations and is the scientific leader. Professor Henrietta Palmer became Deputy Scientific Director in July 2015, with specific focus on monitoring and developing the research and academic publications in Sweden.

A small and efficient Secretariat provides administrative, financial and communication support to the Director and to the LIPs. The Director and the staff at the Secretariat meet weekly to discuss operational matters. Strategic matters are discussed at the monthly LIP Director's meetings (mostly held as Skype conferences), to which the Secretariat is also invited.

Gothenburg Local Interaction Platform (GOLIP)

The GOLIP Director, Mr Mikael Cullberg, is responsible for developing and running the Gothenburg platform in close collaboration with the co-ordinators of the Gothenburg Consortium and the associate partners, the so called GOLIP co-ordinators. The co-ordinators meet monthly to discuss project development, follow-up and implementation. Research development and the academic rigour of GOLIP are strengthened by the support of the Deputy Scientific Director (see above).

Some staff at the Secretariat work part time for GOLIP to provide administrative, financial and communication support. These divisions of labour evolved as the Centre became established and started to mature during Phase 1, with the result that the relationship between the two became somewhat opaque. For Phase 2, this is being reviewed systematically and delineated appropriately in the light of the respective needs and new appointments. Roles, responsibilities and procedures will be defined further between the Centre Director and the GOLIP Director, not least with regards to the Secretariat's role in supporting GOLIP. Furthermore, staff time and cost will be split between the Secretariat and GOLIP pro rata, with periodic reviews. Additional support is provided by the partners in various forms and their role in routine administration is being enhanced for Phase 2. A communications network with communicators from all the partners has been formed in order to embed communications and engagement functions from the outset within each Consortium and associated partner and each project team (see below).

Greater Manchester Local Interaction Platform (GMLIP)

Dr Beth Perry will continue to lead the GMLIP in Phase 2, which will be hosted by the Sustainable Urban and Regional Futures (SURF) group, part of the UPRISE (Urban Processes, Resilient Infrastructures and Sustainable Environments) Research Centre in the School of the Built Environment at the University of Salford. Intellectual and scientific leadership will remain within SURF, building on the legacies and experiences of Phase 1. The positioning of the GMLIP internally within the University will be strengthened via Dr Perry's recent appointment to the position of Director of a new Research Centre, UPRISE and associated participation in University-wide strategic research planning. Administrative, financial and communication support will be provided by staff at SURF and the university. A new part-time co-ordinator post will be established to support the GMLIP through periods of high activity.

The governance structure of the GMLIP will be revisited in Phase 2 in order to ensure that it remains fit for purpose and achieve greatest synergy with other initiatives in the city-region. The Greater Manchester Partners group will continue to meet three times a year and bring together the consortium of match funding partners (cash and in-kind) and project delivery leads. The organisation will be supported by continued Project Operations Groups, a new local authority network and anticipated cross-University inter-regional collaborations.

Kisumu Local Interaction Platform (KLIP)

The KLIP Director is Professor Stephen Agong, Vice-Chancellor at Jaramogi Oginga Odinga University of Science and Technology (JOOUST).

The KLIP Trust is the legal entity and contractual partner to the Centre/Chalmers and represents a broad circle of stakeholders including residents, public and private sectors, civil society and academia. The Trust meets monthly to deliberate and decide on strategic issues, set policy direction and continually offer oversight to the platform.

The KLIP house, located in the centre of the city, forms a natural and neutral meeting space for all involved in the platform's work. At the KLIP House, the KLIP coordinator, Alfred Otom secures daily operations. The KLIP is also supported in financial and administrative matters from staff at JOOUST.

Cape Town Local Interaction Platform (CTLIP)

The CTLIP is hosted by the African Centre for Cities (ACC), located at the University of Cape Town. The CTLIP is led by the Deputy Director of ACC (CTLIP Director), Professor Gordon Pirie. The daily operation, research management and liaison with City Partners and the Secretariat are managed by the CTLIP Deputy Director, Dr Zarina Patel. Within the KTP, the Project Steering and Project Advisory Committees provide strategic and operational direction, and are both co-chaired by the City of Cape Town and the ACC.

CTLIP administration, financials and communication is executed by various staff at ACC. The CTLIP as a whole is overseen by the ACC Executive Committee and Advisory Board, on which the new Mistra Urban Futures' Director has a seat.

5.2 CONTRACTS AND ADMINISTRATIVE PROCESSES

For further increased efficiency, the planning and budget process, as well as the time-spans and terms of international and national agreements, will be reviewed for Phase 2. Some examples of how this will be done are listed in this section.

In Phase 1, the funding from Mistra and the Gothenburg Consortium constituted the core resources of the Centre, which allowed for both institutional build-up and for investment in a substantial amount of research. The Sida funding, which was channelled through Mistra, was specifically directed towards the activities in Africa and required annual financial audits. In Phase 2, it is currently expected that the funding from Mistra and Sida will be regulated through separate contracts directly with Chalmers. The Centre's ambition has been that both sources, along with the funds from the Gothenburg Consortium, would constitute a single basket of core funding. This would have allowed for simplified contractual and operational handling of the funds, with a single reporting format agreed by both Mistra, Sida and the Gothenburg Consortium that meets the requirements of all three funders. However, at the time of writing of the Revised Strategic Plan 2016-2019, the Centre has been informed by Sida that basket funding will not be feasible. Negotiations have also been held over whether and to what extent Sida's distinctive annual auditing requirements can be streamlined or combined with those for Chalmers and Mistra. At the time of writing the Sida has informed the Centre that there will be no changes in the audit requirements in Phase 2 compared to Phase 1.

Also in Phase 1, budgets and agreements were made annually, even for multi-year projects. To allow for better long-term planning and continuity, multi-annual budgets at Centre, LIP and project levels will be defined. Agreements, national and international, will include clauses on regular revision of budgets, in specific cases. This could typically be appropriate if funding to the Centre is altered, if commitments are not met by the delivering party or in the event of changes to the LIP or project plans. This will allow for better long-term planning, an element of flexibility within each LIP and a less onerous approval process by the funders. The level of detail in the annual Centre Operating Plan and the timetables for approval by the Board and Mistra will be reviewed in order to simplify the process.

As in Phase 1, payments to project staff as well as to the international LIPs will be linked to deliverables and as applicable to the approval of progress reports, final reports and financial reports. Pre-payments will be allowed in some cases, but for specified costs and limited time periods only. These will be carefully followed up.

Management and administrative issues at KLIP will in Phase 2, as in the current phase, be guided by an agreed Administrative Manual, including a section on Code of Conduct. At GOLIP the Project administration and communication guide will continuously support the project managers.

A process for addressing how to handle Intellectual property rights will be examined and implemented as found suitable.

5.3 QUALITY MANAGEMENT AND EVALUATION

The framework for quality management and evaluation (QME) that evolved during Phase 1 will be further developed in Phase 2. An overview is shown in Figure 5.2.

In Phase 2, there will be increased emphasis on the development and implementation of QME. One focus is assessments of completed projects; a final report will be required on completion of each project and they will be subject to summative evaluations, i.e. of outputs and lessons learnt.

A framework for assessing and describing the impact of the Centre, its components and its projects 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.

One element of the QME in Phase 2 will be to strengthen the definition and implementation of key performance indicators (KPIs) building on the lessons learnt and processes of Phase 1 (see Box 5.1). Some of the proposed KPIs are easy to quantify, while others are more qualitative, which means that they can best be measured indirectly, e.g. through perceptions, or examples of key events, activities or outcomes that reflect such achievements. However, care is of an essence even with the quantifiable indicators, so that they are not interpreted simplistically. For instance, while increasing the number of publications is an objective, we do not want to encourage quantity at the expense of quality. Hence appropriate quality monitoring will also be necessary. Outputs will be disaggregated by category but we will avoid reliance on crude quantitative proxies like journal impact factors. The KPIs have been designed to reflect balanced progress achieved against the strategic objectives as set out in Chapter 1.

Each LIP will develop a framework for its own formative evaluation, i.e. evaluating for learning in a regular feedback process, which enables context-sensitive progress to be assessed against the KPIs. This will ensure that locally relevant KPIs for instance in relation to match funding partners are also incorporated into local plans.

Potential Key Performance Indicators 2016-2019

- a) Outcomes evaluated through case studies, such as new policies, tools and processes developed
- b) Number of operational international partnerships
- c) Degree of comparative research within projects across two or more LIPs
- d) Publications completed and submitted to appropriate outlets (categorised into scientific, professional and popular) and also policy briefs and research reports. It is recognised that the quality and quantity of academic publications has been uneven across the LIPs and that active steps are being taken to address this, in particular through the appointment of an experienced professor as Deputy Scientific Director with a specific brief to strengthen the academic rigour of research outcomes and publications in Gothenburg and new Swedish partnerships in Phase 2, and through writing workshops and other training for researchers in Kisumu.
- e) Co-funding obtained from sources other than Mistra, the Gothenburg Consortium and Sida
- f) Web presence (number of unique website visitors to MUF central site and LIPs' own sites) and media coverage (press releases, media reports, by source and extent of coverage)

Box 5.1. Potential Key Performance Indicators 2016-2019

5.4 RISK MANAGEMENT

The risks of the Centre not achieving the anticipated results are categorised into external and internal challenges and are summarised below, including principal means of managing the risks.

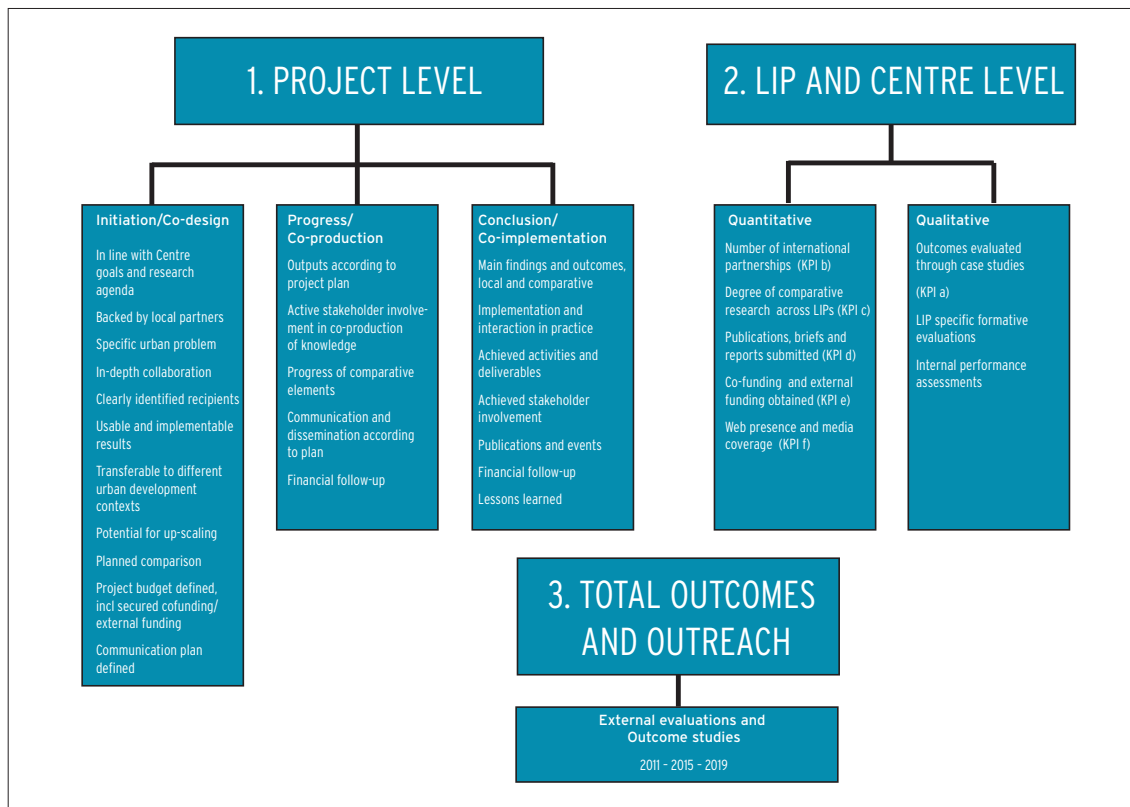


Figure 5.2. QME Framework Phase 2

External challenges

Some threats are only to a limited degree possible for the Centre to influence. The most important are those linked to the relations with funders and collaborative partners. In those cases, the risk management requires early warning systems and means to minimise financial and other negative consequences. The external challenges include the following:

Commitment of hosting institutions

Conditions for collaboration with international partner institutions are defined in International Cooperation Agreements (ICAs) linked to Chalmers' agreements with the funding organisations. Commitment and capability of Local Interaction Platforms to implement agreed plans are dealt with in the ICAs.

Interest of new partners to join

New partnerships will be sought based on the criteria defined in Section 3.1. Specifically, any new partnership will build on mutual interests and common goals. Several potential partners are already identified, even though the systematic work to identify new strategic partners has not yet begun. A clear understanding of the co-operation conditions is critical.

Engagement of local partners and individual researchers

This presupposes interest in co-creation of knowledge to achieve Fair, Green and Accessible cities and in testing and implementing research findings, as well as in sharing responsibility for allocation of resources. The academic qualifying systems are not adapted for the method of co-creation, which can cause individual researchers to choose not to participate in the Centre's work.

Political, security and economic factors affecting the collaboration conditions for the whole or part of the Centre

Continuous monitoring of the implications of such factors is essential. One way to minimise this risk financially is through receiving funding from several different funders in different countries, which is the case for the Centre. In addition, release of funds is linked to deliverables and/or to the approval of progress reports, final reports and financial reports. Pre-payments are allowed in some cases, but for limited time periods only and are carefully followed up.

The challenges above rely to a great extent on the proper management of the risks related to the internal challenges listed below, in particular the safe-guarding of high quality and the maintaining of good relations. The risk for changed conditions in respect of all the external challenges requires continuous monitoring. Centre commitments, including financial obligations, are to be made conditional on corresponding external commitments. As indicated above, pre-payments will be made for specific purposes and limited periods of time only.

Internal challenges

Threats that are possible to identify, assess in respect of vulnerability and reduce through active steps by the Centre, are related to the following challenges:

Maintaining high quality

The quality control principles which are described in Section 5.3 comprise project performance and content as well as the Centre's performance at central and local levels.

A fundamental condition for maintaining high quality is the recruitment of or collaboration with highly competent and qualified staff, PhD students, institutions and partners at all levels within a framework of a transparent and manageable organisation. These basic elements are under constant monitoring and development on the basis of lessons learned. A basic criterion for all Centre activities is to conform to the strategic objectives and operational goals, defined in the Strategic Plan and the annual Central Operational Plans. The conclusions and recommendations of the mid-term evaluation in 2015 will guide the Centre's priorities and activities during the coming years.

Timely delivery of relevant outputs

Projects must be based on proper project plans, including responsibilities, timing, resources and deliveries. The progress of work is followed up through regular progress reports with particular focus on achieved results and lessons learned. Review and feedback by the LIP Directors and the Centre management will safeguard that the activities are on track, timely and that deliveries are adequate in relation to the spending. Outcome assessments and bibliometric studies are means utilised to follow up the quality and quantity aspects of results.

Managing a growing organisation

Maintaining trust and constructive relationships is absolutely essential in an organisation like Mistra Urban Futures, whose ethos is co-creation. The close relationships and management collaborations that have been built up between the Secretariat and current LIPs, including the local partners as well as with individual project members will be retained and strengthened. Building strong relationships with new partners is also vital.

The forms of communication need to be revised considering the increased number of partners. This also concerns the planning and follow-up processes.

The new collaborations will be initiated as soon as possible after the commencement of Phase 2. However, the new partnerships will not be expected to be fully operational from the start, considering that building partnerships for co-creation is a complex and time-consuming process.

Avoiding mismanagement

The Centre Board oversees the development and performance of the Centre. Roles and responsibilities of key staff are defined in individual Terms of Reference. Conditions for collaboration with international partner institutions are defined in ICAs. Specific agreements specify co-operation conditions with national institutions and partners.

Management and administrative issues at KLIP (Kisumu Local Interaction Platform) are guided by an agreed Administrative Manual, including a section on Code of Conduct. The other LIPs follow their host institutions' administrative guidelines and Code of Conduct.

The performance of the Platforms and the Secretariat is monitored through regular progress reporting and follow-up. Sida-funded activities are subject to annual audits. Pre-payments are allowed in some cases, but for limited time periods only and are carefully followed up.

Securing Resources

The Centre is dependent on financial resources, currently mainly from Mistra, Sida, the Gothenburg Consortium, and additional external co-funding. Successful performance is a basic condition for continued support.

Possibilities of additional funding from other sources are systematically explored. The ambition is to increase the match-funding part in future cooperation agreements. New principles for project funding, including possibilities for scaling up and sustainability, are dealt with in Section 6.2.

Project planning, budgeting and implementation have to be closely linked to available resources. This is particularly important in respect of rolling budgets over a longer project period, as described in Section 5.2. Follow-up and revision of project plans in case of financial scarcity will be part of the regular monitoring and planning process.

The continued establishment of local partnership arrangements is anticipated to strengthen the financial sustainability of the LIPs. The Gothenburg Consortium is one of the founders of the Centre. A Trust with wide stakeholder representation has been established as the legal unit for the Kisumu LIP. The partnership in Greater Manchester supports the GMLIP by facilitating integration and discussions, funding partnerships and development of the platform. The possibility of consortia or other supporting structures will be considered in the establishment of new partnerships.

Excessive bureaucratic burden

As there are currently different reporting and planning requirements from our funders and as number of partners who need to comply with these requirements increase, there is a risk of excessive administration, which in turn may reduce focus and resources for research and co-creation of knowledge. A close dialogue with our main funders, Mistra, Sida and the Gothenburg Consortium, is foreseen in order to secure streamlined and appropriate reporting and planning requirements.

Budget and fundraising

6.1 OVERALL BUDGET 2016-2019

The funding by Mistra and the Gothenburg Consortium, together with substantial support from Sida, is proposed to continue to constitute the core funding of Mistra Urban Futures during Phase 2. This core funding will be used to establish new partners, for structured comparative urban knowledge co-creation, for participation in strategic international interventions as well as for centre management and administration.

As described in the earlier chapters of this plan, the ambition is to increase the number of partners internationally as well in Sweden. This would require an increased level of funding from Mistra and Sida, as well as substantial co-funding from the new partnerships. The average turnover for Mistra Urban Futures during the operational years of Phase 1 was MSEK 60 annually. To fulfil the ambitions described in this plan, it is assumed that Mistra and Sida will increase their funding to the Centre compared to the last years of Phase 1 (funding in 2014 was MSEK 20 from Mistra and 8,5 MSEK from Sida). In addition, the level of external funding is estimated to increase compared to Phase 1. In Table 6.1, where the total funding for Phase 2 is estimated, the level of funding other than from Mistra and Sida is made conservatively and is expected to be surpassed, especially through external research grants.

At the Mistra Board meeting on 16 September 2015, it was decided to fund Mistra Urban Futures in Phase 2 with a total of MSEK 80, provided that specified criteria are met, including this revision of the Strategic Plan. The Mistra funding will be reduced annually by 4 MSEK during 2016-2019, from MSEK 26 in 2016 to MSEK 14 in 2019. This phase-out is intended to stimulate the Centre's and the Gothenburg Consortium's efforts to secure post-2019 funding and long term sustainability.

Funding Source	Estimates, MSEK				
	2016	2017	2018	2019	Total
Mistra	26	22	18	14	80
Gothenburg Consortium (GC)	16	18	19	20	73
Sida	11	11	11	11	44
LIP cofunding*	12	13	15	17	57
External funding**	10	12	13	14	49
Total	75	76	76	76	303

* Funding from local partners at each LIP. However, cofunding for GOLIP mainly consists of funding from Gothenburg Consortium, which is not included here.

** Total external grants to the Centre including all LIPs, from e.g. EU and national research councils.

Table 6.1 Estimated funding for the Centre

With this level of funding, one additional LIP overseas, one more LIP in Sweden plus a limited number of limited partnerships in Sweden and elsewhere will be sought. Existing LIPs will not, at short notice and after completion of the planning process represented by this Strategic Plan, have their budgets reduced in order to accommodate new arrivals or be forced to devote important further resources to seek more co-funding, beyond their best estimates of what is likely to be achievable. This would compromise the planned enhancements in Phase 2 compared to the previous phase both for the individual LIPs and for the Centre as a whole, including the strategic aims of undertaking systematic comparative research across LIPs and partnerships by design, and stepping up substantially international and global interventions.

In the light of the Mistra funding decision and its implications for co-funding from the Gothenburg Consortium and the other sources, the total average annual funding is planned to be distributed according to Table 6.2. This is in line with the knowledge and research programme set out in Chapter 2. However, as the new platforms are not expected to be fully operational during the first year, their expenditure and local co-funding levels will be lower at the start of Phase 2 than during the subsequent years of the period (see Section 5.4).

Area	Annual average funding per source (MSEK)				
	Mistra+ GC	Sida	Local co-funding cash	External	Total
Structured comparative urban research, all LIPs	28,1	9,5	14,1	12,3	64,0
Engagement and partnerships*	5,2	1,0	-	-	6,2
Centre management and administration	4,9	0,5	-	-	5,4
Total	38,2	11,0	14,1	12,3	75,6

* Including the Stockholm node

Table 6.2 Proposed average annual distribution of funding within the Centre

6.2 PROJECT FUNDING AND FUNDRAISING

A lesson learned from Phase 1 (see Progress Report, Chapter 7) is that it is essential for projects to be prompted to provide co-funding and seek external resources, in order to gain as much added value as possible from the funding provided by Mistra Urban Futures and Sida.

At least two models can, in principle, be used – or perhaps a sliding scale between two points: On the one hand, projects can be part-financed by the Centre, depending on priorities and strategic assessment. At the other extreme, the Centre would provide seed money to start up the project process, and then little or no funds for the actual project once it is up and running, apart from the comparative international dimensions and others for which local funding might not be a priority. Additional funds would then be available for dissemination, communication and implementation that would not naturally be covered by the projects' budgets. This could also be used for further publications that could spin off the projects in order to make full academic, as well as applied, use of the results. The aim will be not to put too much own resources into too few projects, hence this second principle is preferred (Figure 6.1). The objective should be to invest for the future – to get as much added value as possible out of the project funding available, while establishing the basis of longer term sustainability.

During Phase 1, external funds have been applied for and granted to several of the LIPs and projects. For Phase 2 the focus on external funding will increase further, with the intention to maximise value, outputs and outcomes from the Centre. Applications for external grant funding and other engagements with both multilateral (e.g. EU programmes such as H2020, JPI Urban Europe, Urbact, Interreg, Structural funds) and national research councils and official development agencies will be important ways to add value to specific projects or schemes and to help raise the Centre's profile.

6.3 LONG TERM FUNDING OF THE CENTRE

As stated in Section 5.1 (Organisation and mode of operation), the Gothenburg Consortium is committed to continuing the successful collaboration within Mistra Urban Futures, into a new post-Mistra Centre, perhaps simply called 'Urban Futures' combined with the different place names of the cities involved. A process is ongoing among the partners in order to strengthen the financial basis for the Centre, with the aim of building a sustainable 'post-Mistra' Centre. The Consortium aims at continuing the Centre from 2020 in a suitable form. Several options for the organisational and financial set-up are being studied, based on good examples of other centres which provide guidance on how this could be done. New partners can be brought into the Consortium of the Centre, or alternatively a membership organisation will be created. Several instances of this kind have been studied and found to operate successfully. Indeed several of the partners in this Centre already belong to other centres operating on a membership fee basis. Their experiences will be used to form the post-Mistra Urban Futures Centre.

With a successful Phase 2, having reached the strategic objectives set out in this plan, the Centre's ambition is to receive continued support from Sida after the cessation of Mistra funding. Signing a contract directly between Chalmers and Sida, as proposed in this plan, is one step in that direction.

The gradual addition of new platforms and hence new local partnerships in Sweden and overseas as explained above will further strengthen the basis for such a centre. According to the present partners, Mistra Urban Futures provides a unique opportunity to collaborate closely with researchers and find new ways how research can impact policy, decision-making and achieve real results in cities and urban regions. We expect that the value-added of belonging to this Centre will be sufficient for most, if not all, local partnerships to be willing to continue their commitment to the Centre after 2019. Furthermore, efforts will be made to encourage some of the local partnerships to step up their efforts after 2019 and provide some funding for the central functions of the Centre, in order to maintain its international character.

In the outline funding framework for Phase 2, five categories of funding are identified, see Table 6.1. According to the proposal, Mistra funding will represent 26 % of the total, the Gothenburg Consortium 24 %, Sida 15 %, LIP co-funding 19 % – other than GOLIP which is co-funded by the Consortium – and external funding 16 %. In Section 5.4 on risk management, we recognise the financial risks linked to the funding of the centre during Phase 2. As stated in that Section, these risks are actually mitigated by the very set-up of the Centre's funding, in that it is diversified with several different sources in several countries.

The external funding component has increased over time, and is expected to continue to grow as the interest in, and funding for, knowledge for sustainable urban development is increasing at national, European and global levels. The total financing from external sources in this Plan is, however, kept to a very cautious estimate, which we expect to be surpassed substantially in the coming years.

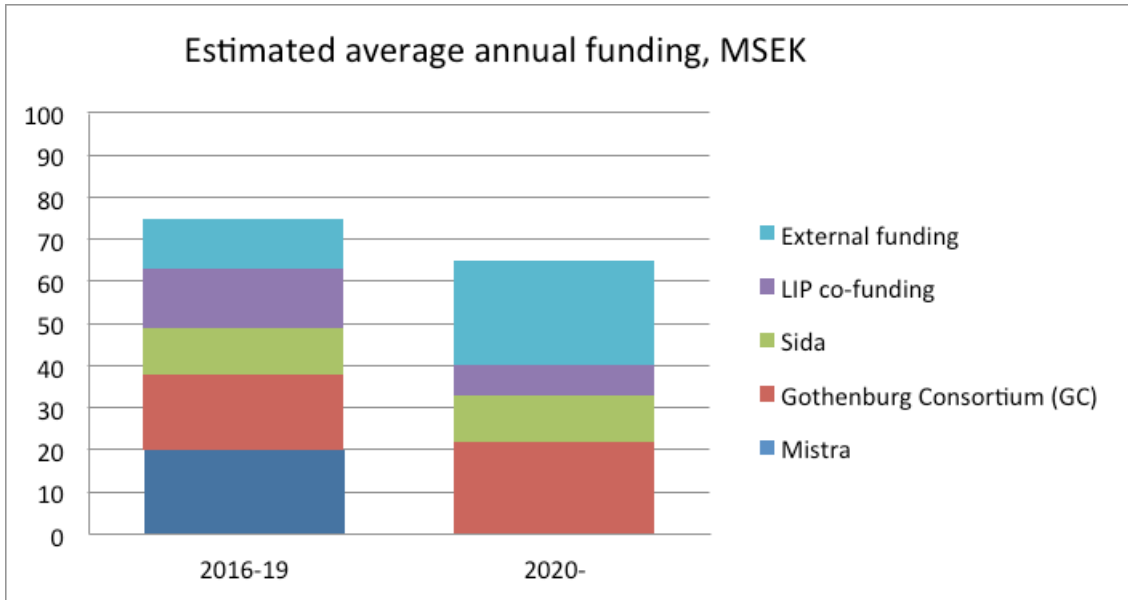


Figure 6.1. A possible scenario for the annual average funding of the Centre post 2019, MSEK.

In summary, the Gothenburg Consortium is committed to continuing the collaboration within the Centre on a long-term basis. Figure 6.2 shows a possible level of funding after Mistra support ends in 2019, with a strengthened financial base from the Gothenburg Consortium, increased external funding, continued funding from Sida and co-funding from national and international partners.

SUMMARY OF REVISIONS TO STRATEGIC PLAN 2016-2019

While making the revisions required by Mistra in the light of its funding decision for Phase 2, the opportunity was taken to update other aspects of the Plan in the light of subsequent developments, especially progress in relation to feasibility and pilot studies for the proposed establishment of a Skåne LIP and Stockholm node, and intensive planning involving the Secretariat and LIP directors. The following notes identify the locations where substantive revisions have been made.

The Executive Summary has been substantially rewritten to reflect the above combination of developments.

Chapter 1

Section 1.2 has been updated and reworded to underscore the distinctiveness of Mistra Urban Futures.

Section 1.3 has had text added on the importance of a gendered perspective on urban development.

Section 1.4: paragraph 1 of Strategic Objective II has been updated to reflect the Mistra funding decision.

Chapter 2

Section 2.1: the subsection entitled 'Meeting the Urban Challenges' has been substantially revised in the light of our ongoing strategic planning.

In Section 2.2, the meanings of key terms such as transdisciplinary and co-creation have been expanded for greater clarity.

Section 2.3 has had new text added to paragraph 6 to update it regarding our planning process. The text on the respective LIPs has also been updated in this light. One example will suffice: the appointment of two fulltime researchers to drive KLIP research capacity to a new level.

Chapter 3

This has been updated to reflect the Mistra funding decision and progress in relation to Skåne and Stockholm (Section 3.1), plus developments in GOLIP and GMLIP (Section 3.2).

Chapter 4 – renamed Communication and Engagement to reflect enhanced emphasis and Mistra requirements.

A new third paragraph has been added to the Introduction.

Section 4.2: a new paragraph has been added on annual conferences.

Section 4.3 – again, engagement has been more firmly emphasised, including via a revised heading.

Chapter 5

Section 5.1 has been rewritten, including an update of Figure 5.1 to reflect the Mistra funding decision, progress with negotiations with and within the Gothenburg Consortium, and to clarify the distinctions between the roles of the Secretariat for the Centre as a whole and for GOLIP, and to reflect institutional reorganisation surrounding GMLIP within Salford University.

Section 5.3 has been revised to underline the strategic focus of and commitment to QME.

Chapter 6

Section 6.1 has been revised and expanded to reflect the Mistra funding decision and its implications.

Section 6.3 has been expanded and strengthened to reflect the Mistra decisions and requirements regarding longer term sustainability; progress within the Gothenburg Consortium regarding post-2019 commitment; and progress in securing other external funding.

MISTRA URBAN FUTURES

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