

FCO Global Future Cities Programme:

Terms of Reference for the UK Built Environment Advisory Group

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Introduction

The following paper outlines the role and responsibilities of the Advisory Panel of the Capacity Development Programme for the Foreign and Commonwealth Office (FCO) Global Future Cities Programme (GFCP).

The GFCP Strategic Capacity Development Programme has been contracted to the Royal Institute of British Architects (RIBA) as the nominated coordinating body of the UK Built Environment Advisory Group (UK BEAG). As such, the RIBA will have ultimate responsibility for the delivery of the programme.

This paper outlines the proposed role of the UK BEAG Advisory Panel. It goes on to provide details about the proposed Strategic Capacity Building Programme.

Please note that this paper covers *only* the role of the UK BEAG Advisory Panel. It does not cover any further potential activities. However, given the extent and duration (20 months) of the programme, these may emerge for the members of UKBEAG (for example, in contribution to Capacity Building events, or publications).

The role of the UK Built Environment Advisory Group

The RIBA recognises both the expertise that UK BEAG can offer, and the role it has played in the Future Global Cities Programme to date. Working closely together, UK BEAG will help draw together a wide range of expertise relevant to the programme.

UK BEAG will offer support and advice to the RIBA and the Programme Director through the duration of the programme, specifically:

- Review the overall strategic capacity development programme and methodology, and provide suggestions for refinement and improvement
- Support the detailed design of the programme, as it iterates
- Identify pre-existing resources that may be deployed by the programme
- Identify subject matter experts who may be able to contribute to the programme
- Identify city and country experts who may be able to contribute to the programme

UK BEAG Advisory Panel Meetings

In the proposal to UN Habitat, we have proposed and budgeted for six half-day meetings, (one approximately every three to four months) of the Advisory Panel, during the programme. These are to be attended by one senior member, and one subject matter expert, from each of the constituent organisations. Members of the Advisory Panel will be able to invoice for their time in attending the meetings, at an agreed rate.

About the UK Built Environment Advisory Group

UKBEAG is made up of:

- The Royal Institute of British Architects (RIBA),
- The Royal Town Planning Institute (RTPI), and
- The Institution of Structural Engineers (IStructE)
- The Landscape Institute (LI).

UK BEAG the group bring skills in sustainable development, planning, infrastructure, architecture, structural engineering and project management to support UK and international governments and agencies tackle issues around resilience, planning and sustainability. It is a

member of the Global Alliance for Urban Crises. UK BEAG counts the following among its core skills:

- Building institutional capacity
- International skills development
- Supporting continuing professional development
- Developing educational and professional standards
- Contributing to government policy (local, national and international), eg rapid adaption strategies, planning policy, building code, and strategic project identification and definition
- Promoting public and community engagement

The FCO Global Future Cities Programme

The FCO Global Future Cities Programme is made up of thirty interventions based around three pillars; Transport, Urban Planning and Resilience. These interventions will be delivered in nineteen rapidly urbanising cities, in ten lower to upper middle-income countries. The UK Foreign and Commonwealth Office describes the aim of the programme as:

“The aim of the Global Future Cities Prosperity Fund programme is to work with a select number of cities in middle income countries. Over a three-year period to improve the way their cities are planned and managed, resulting in increased local prosperity and quality of life, including a reduction in levels of poverty and gender inequality, together with creating mutually beneficial trade opportunities.

The programme will also help create opportunities and develop sustainable economic relationships with cities in sectors where the UK has a comparative advantage, leading to a mutually beneficial increase in future cities trade.”

The Global Future Cities Programme is divided into two phases: a Strategic Phase, now complete, and the current Implementation Phase.

The Strategic Capacity Development Programme

Aims and Objectives

The aims and objectives of the Strategic Capacity Development Programme will be to:

1. Focus on reducing the barriers to implementation
2. Help to increase the impact of the interventions and their long-term sustainability through the Implementation, Build and Operation & Maintenance phases
3. Help to increase the potential for shared learnings both within the programme and beyond
4. Help to promote the potential for replication both within the host countries and beyond, for example, where appropriate:
 - 4.1. Between the cities forming part of the programme
 - 4.2. Between cities in the host country but not in the programme
 - 4.3. Between national government and civil society
 - 4.4. Between local government and local communities
5. Engage with and help deliver the FCO’s programme level Theory of Change.
6. Enhance engagement and demonstrate alignment with the 2030 UN Sustainable Development Goals.
7. Create mutually beneficial economic relationships between UK professions and host cities in areas, such as architecture and planning, where the UK has strong expertise.

Methodology

The GFCP Strategic Capacity Development Programme will be tailored to the needs of each city and will follow the good practice guidance outlined in 'The Challenge of Capacity Development' (OECD 2006), which identifies three levels of intervention: the enabling environment (national/sector framework), the organisational level and the individual level.

The programme will focus at programme level (as distinct from intervention level), and, provisionally, on the following **five key themes**:

- **The principles and practice of integrated and inclusive planning**
- **Achieving impact through evidence-based design (ie effective use of data)**
- **Governance and collaboration**
- **Project finance and procurement**
- **Implementation and enforcement**

The Strategic Capacity Development Programme will be underpinned by the four principles derived from the good practice guidance outlined in 'The Challenge of Capacity Development' (OECD 2006), namely:

- Understanding the country and city contexts
- Identifying and supporting sources of city-owned change
- Delivering support
- Learning from experience and sharing lessons

Core Deliverables

The following section outlines the core deliverables of the programme. However, it should be noted that these are subject to change; both in the negotiation of the programme with FCO and UN Habitat, and during the programme itself, in response to the needs of the cities.

Overall Management and Quality Control

The project will be overseen by a Programme Lead from the RIBA, working closely with a Senior Consultant. The Programme Lead will oversee programme and contract management to ensure that the deliverables are to quality and time.

Coordination Workshops

To ensure close coordination between the strategic, knowledge management and capacity development activities, UN Habitat, the Programme Lead and the Senior Consultant will hold 4 workshops with UN Habitat over the life of the programme.

Knowledge Management Platform for city-to-city learning

We will be available to support and advise UN Habitat in the deployment and population of a Knowledge Management Platform.

Capacity Development Methodology and Thematic Approach (Detailed Design).

During the first 16 weeks of the programme we will work closely with FCO Posts and UN Habitat colleagues to develop at the programme and its alignment to the FCO's Theory of Change (ToC) and to the activities of the Implementing Partners

At the same time, we will develop a city-wide assessment framework, supporting sources of country owned change while considering the enabling environment, the organisational level and the individual level.

The Strategic Capacity Development Programme may be further developed and refined over time in response to the needs of each city.

Thematic Capacity Development Activities

This section describes the key elements that will form the basis of the Strategic Capacity Development Programme.

The precise format and sequence of these will be defined during the Detailed Design stage through dialogue with the cities and the project partners.

Country Events, (10 x 2 days):

Following the Regional/Thematic events we envisage that city stakeholders will continue to develop their ToC and that these will be shared with a broader constituency in a series of Country Events. Where appropriate, the Country Events will be used to bring together a broader range of stakeholders, including representatives from national government, civil society groups and other cities to share in and engage with the outputs from the programme. The opportunity will also be taken to deliver relevant new content to this broader constituency and will be delivered in, or translated into, the local language.

Global Training & Dialogue Event (1 x 5 days):

Towards the end of the programme, key stakeholders will be brought together in a global Training & Dialogue Event in London, the purpose of which will be to facilitate a further and final round of peer-to-peer exchange, celebrating and reflecting on the achievements accomplished over the life of the programme while considering next steps in terms of implementation and delivery.

The opportunity will be taken to arrange a series of site visits together with meetings with relevant UK stakeholders as appropriate.

Webinar Series

Over the course of the programme, we envisage hosting a total of up to 12 no interactive webinars, the content of which will be based on the principle themes referred to above, refined as required to reflect emerging priorities. The webinars will also be translated into the seven languages used by the participating cities so that these can be more widely shared.

Thematic Learning Reports

The programme presents an opportunity to capture and disseminate key thematic learnings for sustainable urban development, best practice, and practical lessons learnt, so giving the programme impact beyond its duration and location. The Thematic Learning Reports, structured around the five key themes, will provide a shared resource to be used by the cities in the programme.

Indicative Delivery Timeline

The Capacity Development Programme will complement the wider GFCP, and so is expected to commence in October 2019 and be delivered alongside the GFCP, over a period of 2 to 3 years. Timings may alter in light of the detailed design stage.

Description	Start Date	End Date	Duration
Programme Management and Quality Control	July 2020	February 2022	20 months
Capacity Development methodology and thematic approach, Detailed Design	July 2020	October 2020	4 months
Thematic Learning Events	October 2020	December 2021	15 months
Country Events	October 2020	September 2021	12 months
Global Training & Dialogue Event	December 2021	December 2021	1 week
Webinar Series	December 2020	December 2021	13 months
Thematic Learning Reports Drafted and Disseminated	March 2021	December 2021	10 months

All timings and modalities will be subject to ongoing review and change in light of COVID-19.