

BUILDING HEALTHY CITIES



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Indore Leverage Workshop



June 2019

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ACRONYMS

BHC	Building Healthy Cities
ICDS	Integrated Child Development Scheme
IMC	Indore Municipal Corporation
JSI	JSI Research & Training Institute, Inc.
L&T	Larsen & Toubro
MGM	Mahatma Gandhi Memorial, Medical College
MPVHA	Madhya Pradesh Voluntary Health Association
PSI	Population Services India
TCIHC	The Challenge Initiative for Healthy Cities
USAID	United States Agency for International Development
WCD	Department of Women and Child Development

Building Healthy Cities

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INTRODUCTION

The USAID-funded Building Healthy Cities (BHC) project aims to refocus city policies, planning, and services with a health equity lens while improving data-driven decision making for Smart Cities in India, Indonesia, and Vietnam. Planning for a Smart City is intrinsically linked to health: transportation, the environment, sanitation, education, recreation, technology, and the built environment all influence the health of an urban population. When decision-making across these areas is harmonized, people will benefit from improved access to health services, decreased environmental and lifestyle risk factors for chronic diseases, a lower burden of infectious diseases, and an increased availability of useful data for decision-making.

BHC is building capacity for systemic participatory action research through dynamic systems mapping, to allow urban leaders, stakeholders, and beneficiaries to engage in sustained, systemic and adaptive leadership over time. This process produces actionable strategies that enable shared ownership and coordinated action. One step in this process is to find leverage points in the system where small action will create an impact on the whole system. To facilitate this BHC organized a Leverage Workshop in Indore on June 21, 2019.

This was the second in a series of three systems mapping workshops. A summary of the first systems mapping workshop can be found here: www.jsi.com/buildinghealthycities. This report summarizes the proceedings of this second workshop.

WORKSHOP DESIGN

In this workshop participants worked with a context map, which shows the patterns and dynamics of how the system currently works. BHC introduced the map to various stakeholders to gain an understanding of the “energy” in the system, meaning if the map were a flat road map, this process would help find the mountains and valleys. The objective was to develop leverage hypotheses with stakeholders based on the feedback and information provided at the workshop.

WORKSHOP SUMMARY

Table 1: Workshop Agenda

Time	Agenda	Resource Person
12:30 -1:00	Overview of Indore Systems Map. Introduction to systems thinking and high impact actions.	Dr. Damodar Bachani, Deputy Project Director, BHC
1:00 - 2:00	Lunch Break	
2:00 - 2:15	Break into small groups. Explore the systems map and use sticky flags to mark characteristics of the forces and relationships shown.	Neeraj Mishra Alsa Bakhtawar S. Fareed Uddin
2:15 - 2:30	Introduce the Leverage Canvas and how it will be used.	Alsa Bakhtawar
2:30 - 3:30	Participants work through the process outlined on the Leverage Canvas.	Group Chair & Rapporteur
3:30 – 4:30	Each group reports out on the leverage opportunity they identified followed by discussion.	Group Rapporteur
4:30 – 5:00	Concluding Remarks	Dr. Damodar Bachani, Deputy Project Director, BHC

The workshop commenced with an introduction of BHC by Dr. Damodar Bachani, BHC Deputy Project Director. He welcomed all of the participants and each person introduced themselves. He also gave a brief overview of the systems mapping process and how BHC has used it since the inception of the project.

Neeraj Mishra, BHC City Project Officer and Alsa Bakhtawar, BHC Project Associate, gave an overview of the systems thinking approach and shared how the context map was built. The context map and accompanying narrative booklet were provided to each table for the participant's group work and discussion. Participants began by narrating the deep structure section of the map and then went on to narrate the stories behind each additional map loop. The BHC team explained how systems are always in motion and to create solutions that are up to the challenge, we must



Dr. Damodar Bachani, BHC Deputy Project Director, welcomes workshop participants.



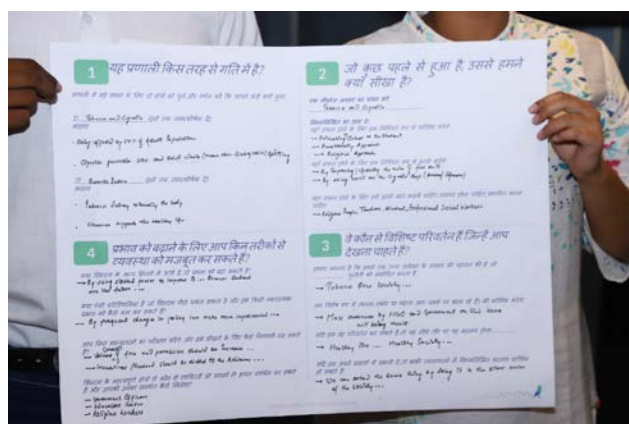
Alsa Bakhtawar, BHC Project Associate, socializes the context map with participants.

work together to better understand how forces are connected. We do this through a practice of “zooming out” to see the full picture, and then “zooming in” to see the patterns underneath the problems. The idea behind the workshop was to “unlock change” and not “impose it.” Participants looked for where we might work with the forces that we have discovered in the system to move it to a state of greater health.

Assessing the energy in the system and introducing the leverage canvas

The participants were then divided into 5 smaller groups with two student volunteers as facilitators. Each facilitator was provided with a facilitator's guide for their reference. They were instructed to explore the map in their small group and then use color-coded sticky flags to label areas they identified as: frozen (where change will be difficult or unlikely), having energy for change, bright spots, a mixed-bag (where things often work one way, but could just as easily turn the other direction), or having a potential for action to create a “ripple” of impact across the system. Examples for each of the identified areas were written on labeled post-its so that these data/evidence could be collected.

The small groups then used the information from their discussion to fill out a leverage canvas. Participants were asked to choose two areas where they saw opportunity for high-leverage impact. The facilitators helped the participants to “zoom out” and use their flags to understand how they could use the



Group members assess the energy in the system and mark their ideas using post-its.

energy and the opportunity they saw to improve the health of the system. Then, the participants were asked to choose one of their selected leverage opportunities and “zoom in” to explore what we could learn from what is happening there currently. Participants then explained the logic behind their selection of the leverage opportunity and how it related with the whole system.



Group members present their leverage canvas.

Presentations

A rapporteur from each of the five small groups presented their leverage canvases. The themes identified by the groups were: Improved Data, Tobacco and Cigarettes, Empathy Towards Community, City Transport System, Community Participation, and Health System Strengthening.

Concluding Remarks

At the end of the workshop Dr. Damodar Bachani thanked the participants for their time and valuable inputs. He explained how BHC will use this data in the future. The participants were very interested in knowing the output of the workshop.

The next step for the BHC team will be to develop leverage hypotheses from the leverage canvases completed by the participants.

PARTICIPANTS

	Name	Organization
1.	Om Hari Dangi	KPMG
2.	Veerendra Jain	The Challenge Initiative for Healthy Cities (TCIHC), Population Services India (PSI)
3.	ShanuSanwaija,	TCIHC, PSI
4.	Zameer Anwar	Save the Children
5.	Ashish Daniel	Madhya Pradesh Voluntary Health Association (MPVHA)
6.	Bakul Sharma	MPVHA
7.	Om Prakash	MPVHA
8.	Satyendra	MPVHA
9.	Aditya Awasthi	Acropolis
10.	Mr. R.K Shukla	EPTISA
11.	S. Vaishali	EPTISA
12.	Dr. BM Shrivastava	Ex. Dean, Dental College
13.	Dr. Priyanka	Mahatma Gandhi Memorial (MGM), Medical College
14.	Dr. Yogesh	MGM, Medical College
15.	Dr. Lubna Shaikh	MGM, Medical College
16.	Dr. ChandraPal	MGM, Medical College
17.	Dr. Sonal Rathore	Larsen & Toubro (L&T)
18.	R G Swamy	L & T
19.	D Mudgal	L & T
20.	H. Desa	L & T
21.	Vijay Bhargava	National Health Mission
22.	Mohd Shahin	Department of Women and Child Development (WCD)
23.	Shreeraj Manampadi	WCD
24.	Anita Joshi	Integrated Child Development Scheme (ICDS), WCD
25.	Satish Ganguta	ICDS, WCD
26.	B. S. Sirole	ICDS, WCD
27.	C. L Passi	WCD
28.	AS Rathore	Department of Education
29.	Bhaskar Mayade	Zonal Officer, Indore Municipal Corporation (IMC)
30.	Vaibhav	Zonal Officer, IMC
31.	Umesh Pandya	Zonal Officer, IMC
32.	Nagendra Singh	Zonal Officer, IMC
33.	GS Sutar	Zonal Officer, IMC
34.	Shanti Lal Yadav	Zonal Officer, IMC
35.	A K Jain	Zonal Officer, IMC

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