Country Level Event
Indonesia
18 November 2021
The Indonesia Country Level Event formed part of the Strategic Capacity Development Component being delivered by the UK Built Environment Advisory Group (UKBEAG) in collaboration with UN Habitat, in support of the FCDO Global Future Cities Programme. The programme for the country level event was developed in collaboration with the FCDO, UN Habitat, the Delivery Partner and City Stakeholders and was informed by the findings of the Capacity Needs Assessment that was undertaken by City Stakeholders earlier in the year.

The aim of the event was to bring together representatives from central, provincial and local government, drawing on experience from the Bristol One City Plan and the Behavioural Insights team, focusing on how to increase impact at both institutional and community level. The event also considered ways to increase financial resilience to climate shocks and natural disaster, drawing on the expertise of the Centre for Disaster Protection together with industry experts.

The contributions from the Subject Matter Experts were also informed by the six topics which formed part of the Thematic Programme that had been delivered earlier in the year, namely:

1. Integrated & Inclusive Planning
2. Governance & Collaboration
3. Evidence-based Design & the Effective Use of Data
4. Project Finance & Procurement
5. Implementation & Enforcement, Monitoring & Evaluation
6. Leadership & Change Management

The purpose of this document is to serve as a summary of the main contributors and the principal matters discussed.
Part I, Framing & Knowledge Sharing

1.1 Welcome & Introductions
Mr Peter Oborn from the UKBEAG welcomed participants and provided an overview of the event, following which Ms Maria Herdanti, FCDG Global Future Cities Programme Adviser, offered introductory remarks. Mr Francois Brikke, Mott MacDonald Country Lead, then introduced the city stakeholders.

1.2 Project overview, Surabaya
Ms Febrina Kusumawati, Head of Surabaya Development Planning Agency provided an overview of the development of an earthquake preparedness strategy in Surabaya and the development of an urban transportation plan for Putat Jaya.

1.3 Project overview, Bandung
Mrs Tammi Lasmini MSc, Head of the Development Administration Division, Bandung Secretariat Office provided an overview of the project to develop an integrated transport system in Bandung.

Part II, Integrated Planning, Governance & Collaboration

2.1 Mr Oliver Harman, City Economist at the International Growth Centre gave a short framing presentation on moving from policy to practice.

2.2 Ms Sarah Lynch, Operations and Stakeholder Engagement Manager at Bristol City Council gave a presentation on the Bristol One City Plan and One City Office.

2.3 Dr Nick Goodwin, Director of International Programmes at The Behavioural Insights Team gave a presentation on apply behavioural insights to inform policy and improve public services for national, regional, and local governments to deliver better results for their citizens.

Part III, Managing Risk & Resilience

3.1 Ms Sophie Evans, Head of Country Programmes at the Centre for Disaster Protection gave a presentation on managing disaster risk and resilience and unlocking disaster risk finance.

3.2 Mr Stanley Cochrane, Head of Energy Transformation, at the Howden Group a UK insurance industry expert, gave a presentation on managing earthquake risk and possible earthquake insurance mechanisms for achieving financial resilience.

A discussion took place with participants following each set of presentations, the outcome of which is summarised on the following pages.

Event Overview

Effective integrated planning works at all scales (i.e. national, regional, district and local) and needs to be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve this, it will typically include provision for a range of consultative and/or participatory planning activities.
Principal Matters Discussed

The following provides a summary of the principal matters discussed during GFCP’s Indonesia Country Level event. The event considered the interventions in Bandung and Surabaya. The focus was on increasing impact of integrated planning at both institutional and community level.

Generally

Bandung and Surabaya are both important hubs in Indonesia, with the second and third largest socio-economic contributions in the country. This makes the safe and resilient movement of people to centres of employment of utmost importance to enhanced livelihoods. The GFCP interventions of Integrated Transport in Bandung, Urban Transformation in Putat Jaya and Earthquake Preparedness Strategy in Surabaya reflect the cities’ responses to their growing status as centres of prosperity.

In Bandung, the integrated transport plan is focusing, in the short term, on integrating the timetable and introducing electronic fare collection. In the long term, there is an intention to introduce dedicated stops on all routes and multi-tariff integration. Current engagement on priority routes hopes to spur city growth with a focus on low carbon transportation. This will help ensure citizens shift their travel choices away from private vehicles.

The Putat Jaya urban transformation project in Surabaya intends to transform this once ‘red-light district’ into a ‘green-light district’. Intermediate actions are ensuring a compact and connected area with empowered communities driving local economic development.

Finally, the Earthquake Preparedness Strategy in Surabaya is identifying inclusive risk reduction potential with a focus on vulnerable groups (including the poor and disabled) and on the widespread formal and informal housing that is vulnerable to the effects of earthquakes. The whole city will benefit from this intervention, and it is part of the vision and mission of Surabaya.

Key Takeaways

The key takeaways from the session include:

- Across the interventions, the teams emphasised the merits of participatory planning, particularly facilitating better community engagement to underpin their interventions. Participants highlighted that better community engagement does not necessarily mean more in quantity. There is an inherent cost and trade-off when asking citizens for their opinions – policy decision-makers should not overburden communities by requesting repeated input. Rather, the quality of engagement matters. This integration of people in the urban planning process can help crowd-in interest for financing and embedding the project in the city.

- Both speakers, subject matter experts and the audience recognised leadership as crucial to balancing all actors and their interests. Strong leadership helps understand who to ask in relation to participatory planning, when to ask (and when not to), as well as how to ask. For example, community task forces and community capacity building are effective methods of building engagement.

- Finally, there is a huge movement to promote sustainable development and activities to slow climate change breakdown after COP26. This provides an opportunity to ensure the interventions are transformative while also opening potential new financing opportunities.

Going forward

Looking to the future, it was discussed that current and future interventions can benefit from:

- Thinking about horizontal and vertical integration and how to achieve this. Vertical integration is the integration between national and local government, and between local government and its citizens. Horizontal integration is ‘across’ city government departments and overcome silos. With the incorporation of private sector actors, the city can plan and deliver a city governance approach, in which all actors have a responsibility towards a prosperous city, rather than a city government approach, where this responsibility is left to the local government alone.

- Explicitly engaging with how to make change and to incentivise thoughtful outcomes. For example:
  1. Using soft power, like behavioural insights and city working groups to encourage changing approaches. These soft changes can then be included in a broader framework of legislation and plans.
  2. Incorporating national or local certification programmes such as Bristol’s Sustainable Food Places that encourage action by various groups towards a common set of targets. This framework moves the city forwards towards a common goal and can help coordinate expectations.
  3. Identify, prioritise and address drivers of change, and so focus resources. Notwithstanding translation complications with acronyms, utilising methodological frameworks for project change, such as TESTS (Target, Explore, Solution, Trial and Scale), and ensuring such changes are EAST (Easy, Attractive, Social, Timely) brings focus.
  4. But be willing to be flexible; a plan once created is not set in stone. In order to deal with future uncertainty, the plans that do well will be those that are flexible and regularly reviewed. Using flexible financing approaches is particularly important in disaster risk finance and policy decision-makers must use caution and ensure suitability when considering insurance products.

- Thinking about how to pay for change; specifically financing the interventions and the timing of financing decisions:
  1. There are principles of insurability that should be in place to manage earthquake risk. These principles include that the maximum amount of loss should be calculable to estimate the premium, aggregated loss should be limited i.e. there is some possibility of capping it and the loss or event should be fortuitous. Putting these in place can help build financial resilience to disasters.
  2. Cities can look at pooling disaster risk to remove the ‘anti-selection’ challenge and create solidarity

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• Engaging in both preparedness and response to city issues. Often too much energy goes into response, not enough into preparedness. If financing decisions are made only after a disaster has occurred, the opportunity for preparedness has been lost, and the disaster response slowed. Preparedness and response are ‘two sides of the same coin’. Thinking in this way can help cities design a transparent approach to risk ownership. This risk ownership comes with better risk quantification; a ‘Probabilistic Risk Assessment’ with which policy decision-makers can begin to manage impacts. There are seven keys to unlock effective disaster relief finance, related to preparedness, responses and how to pay. These are:
  1. focus on poverty,
  2. offer good value,
  3. provide a trusted guarantee,
  4. create power for people at risk,
  5. improve constantly,
  6. be timely and,
  7. align with the bigger picture.

• Actively and explicitly engaging hard-to-reach groups and vulnerable communities. Although progress is being made here, it is challenging and requires a range of engagement methods and, from the outset, an explicit mapping of the vulnerable.

Attendance

Key Stakeholders
BAPPELITBANG, Kota Bandung (Bandung City Government)
Pemerintah Kota Surabaya (Surabaya City Government)
BAPPEKO (Surabaya City Development Planning Agency)

Subject Matter Experts
International Growth Centre
Bristol City Council
Behavioural Insights Team
Centre for Disaster Protection
Howden Group

This event was co-hosted by Mott MacDonald and the UK Built Environment Advisory Group (UKBEAG).
Copies of the following presentations delivered during the course of the event can be found here: https://tinyurl.com/wvnzerfm

Included below are a number of links which we hope participants will find useful:

Bristol Food Network, Bristol City Council

The Behavioural Insights Team, Four Simple Ways to Apply Behavioural Insights
https://www.bi.team/publications/east-four-simple-ways-to-apply-behavioural-insights/

The Behavioural Insights Team, Local Government Association behavioural insights projects
For further information about the programme, please contact Adrian Malleson at adrian.malleson@riba.org

The Global Future Cities Programme of the UK Government’s Prosperity Fund supports sustainable urban development, while achieving inclusive prosperity and alleviating high levels of urban poverty.