

BUILDING HEALTHY CITIES



MULTISECTOR HEALTHY CITY ACTION PLAN: MAKASSAR

Executive Summary

Introduction

Makassar is the fifth largest city in Indonesia, with a population of 1.4 million as of 2020 (Population and Civil Registration Department 2020).¹ The Mayor of Makassar declared the city's tagline to be "Makassar Sombere (kind-hearted) and Smart City," identifying the city as a hospitable place to live. The objective of the Smart City program is to promote cities that improve the quality of life of its citizens through infrastructure, a clean and sustainable environment, and the application of "smart" solutions, including information and communications technology (ICT). These objectives are expected to have positive effects on the health of Makassar's residents.

The United States Agency for International Development (USAID) funded Building Healthy Cities Project (BHC) is a 5-year learning project to support healthy urban planning, partnering with Makassar city government from 2018-2022 on over 19 activities. At the end of this effort, BHC developed this Action Plan to summarize all findings and recommendations from our research and stakeholder discussions to help facilitate work planning in Makassar.

Purpose of This Action Plan

The purpose of this document (the "plan") is to summarize the evidence, consultations, and collaboratively generated insights facilitated through the BHC project over the course of four years in Makassar (2018-2022), as a partner to the Mayor's Office. The second purpose of this document is to recommend actions that will serve as the basis for discussion amongst the City Planning and Development Agency (*Badan Perencanaan Pembangunan Daerah* or Bappeda) and the city departments as they develop their next mid-term five-year work plan to be ratified and implemented by each sector.

¹ Population and Civil Registration Department. 2020. "Population Data." Makassar City Population and Civil Registration Department. June 2020. <https://dukcapil.makassar.go.id/data-penduduk/>.

How This Action Plan Was Created

This Action Plan is the cumulative result of a range of research, learning activities, and a participatory process of stakeholder consultation and co-creation in Makassar facilitated by BHC. Partnering closely with Bappeda and Kominfo in Makassar, BHC engaged with sectors that contribute, directly or indirectly, to citizens' health and quality of life. This multisector engagement in Makassar included the following sectors:

- Health Office
- Public Works
- Environmental Department
- Education Department
- Social Department
- Women Empowerment and Child Protection Department

BHC convened a series of multi-stakeholder conversations to organize and understand the enormous amount of information gathered (see full Action Plan for a complete list of research reports) and to make this an inclusive and participatory process. BHC used systems thinking tools and practices to grapple with the complexities and interrelated nature of urban challenges.

Goal of This Action Plan

A good plan for urban development begins with a clear vision for what a vibrant, healthy urban system would produce for its citizens and environment. Makassar's Smart City goal statement is "Sombere and Smart City." Reframing this to serve as the starting place for developing a common understanding, the mutually agreed upon goal statement for this plan is:

"Makassar as a world class city that is healthy and resilient for all."

BHC put together this Action Plan as a roadmap for how to achieve this goal. For each action it provides the **roles and responsibilities**, an estimate of the implementation **costs**, **suggested non-governmental partners**, and suggested monitoring and evaluation **indicators**.

Background

Defining the Context of a Healthy Makassar

BHC engaged approximately 240 stakeholders to bring out a well-rounded mutual understanding of the context for a healthy Makassar. This number also includes the city officials and workers from different government departments such as Bappeda, Health Office, Kominfo, Education Department, and Social Department, among others.

Based on the evidence collected by BHC and the feedback from a range of Makassar multisector stakeholders, the heart of the healthy Makassar context is the enhancement and expansion of Makassar by city leaders who are actively innovating and utilizing new technologies. This has resulted in advancements in connectivity and responsiveness in many areas. However, this drive towards innovation creates an increasing strain on existing infrastructure and workforce capacity



that struggles to keep up with expanding need. A full [Makassar Context Systems Map](#) is available to explore all the context-related evidence used to define this Action Plan.

Levers of Change in This Current Context

As part of the systems process, stakeholders were asked to identify what areas of this context might never change ("frozen" areas), what areas might be ripe for change ("energy" areas), and what changes might make the biggest impact ("ripple effect" areas). The three areas identified where there were opportunities for change that would have the biggest impact ("levers") were:

1. Increasing [quality, accessibility, and timeliness of data for decision-making](#).
2. Ensuring equity and transparency in policy implementation to ensure [equitable community access to services](#).
3. Maximizing [community participation](#) in programs to improve community awareness of health promoting practices and resources.

As such, all three of these levers, or "leverage opportunities," are addressed in each of the actions suggested in this plan.

Framework for Addressing Challenges

These obstacles and opportunities were discussed at BHC's Action Workshop held in Makassar in 2020. Using the system levers and other facilitating techniques, BHC and stakeholders developed a set of suggested actions to move Makassar toward its goal statement of "Makassar as a world class city that is healthy and resilient for all."

Results

Coherent Actions for a Healthy Makassar

Six coherent action areas were identified for Makassar. The majority of these actions came from the participation of stakeholders in the BHC Action Workshop, and BHC summarized and evaluated their inputs. Based on analysis of previous successful multisector efforts, coherent action #1 was added to ensure continued municipal leadership. Table 1 summarizes these coherent actions.



Table 1. Summary of Coherent Actions

#1. Sustaining Municipal Support for the Goal of a Healthy Makassar

The purpose of this action is to foster meaningful dialogue, increase communication and coordination, and make policy decisions and processes more transparent and participatory to sustain a whole-city healthy Makassar effort. This would happen by using information and communications technology to increase transparency in the Musrenbang process and engaging city officials in the RT/RW (sub-district or kelurahan) or neighborhood levels. This would create not only a comprehensive approach to building healthier communities but also opportunities to strengthen community participation.

#2. Leading the Way on a Circular Economy

The purpose of this activity is to create a new waste management economy. This would happen by engaging the private sector, nongovernmental organizations, and communities affected by poor waste management and its health effects to carry out innovations in waste reduction in a revenue generating way. This model realizes that environmental management is not just the responsibility of the government.

#3. Creating a Culture of Data for Health

The purpose of this activity is to improve the timeliness and usability of data across sectors relating to urban health. This would include building the capacity of health workers and government officials, and using existing technology and resources such as DHIS-2 and the War Room. This would create a trained staff, improve data management, reduce the manual process of data entry, and promote data utilization across sectors.

#4. Creating a More Water-resilient City

The purpose of this activity is to create resiliency to rising flood and wastewater in a sustainable manner. This would happen by engaging multisector stakeholder partnerships including government, nongovernmental organizations, private sector, and those communities most at risk of flooding. This would create a safe, healthy, and livable environment for all sections of society.

#5. Growing a Healthier Next Generation of Citizens

The purpose of this action is to build Makassar into a child friendly city by keeping the focus on health and living environments of children through a bottom-up approach, active community participation, and multisector engagement. This would reduce inequities from birth, increase women's ability to participate in the workforce, and lower health care costs in the long term.

#6. Encouraging Healthy Lifestyles for Noncommunicable Disease Prevention

The purpose of this action is to improve healthy lifestyles to reduce NCDs. This would happen by strengthening community-based intervention for NCD prevention. This model will encourage community-based intervention by optimizing operational incentives and strengthening healthy ecosystems.



BHC facilitated final rounds of consultations in 2021-2022 to complete the details and scoping of each action, and how they would fit together to be monitored and evaluated. Bappeda could also choose to coordinate a pilot of actions in one neighborhood as part of the Healthy Alley initiative. The full Action Plan provides an example of how to break these actions down for more effective implementation.

How to Apply These Actions

BHC suggests planners use a health equity perspective when evaluating how far and wide to apply these actions in Makassar. This means that instead of trying to apply all actions everywhere for “equal” access, resources can be most efficiently deployed by using existing data sources on where health outcomes are the worst in Makassar, and then using various combinations of these actions for each area based on need.

Responsibilities for Implementing Healthy Makassar Actions

BHC used feedback from the systems mapping stakeholders to create a list of sub-actions for each of these six areas, and suggest responsible parties. See the full Action Plan for details. While these sub-actions are a record of what was proposed and costed during the time BHC supported this plan, the list is not exhaustive, and is able to be added to or modified based on best evidence and needs at the time of implementation.

Costed Action Plan

Between February and April 2022, BHC facilitated a rapid costing of this Action Plan using the list of sub-actions from the previous section as a guide. In collaboration with Bappeda, BHC encouraged the sectors to use their budget implementation plan document as a baseline to develop costing information for the list of sub-actions. Bappeda ensured each sector provided input. While these costs are approximate and have not been independently verified, they provide a starting point for incorporating these activities into sector and project budgets and work plans. Table 8 summarizes the costs provided. Complete details can be found in the full Action Plan.

Table 8. Costing Exercise Summary

	Estimated Yearly Costs		Estimated Total for Five Years (2023-2028)	
#1: Sustaining Municipal Support for the Goal of a Healthy Makassar	IDR	27,813,082,919	IDR	136,377,324,158
#2: Leading the Way on a Circular Economy	IDR	193,288,744,480	IDR	958,503,642,999
#3: Creating a Culture of Data for Health	IDR	51,814,467,527	IDR	249,523,492,650
#4: Creating a More Water-resilient City	IDR	1,161,932,719,311	IDR	5,783,983,590,447
#5: Growing a Healthier Next Generation of Citizens	IDR	569,670,064,889	IDR	2,825,878,180,994
#6: Encouraging Healthy Lifestyles for NCD Prevention	IDR	300,289,063,575	IDR	1,495,598,645,177



Proposed Targets and Indicators for This Plan

BHC completed the list of monitoring indicators based on existing Healthy City indicators, and additional indicators provided or suggested as part of discussions relating to the Mid-Term Five-Year Plan for Makassar. Where there are actions with no related indicators from these first two lists, BHC has suggested illustrative ones (in the full Action Plan). The city will need to finalize this framework considering labor, available data, and what is already available via their data dashboard ("War Room").

BHC and Smart City Makassar collaborated to develop an integrated data system that is able to monitor the existing 170 Healthy City indicators (called Sehatтами). This provides a solid foundation to start monitoring progress on this Healthy City Action Plan. The framework can be assessed yearly to ensure it continues to provide useful data in the coming years.

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