

BUILDING HEALTHY CITIES



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Makassar Workshop Report: Musrenbang Prioritization Training



March 3-5, 2020

CONTENTS

INTRODUCTION	1
WORKSHOP DESIGN.....	1
WORKSHOP SUMMARY	2

ACRONYMS

BHC	Building Healthy Cities
IOM	International Organization for Migration
JSI	JSI Research & Training Institute, Inc.
NGT	nominal group technique
SPM	minimum service standard
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 United States Agency for International Development (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, Nepal, 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, BHC works with City Planning and Development (Bappeda), Kominfo, and other key stakeholders to support the city's vision and long-term goal to become 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 define and implement actions to achieve this goal via health, infrastructure, and information and communication technology projects; enhance interoperability of data systems; and increase 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.

Bappeda uses citizen-powered (or “bottom-up”) processes in planning to inform the traditional “top-down” directives, indicators, and outcome goals. This process is called musrenbang, an annual forum in which citizens articulate their needs to the local government in hopes of directing funding to their neighborhoods. Bappeda must then sort and prioritize those needs and determine what programs will be funded. Bappeda requested that BHC facilitate trainings on using a systems approach to prioritize high impact programs suggested through musrenbang, to support efforts to increase the efficiency of multisector urban spending. This report details the workshop organized by BHC and Bappeda on March 3-5, 2020.

WORKSHOP DESIGN

The purpose of this workshop was to promote the use of a systems approach for comprehensive problem analysis and effective and efficient policy and programming development as part of the musrenbang. The first two days of the workshop, 3-4 March 2020, were funded by BHC, while the third day, March 5, was funded by Bappeda.

Specific objectives were:

- Build capacity in determining program priority by using a systems approach.
- Encourage design of effective and efficient policy/programs by using a systems approach.
- Identify programs with effective and systematic impacts.
- Provide training on the web-based platform Kumu, as a tool in systems approach.

Expected outcomes included:

- Participants understand a systems approach for prioritizing problems and designing effective and efficient programs.
- Participants understand the nominal group technique (NGT) for determining priority of problems.
- Participants are able to design systems map loops from cause and effects analysis.
- Participants are able to design narratives for each loop.
- Participants understand how to fill in a leverage canvas.
- Participants are able to prioritize programs based on RKPD 2021 outcomes (targeted outcome set by Ministry of Home Affairs) and designed hypothesis.

A preparation meeting with the workshop committee was held at the Bappeda office. A volunteer and facilitator briefing was arranged at the IOM office to share the facilitation guide for group work during the workshop. The session was attended by IOM staff and ten students from Hasanuddin University who served as facilitators.

WORKSHOP SUMMARY

Opening Session

The workshop was opened by the Head of Bappeda, Dr. Andi Hadijah Iriani, Sp. THT-KL. She stated that she hoped that this workshop could be a reference for Bappeda for city planning and budgeting using a systems approach.

In the opening ceremony, Mr. Son Ha Dinh, IOM Indonesia's Eastern Indonesia Program Coordinator, expressed his appreciation to Makassar City for their collaboration and support to BHC, emphasizing the city's efforts to collaborate on healthy city issues. He also appreciated the city's demand for the systems approach for planning and budgeting processes.

The session continued with presentations from the BHC team. In the first session, Dr. Ahmad Isa introduced the BHC project's work in Makassar, and provided a short description of systems approach. Additional sessions of the workshop agenda are described below.



Opening by Head of Bappeda.

Analysis of Enabler and Inhibitor Factors

- BHC explained how to analyze enabler and inhibitor factors, using 10 RKPD 2021 outcomes (targeted outcomes set by Ministry of Home Affairs) as an example.
- BHC divided participants into 10 groups of four people, based on the 10 RKPD 2021 outcomes.

- Group discussions analyzed enablers and inhibitors of 10 RKPD 2021 outcomes, considering Sustainable Development Goals, RKPD 2021 indicators, and minimum service standard (SPM).

Upstream and Downstream Analysis

- BHC explained the concept of upstream and downstream analysis, as well as objectives based on 10 RKPD 2021 outcomes.
- BHC explained guidelines for conducting upstream and downstream analysis.
- Each of the 10 groups conducted an upstream and downstream analysis for their assigned RKPD 2021 outcome.

Designing Narratives and Loops from Upstream and Downstream Analysis

- BHC explained techniques for designing systems map loops and narratives.
- Each of the 10 groups was guided to design loops and narratives based on their upstream and downstream analysis.

Designing Narratives and Loops in Kumu

- BHC introduced Kumu, the online platform used to create and share interactive systems maps.
- Participants were guided through the process of designing their own loops in Kumu based on the loops and narratives created at the workshop.

Identifying Leverage Factors

- The BHC team explained the purpose of using leverage factors.
- BHC presented an overview of system dynamism.
- Each of the 10 groups discussed system dynamism using the systems map.
- The facilitator provided notes during discussion.

Determining Related Departments to Achieve RKPD 2021

- BHC explained the flow to determining which departments to engage to achieve RKPD 2021.



- On the systems map, participants color-coded factors to align with RKPD 2021 target indicators. For example, RKPD 2021 target indicator 1 is the number of port passengers. The group identified "increased use of sea transportation" as a representative factor on the systems map for this indicator.
- Participants then determined which city departments are associated with each of the factors on the systems map.
- The facilitator compiled the selected departments.

Identify Leverage Program

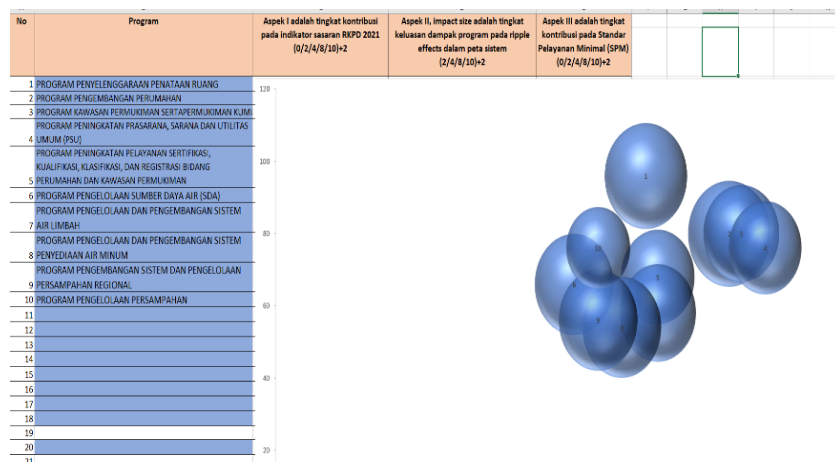
- BHC explained the nominal group technique (NGT).
- Participants were divided into five groups, with each group discussing two RKPD 2021 targets.
- Each group used the NGT to score programs using the following three 3 aspects:
 - Aspect I: Level of contribution to the RKPD 2021 indicator.
 - Aspect II: Program's impact on the systems map.
 - Aspect III: Level of contribution to the Minimum Service Standards (SPM).

NOMINAL GROUP TECHNIQUE				
No	Program	Aspect I	Aspect II	Aspect III
1	PROGRAM PENUNJANG URUSAN PEMERINTAHAN DAERAH			
2	PROGRAM PENGELOLAAN SUMBER DAYA AIR (SDA)			
3	PROGRAM PENGELOLAAN DAN PENGEMBANGAN SISTEM PENYEDIAAN AIR			
4	MINUM			
5	PROGRAM PENGEMBANGAN SISTEM DAN PENGELOLAAN PERSAMPAHAN REGIONAL			
6	PROGRAM PENGELOLAAN DAN PENGEMBANGAN SISTEM			
7	AIR LIMBAH			
8	PROGRAM PENGELOLAAN DAN PENGEMBANGAN SISTEM DRAINASE			
9	PROGRAM PENGEMBANGAN PERMUKIMAN			
10	PROGRAM PENATAAN BANGUNAN GEDUNG			
11	PROGRAM PENATAAN BANGUNAN DAN LINGKUNGANNYA			
12	PROGRAM PENYELENGGARAAN JALAN			

NGT format.

Data Analysis and Visualization of NGT Results

- BHC shared the results of the NGT data analysis technique.
- The group and facilitators compiled the participants' assessments through the NGT process.
- The group analyzed and visualized the results of the NGT using Excel.
 - Line Y: Aspect I, level of contribution to the RKPD target. The higher the position, the more the program contributed.
 - Line X: Aspect II, impact size. The further to the right, the larger the impact of the program on the system.
 - Circle size: Aspect III, level of contribution to the Minimum Service Standards (SPM).



Data visualization of NGT process.

Closing

- Participants shared their feedback on the overall systems approach concept.
- Participants thought the workshop answered their questions on how to prioritize programs through a systems approach, and expressed interest in learning more.
- Participants thanked BHC for support on the comprehensive analysis for prioritizing programs.



"I think this is new reference for us in prioritizing program analyzing data with comprehensive picture using system map. Hopefully, we can learn more on the system approach."

— Bappeda staff

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