

BUILDING HEALTHY CITIES



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Makassar Leverage Workshop



April 2019

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ACRONYMS

BHC	Building Healthy Cities
JSI	JSI Research & Training Institute, Inc.
IOM	International Organization for Migration
USAID	United States Agency for International Development

Building Healthy Cities

Building Healthy Cities is a five-year cooperative agreement funded by the United States Agency for International Development (USAID) under Agreement No. AID-OAA-A-17-00028, beginning September 30, 2017. Building Healthy Cities is implemented by JSI Research & Training Institute, Inc. (JSI) with partners International Organization for Migration (IOM), Thrive Networks Global, and Urban Institute, and with support from Engaging Inquiry, LLC.

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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.

In Makassar, Indonesia, BHC supports the city's vision of Makassar as a world class city that is healthy and livable for all. BHC works in partnership with Smart City initiatives and urban health coordination structures to achieve health goals and improve metrics in infrastructure, information and communication technology projects, enhance interoperability of data systems, and increase the efficiency of multisector urban spending. In addition, BHC helps Smart City citizens of every demographic have a voice in the process through integration of a mobile citizen reporting system.

To succeed in this project, BHC encourages multisectoral collaboration to address the complexity of healthy city issues. In support of this, BHC hosted a Leverage Workshop on April 30, 2019 in Makassar. This was the second in a series of three systems mapping workshops intended to help define how to leverage the current context and identify a set of actions to move Makassar toward its long-term goal of being a world class city that is healthy and livable for all. 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

The Leverage Workshop was designed based on principles of participatory action research and systemic strategy design. Key stakeholders across sectors were engaged and asked to contribute their unique knowledge and experience. The facilitators employed multiple modalities to achieve a robust systems analysis, as well as the necessary knowledge and skills that assured the analysis was useful to the core team and primary stakeholders. These modalities included:

- Information sharing and instruction in plenary.
- Directed small group activities and data collection around the systems map.
- Participant share-out of findings to the larger group.

Objectives

- Orient stakeholder participants to the map. Build capabilities and comfort to engage with and utilize the map as a tool for understanding and engaging the system.

- Use the systems map to identify opportunities for high-impact action towards achieving city health and development goals.
- Utilize and collect stakeholder knowledge/experience to understand key considerations for successful actions, how to measure impact, and who should be engaged.
- Provide an opportunity for sharing and alliance building across sectors.

Expected Outputs

- 1) Identification of key areas where targeted action in the system can have the greatest impact, and important considerations for *how* that action should occur.
- 2) Increased understanding and alignment across sectors about how to use a systems map to design systemic strategy.

WORKSHOP SUMMARY

Welcome and Introduction to BHC

- Welcoming speech from Dr. Andi Hadijah Iriani, Head of Bappeda, the city planning agency that leads the Makassar Smart City program.
- Description of the BHC project goals and key activities.
- Outline of the systems mapping process, including conducting assessments, validating data, and developing the systems map.
- Participants posed questions and shared concerns around community health needs and their ability to effectively engage residents in improvement efforts.

Formal Opening and Singing of the National Anthem

- Welcoming speech from Son Ha Dinh, Program Coordinator, IOM Eastern Region.
- Welcoming speech from BHC Director, Amanda Pomeroy-Stevens.
- Singing of the Indonesia National Anthem, Indonesia Raya.



Dr. Andi Hadijah Iriani, Head of Bappeda, said she appreciates this workshop because it supports Makassar city in addressing health issues.



"This collaborative mapping exercise is a great way to move data off the page and into decision-making and advocacy processes for the city of Makassar," said Amanda Pomeroy-Stevens, BHC Project Director.

Fundamentals of Systems Practice

- Overview of the methods, tools, and mindsets essential to successfully bringing systems thinking principals to practice.
- Description of the value of this approach and how the information shared at the workshop will be used to enhance and expand our ability to align efforts and achieve positive results.

Introduction to the Makassar Systems Map

- Narration of the “Deep Structure” of the map. This describes how the outcome of government innovation and improvement efforts are limited by the current level of workforce and infrastructure capacity.
- Description of key loops around the map that tell important stories of system behavior.
- Each participant received a booklet detailing each loop in the systems map and an accompanying narrative, describing the story being told and relevant examples. A large printed copy (24" x 36") of the map was given to each table.

Understanding Energy in the System - Small Group Work

- Participants were organized into nine small groups of four to six people. 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.
- **OUTCOME:** Nine systems maps (one from each small group) with descriptive labels to deepen understanding of the energy and potential inherent to elements of the map. Aggregation of these data revealed that each factor in the system was labeled with one of the above listed colors. This demonstrates that the factors/relationships/narratives represented in the map held meaning for the participants for effectively understanding system behavior. The systems map with added leverage flags is available [here](#).

Finding Leverage

- In the same small groups, participants built on the information they collected to identify opportunities for high-leverage impact in the system.
- Next, participants used the map, along with their collective knowledge and experience, to complete a “Leverage Canvas” which guided them to identify a promising opportunity for leverage in the system, explore what we can learn from what is happening there already, map the proximal effects of an input/shift to target forces, and hypothesize the impact this would have on other areas across the system.

- **OUTCOME:** Nine unique leverage opportunities for high-impact action in the system. Each included supporting details around the evidence for impact, key considerations for success, essential stakeholders to engage, and where to monitor for learning.

Group Share-Out

- Due to time limitations only three of the small groups were able to report their findings.
- The leverage areas described addressed topics including: data driven decision making, policy and leadership, and improving community engagement.
- While each of the leverage points were unique, there was a clear overarching theme: the community does not participate/engage in our efforts and, as a result, they are not successful. This demonstrates the need for ongoing utilization of the systems map to build understanding around the patterns driving this disengagement.



Participants share the findings from their small group work.

Next Steps and Closing

- In the closing plenary, information was provided on how the data generated during the workshop would be used, and opportunities for continued engagement.
- Verbal feedback and questions from participants demonstrated interest and engagement in the materials and a desire for an ongoing role in designing and implementing action steps.
- Participants were thanked for their time and the valuable data that they provided which is essential to the success of the project.

PARTICIPANTS

Institution		Number of Attendees
Departments		
1.	Bappeda	3
2.	Social	2
3.	Health	3
4.	Civil and Registration	1

5.	Environment	1
6.	Public Works	1
7.	Education	1
8.	City Operation Room (War Room)	1
9.	Information and Communication Technology	4
10.	Disaster Management	1
11.	Community Empowerment Office	1
12.	Daya Hospital (City Office)	1
13.	Garbage Management	1
14.	Health Community Center of Langka Island	1
15.	Village of Barrang Caddi Island	1
Academia		
16.	Social and Political Faculty of Hasanuddin University	1
United Nations, Nongovernmental Organization, and Local Communities		
17.	Cita Sehat Clinic	1
18.	Rumah Zakat	1
19.	LSKP (concerning women's empowerment and child protection)	1
20.	Tri Arta Medika	1
21.	Blindness Association	1
22.	RISE Project	3
23.	USAID IUWASH Plus	1
24.	WASH UNICEF	1
25.	Kompak	1
Journalists		
26.	Journalist Association	1
Private Sector		
27.	Bosowa	1
28.	Telkom	1
29.	Kalla Foundation	1
Program and Related Institutions		
30.	Central Bureau of Statistics	1
31.	Universal Health Coverage (BPJS)	1
32.	City Research Center	1
Total		42

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