SIAP SIAGA

SIAP SIAGA Program Australia – Indonesia Partnership in Disaster Risk Management (AIP- DRM)

Lessons Learned Report No. 1: COVID-19 Response in Bali, Indonesia

☰ Contents

Workshop Summary

The Lessons Learned Workshop on the COVID-19 response in Bali was undertaken to identify critical lessons from the response, particularly the best practices, and to provide recommendations for future policy development. In addition to that, the workshop aimed to assess the coherence, clarity and communication within the broader disaster management system, specifically (1) data and information management, (2) policy, partnership, and coordination, and (3) logistics management.

The workshop identified seven strategic issues and subsequent recommendations to address the areas for improvement, namely (1) policy communication strategy to reach every level of society/target audience, (2) day-to-day Implementation of life in the 'new normal', (3) scheme, mechanism and operationalization of (vertical and horizontal) coordination and pentahelix (government, civil society, private sector, academic institutions, and media) partnership, (4) food security and/or independence at the household level, which includes but is not limited to a strategy to educate the wider community on how to independently maintain their livelihood, (5) incentives and protection for volunteers, (6) data and information, and (7) monitoring the allocation of assistance.

The strategic issues and recommendations which emerged where then assessed against (1) SIAP SIAGA's theory of change, which focuses on coherence, clarity, and communication within the disaster management system, (2) recommended strategies vis a vis Indonesia's commitments under the Sendai Framework for Disaster Risk Reduction (SFDRR), and (3) recommended strategies for government plans.

Background and Objectives of the Workshop

Background

Since the confirmation of COVID-19 in Indonesia on 2 March 2020, and the subsequent nomination of the National Disaster Management Agency/Badan Nasional Penanggulangan Bencana (BNPB) to lead the national Task Force on 13 March (Presidential Decree 07/2020) SIAP SIAGA pivoted to provide support to BNPB and other key government departments, as well as the provincial Task Forces in Bali and NTT, to manage the COVID-19 response. The primary focus of this support was to strengthen the disaster management system to accommodate response to a pandemic.

The Province of Bali quickly responded to the COVID-19 crisis and is considered to have one of the strongest provincial government responses in Indonesia. The province initiated its response to COVID-19 in February 2020, prior to any confirmed cases in the country, with the Governor's Decree Number 556/666/III/Dispar on Flight Suspension to and from China that was issued on February 2, 2020. The Government of Bali continued with its speedy response efforts with the issuance of Circular Letter No. 2727/2020 on Increased Awareness of the Spread of Disease caused by COVID-19 through Hygiene and Sanitation Movement, followed by the Governor's Decree on the formation of Provincial Task Force, which all preceded the Central Government's decision to form the National Task Force and the General Guidelines on Facing the COVID-19 Pandemic for Local Governments: Prevention, Control, Diagnosis and Management issued by the Ministry of Home Affairs, with the support of SIAP SIAGA, on March 27, 2020.

Despite the considerably good management of the response, the Government of Bali consistently explores different ways to strengthen response management. The Government is testing and adapting their approach, given their budget availability and the latest re-allocation process that allows them to respond more effectively to COVID-19. The Government of Bali increased the scale of testing in the island using both Rapid Test and PCR Test, as well as increased the capacity of hospitals (increased the number of referral hospitals), laboratories, and equipped other health facilities at the sub-district level. The Bali Government's adaptive strategy was also seen in their approach to managing the returning migrants, entry points to the island, and the local transmission cluster management. Additionally, in doing all that, the Government has openly welcomed support from non-government stakeholders and supported the formation of a coordination forum specific for COVID-19 response in Bali. In its operations, the Government, through the taskforce and the command center, mobilized volunteers from different organizations and backgrounds, to support the Government's efforts, particularly in prevention efforts at the community level.

Throughout this undertaking, the Government of Bali, particularly the Provincial Disaster Management Office (BPBD), has expressed the need for the Province to start developing their broader Regional Regulation on Disaster Risk Management. This regulation will be the umbrella of all planning and activities related to disaster risk management and should be the reference for the BPBD to develop their strategic plan. The on-going COVID-19 response is seen to have plenty of opportunities for learning that can be used as the reference for the development of the Regional Regulation. For that purpose, the planned lesson learned workshop was agreed to review critical lessons from the response, particularly the best practices, and to provide recommendations for future policy development.

Objectives

The Lesson Learned Workshop on the COVID-19 Response in Bali focused on identifying lessons learned and recommendations using a focus group discussion approach (See Annex 2) within:

1. Data and information management to improve coordination between local government agencies in the task force as well as with the Central Government and decision makers for the planning and implementation of emergency response;

The Lessons Learned Workshop of COVID-19 Response focused on identifying lesson-learned and recommendations using a focus group discussion approach (See Annex 2) within:

1. Data and Information management to help coordination between local government agencies in the task force as well as with the Central Government and decision makers for the planning and implementation of emergency response
2. Policy derivation, implementation and monitoring from the National, Provincial, District/City and Village levels as well as Multi-Stakeholder Collaboration and Partnerships
3. Coordination with Government and non-government stakeholders
4. Logistics Management

Recommendations from the lesson learned workshop for reference on the development of the Partnership-based Disaster Risk Management Plan that will be used as bridge toward the development of the Regional Regulation that cover the followings:

1. Data and information management for coordination, accountability and decision making
2. Policy Derivation, implementation and monitoring from the National, Provincial, District / City and Village levels as well as Multi-Stakeholder Collaboration and Partnerships
3. Coordination with Government and non-government stakeholders.
4. Logistic Management

The workshop was attended by participants consisting of 19 men and 13 women from various background. Please see Annex 1 for the list of participants.

About SIAP SIAGA

Launched in November 2019, SIAP SIAGA is funded by the Australian Government, through the Department of Foreign Affairs and Trade (DFAT) and is managed by Palladium. This five-year program of AUD 25 million aims to strengthen Indonesia's management of disaster risk and engagement between Australia and Indonesia. The program has both a domestic focus on improving Indonesia's ability to prevent, prepare for, respond to and recover from rapid and slow onset disasters; and a regional focus to strengthen cooperation between Australia and Indonesia on regional humanitarian issues.

Working at national and sub-national levels, SIAP SIAGA supports Government of Indonesia priorities related to DRM under the National Medium-Term Development Plan (RPJMN 2019-2024) and Indonesia's 2015-2045 Disaster Management Master Plan. In line with the Government's commitment to a pentahelix approach, SIAP SIAGA also partners with civil society, academia, development partners and the media to strengthen the disaster management system.

Workshop Findings

Findings

Following are strategic issues on what needs to be improved that were identified in the workshop:

Strategic Issue #1

Policy communication strategy to reach every level of society/target audience, which includes but is not limited to:

a. Inviting key opinion leaders (KOL) to participate actively and responsibly in disseminating information and public education;
b. Synchronizing policies at the National, Provincial and District/City levels; and
c. Maximizing all media with simple and easy-to-understand material, e.g., in local languages.

Strategic Issue #2

Day-to-day implementation of life in the new normal, which includes but is not limited to preparing government and non-government actors to be adaptable and adjust their capacities for 'new normal' needs of the public.

Strategic Issue #3

Schee, mechanism and operationalization of (vertical and horizontal) coordination and pentahelix (government, civil society, private sector, academia, and media) partnership, which includes but is not limited to (1) incentive scheme (public private people partnership), (2) enhancement of coordination at each level, specifically related to data and information, (3) unification of the rationalization the disbursement of assistance, (4) financial support for the operations of non-governmental organizations, and (5) strategy for optimizing cooperation and coordination amongst Task Forces.

Strategic Issue #4

Food security and/or independence at the household level, which includes but is not limited to a strategy to educate the community to independently maintain their livelihoods.

Strategic Issue #5

Incentive and protection for volunteers, which includes but is not limited to the provision of health insurance.

Strategic Issue #6

Data and information, which includes but is not limited to (1) mapping of one-door logistics management, (2) reporting system and scheme of distribution and stock data from district Task Forces to the provincial level including checks and monitoring, and (3) better and faster validation of data integration and updates.

Strategic Issue #7

Assistance allocation monitoring, which includes but is not limited to facilitation fir related inspectorate, audits, and law enforcement as part of the monitoring and budget and operational assistance allocation and transparency.

Recommendations

This workshop was an opportunity for learning and to provide recommendations for future policy development, specifically public policy development. Public policy is understood as "… government decisions and actions designed to deal with a matter of public concern" (Cochran and Malone[1], 2014). Going back to the mandate of SIAP SIAGA, which is to assess the coherence, clarity and communication within the broader disaster management system, this section will provide (1) analysis towards the results of the workshop respectively, (2) analysis of the above-presented strategic issues towards Sendai Framework for Disaster Risk Reduction, and (3) analysis of the strategic issues towards government plans. These three analyses are hoped to be the main points of lessons learned and act as advocacy background for better disaster management.

Recommendations in support of SIAP SIAGA's Theory of Change

Strategic Issue #1, #2, and #3 presented above indicate that COVID-19 responses are lacking in coherence in terms of integration of institutions, administrations and organizations and integration at the level of actors.

What needs to be highlighted is the coordination amongst government agencies as the workshop results indicate the continued "working in silos" culture where each government agency tends to operate on their own. It is implied by the fact that sectors in Task Force rarely sit together to jointly plan and allocate and/or share resources.

Clarity and communication go hand-in-hand, and there were five areas identified as unclear, namely policy communication, claim expense scheme (disbursement) related with quarantine facilities for migrant workers and asymptomatic patients, instructions at the village and sub-village level, role distribution amongst government agencies, and sanctions applied. One of those areas, specifically policy communication, is significant for urgent follow-up. Once again, Strategic Issue #1, #2, and #3 indicate lack of clarity of COVID-19 responses in some areas.

It is stated above that clarity is closely related to communication. Communication, in this context is communication of public policy, which involves two components, namely sender and receiver. It is essential to understand that message(s) from the sender may be received in a manner different from the intentions of the sender. Therefore, interpretation needs to be anticipated and it is the responsibility of the sender that the message being sent is received in the manner intended (Collela,[2] 2014).

It was argued in the workshop that the communication of COVID-19 public policy was a challenge, and that Strategic Issue #1 specifically addresses the issue that policy communication needs to be understood at all levels. In addition to that, education, which is addressed Strategic Issue #4, should also be seen as communication. Thus, Strategic Issue #1 should answer Strategic Issue #4.

In the context of coherence, clarity and communication, Strategic Issue #1, #2, #3, and #4 should be advocated to the Government of Bali.

Recommendations in support of the SFDRR Priorities for Action

The analysis of the strategic issues vis a vis the SFDRR are based on the following table where strategic issues will be placed in respective SFDRR priorities for action to see its significance for actions.

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[1] Public Policy: Perspective and Choices, 5th Edition, 2014 https://www.rienner.com/uploads/53aae610dd33a.pdf.
[2] Communication: Heart of Organizational Leadership, 2014.
https://books.google.co.id/books?id=LPMuBQAAQBAJ&pg=PA11&dq=communication+is+defined&hl=en&sa=X&ved=2ahUKEwjW266K2MDqAhXSc30KHZUeB7gQ6AEwBXoECAQQAg#v=onepage&q=inherent&f=false

SFDRR Priority[3]	Strategic Issues
Priority 1: Understanding Disaster Risk[4]	- Strategic Issue #1 - Strategic Issue #2 - Strategic Issue #5
Priority 2[5]: Strengthening Disaster Risk Governance to Manage Disaster Risk	- Strategic Issue #1 - Strategic Issue #3 - Strategic Issue #7
Priority 3[6]: Investing in Disaster Risk Reduction for Resilience	- Strategic Issue #3 - Strategic Issue #4
Priority 4[7]: Enhancing Disaster Preparedness for Effective Response, and to Build Back Better in Recovery, Rehabilitation and Reconstruction	- Strategic Issue #1 - Strategic Issue #3 - Strategic Issue #4 - Strategic Issue #5 - Strategic Issue #6

In conclusion for this context, Strategic Issue #1: Policy communication strategy to reach every level of society/target audience, Strategic Issue #3: Scheme, mechanism and operationalization of (vertical and horizontal) coordination and pentahelix (government, civil society, private sector, academic institutions, and media) partnership, and Strategic Issue #5: Incentive and protection for volunteers should be prioritized in policy dialogues and/or policy advocacy. This should be followed with the advocacy of Strategic Issue #2, Strategic Issue #4, and Strategic Issue #6.

Recommendations in support of Government Planning Processes

In order to get policy buy-in from the Government of Bali, it is essential to see the significance and/or relevance of the strategic issues to the government plans related but not limited to disaster management. The seven recommended strategic issues are then reviewed against the Bali's Medium-term Development Plan (RPJMD) 2018-2023 and BPBD Bali Strategic Plan 2018-2023. It needs to be acknowledged that (climate change and) disaster management is considered to be the external factor affecting five other strategic issues listed in the RPJMD.

#	Strategic Issue Lessons Learned Workshop	Relevance to RPJMD Bali 2018-2023	Relevance to BPBD Bali Strategic Plan 2018-2023
1	Policy communication strategy to reach every level of society/target audience, which includes but not limited to: a. Inviting the Key Opinion Leader (KOL) to participate actively and responsible in	Bureaucratic Reform and Public Services 1. Dissemination of program information and government policies considered not yet optimal 2. Demands for public information disclosure and development of information and communication	Strategic Issues: The capacity of local governments in disaster management both in the pre-disaster phase, during disasters, and in the aftermath of disasters is still not optimal especially the institutional capacity, human resources and technology in communicating public policies

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3   Source: Sendai Framework for DRR 2015-2030, United Nations, 2015.

4   Disaster risk management needs to be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment.

5   Disaster risk governance at the national, regional and global levels is vital to the management of disaster risk reduction in all sectors and ensuring the coherence of national and local frameworks of laws, regulations and public policies that, by defining roles and responsibilities, guide, encourage and incentivize the public and private sectors to take action and address disaster risk.

6   Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment. These can be drivers of innovation, growth and job creation. Such measures are cost effective and instrumental to save lives, prevent and reduce losses and ensure effective recovery and rehabilitation.

7   Experience indicates that disaster preparedness needs to be strengthened for more effective response and ensure capacities are in place for effective recovery. Disasters have also demonstrated that the recovery, rehabilitation and reconstruction phase, which needs to be prepared ahead of the disaster, is an opportunity to «Build Back Better» through integrating disaster risk reduction measures. Women and persons with disabilities should publicly lead and promote gender-equitable and universally accessible approaches during the response and reconstruction phases.

	disseminating information and public education b. Synchronizing policies from the level of National, Provincial District/City c. Maximizing all media with simple and easy-to-understand material, e.g. in local language	technology infrastructure in public services and governance Strategic Issue: Capacity of local governments in disaster management in each phase considered not yet optimal Priority: Quality of bureaucracy and governance with: a. Improve the quality of public services for policy information b. Increase policy communication capacity c. Improve policy accountability	
2	Day-to-Day Implementation of Life in New Era	Strategic Issue: Capacity of local governments in disaster management in each phase where the implementation of the New Normal policies in daily life contribute to creating a sense of security and comfort Krama Bali considered not yet optimal	Strategic Issue: The capacity, resilience and independence of the community in disaster management are still low
3	Scheme, mechanism and operationalization of (vertical and horizontal) coordination and PentaHelix (government, people, private sector, academic institutions, and media) partnership	Strategic Issue: Capacity of local governments in disaster management in each phase, especially targeting on: a. Coordination with vertical agencies in the region as well b. Collaboration with third parties considered not yet optimal	Policy Direction 1. Strengthening and stabilization of institutional regulations, especially in handling disaster management with adequate capacity at all levels of government, participation and decentralization of local authority and resources, and partnerships in disaster risk reduction, 2. Disaster management planning in an integrated manner with the involvement of all parties, as well as 3. Increased capacity and participation of the community and other stakeholders in disaster management
4	Food security and/or independence in the household level	Strategic Issue: Capacity, resilience and independence of the community in disaster management are still low	Strategic Issue: Community vulnerability to disasters is still high, especially in economic vulnerability
5	Incentive and protection for volunteers, which includes but not limited to provision of health insurance	The purpose of RPJMD 2018-2023: Optimization of community participation	None Thus this strategic issue enriches the area of volunteer management under the Prevention and Preparedness
6	Data and Information	Bureaucratic Reform and Public Services Demands for public information disclosure and development of information and communication technology infrastructure in public services and governance Strategic Issue:	Program and Activity: Monitoring of damage and loss Performance Indicator 1. Disaster information services 2. Handling of assistance, not only post disaster, quickly and precisely on targets according to valid and accurate data reports

		Capacity of local governments in disaster management in each phase and in relation to improving the quality of governance considered not yet optimal	3. Damage / loss assessment / assistance verification
7	Assistance allocation monitoring	Strategic Issue: Capacity of local governments in disaster management in each phase and in relation to improving the quality of public services and policy accountability considered not yet optimal	Program and Activity: 1. Monitoring, evaluation, reporting and coordination

In the context of the relevance of the recommended strategic issues to government plans, Strategic Issue #1 addresses more points in the RPJMD, Strategic Issue #3 and Strategic Issue #6 address more points in BPBD Strategic Plan.

Learning from the analysis of the workshop-recommended strategic issues towards (1) coherence, clarity, and communication, and (2) government plans; it can be said that Strategic Issue #1: Policy communication strategy to reach every level of society/target audience and Strategic Issue #3: Scheme, mechanism and operationalization of (vertical and horizontal) coordination and pentahelix (government, people, private sector, academic institutions, and media) partnership should be the top priorities in SIAP SIAGA policy strengthening and/or enhancement.

Annex 1: List of Participants

No	Name	Gender	Institution
1	I Made Rentin	M	BPBD Provinsi Bali
2	Majell Hind	F	Australian Consulate-General
3	Claire Scott	F	Australian Consulate-General
4	Lila Kresna	F	Australian Consulate-General
5	Mia Marina	F	SIAP SIAGA
6	I Gede Sudiartha	M	Kelompok Ahli Gubernur
7	Rai P	M	Dinkes Bali
8	Ni L Pt Budiari	F	Dinsos P3A
9	Arvin Dwiarrahman	M	Yayasan Kopernik
10	Eko Wardani	M	PMI Bali (Bali Red Cross)
11	Arya	M	Dispar (Tourism Office)
12	I Wayan Wetha	M	LOO GT BNPB
13	Amanda Marcella	F	Potato Head
14	Ni Made Anggara Juni Sari	F	BPBD Badung
15	Made Wena	M	MDA (Bali Customary Village Assembly)
16	I B Gd Widayana Putra	M	BPBD Prov Bali
17	I Putu Dedy Rambawan	M	PMI Bali (Bali Red Cross)
18	I Wayan PIka Wiadnya	M	BPBD Karangasem
19	Gede Wirakusuma	M	Kominfo (Communication Office)
20	I G A Diah Indriyani	F	Dinkes Prov (Health Office)
21	Inti Triningsih	F	MDMC
22	Fajar Budi Santoso	M	MDMC
23	GNN Oka Pranama	M	Bappeda (Regional Planning Body)
24	Gede Adhi	M	BPBD Prov Bali
25	Agung Surya	M	BPBD
26	I Nyoman Widarsana	M	Dishub (Transportation Office)
27	I Wayan Nuada	M	Kominfo Bali
28	I Wy Gd Eka Saputra	M	BPBD Bali
29	Diyah Perwitosari	F	SIAP SIAGA
30	Anggraeni Puspitasari	F	SIAP SIAGA
31	Dewa Putu AM	M	SIAP SIAGA
32	Melissa Laik	F	SIAP SIAGA

The participants are grouped based on the above-stated main subjects, as follows:

No	Group	Participants
1	Data and Information	- Provincial Office of Communication, Information and Statistics - Provincial Office of Health - Karangasem District Disaster Management Body - Communication, Information and Statistics of Denpasar City - Data and Operations Center of Provincial Disaster Management Body - Social Provincial Office - Customary Village Assembly
2	Policy, Coordination and Partnership	- Prevention and Preparedness of Provincial Disaster Management Body - Potato Head (Private Sector) - Yayasan Kopernik (Community Service Organization) - Provincial Planning Body - Provincial Office of Tourism - Australian Consulate-General - Muhammadiyah Disaster Management Center (MDMC)
3	Logistics	– Medical Resources Officer of the Health Office of Bali Province – Head of Sub-Division of Logistics and Equipment, Provincial Disaster Management Agency – Provincial Transportation Department – Muhammadiyah Disaster Management Centre (MDMC) – Support Bali (Private Sector) – Disaster Management Agency of Badung District – Disaster Management Agency of Denpasar City – Indonesian Red Cross of Bali Province

Annex 2: Methodology

The methodology applied in the workshop is Focus Group Discussion, which is understood as

"… a qualitative approach to gain an in-depth understanding from social issues. The method aims to obtain data from a purposely selected group of individuals rather than from a statistically representative sample of a broader population" (Nyumba[8], T. et.al, 2018).

Meanwhile, the principles applied in the Focus Group Discussion

"… are generally instructive: group interviews are conversations, but conversations among groups of people chosen because they possess narrative competence regarding a specified research topic. The exchange of views in the group interview is conducted by a moderator who is interested in this topic and who takes care that the conversations do not become too lengthy, e.g., by means of an interview guide" (Cropley[9], A.J., 2019).

Thus, it can be said that this workshop applies interviews with selected group of individuals who possess competence regarding the main topics to be assessed, namely (1) management of data and information, (2) policy, coordination and partnership, and (3) management of logistics utilizing an interview guide.

Interview Guideline

It is stated above that the interview with the participants utilizes an interview guideline to assess the coherence, clarity and communication of (1) management of data and information, (2) policy, coordination, and partnership, and (3) management of logistics. The interview guideline prepared adopted the "eight building blocks for enhancing policy coherence in the implementation of the SDGs" and came up with 8 (eight) aspects to be assessed namely (1) commitment, (2) integration, (3) long-term perspective, (4) policy impacts, (5) coordination, (6) regional and local involvement, (7) multi-stakeholder involvement, and (8) monitoring and reporting as follows:

ASPECT	INDICATOR(S)
Commitment	1. Statement of commitment included in COVID-19 policy 2. Action plan for handling COVID-19 with a certain time limit
Integration	There are mandates and mechanisms (planning, budgeting, guidelines or regulations) that allow government agencies to harmonize COVID-19 responses, budgets and policies from related sectors
Long-term perspective	A strategic framework or mandate that allows the long-term impact of COVID-19 policies
Policy impacts	There is a systematic assessment of the potential negative impact of COVID-19 policies

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[8] The Use of Focus Group Discussion Methodology: Insights from Two Decades of Application in Conversation, 2018 https://besjournals.onlinelibrary.wiley.com/doi/full/10.1111/2041-210X.12860#:~:text=Focus%20group%20discussion%20is%20frequently,sample%20of%20a%20broader%20population.
[9] Introduction to Qualitative Research Methods, 2019. https://www.researchgate.net/publication/285471178_Introduction_to_Qualitative_Research_Methods

Coordination	There is a cross-sectoral coordination mechanism that allows government agencies to share information and allocate responsibilities and resources
Regional and local involvement	There is a coordination mechanism that allows for systematic consultation, collaboration and alignment for harmony at the national, provincial and district / city level
Multi-stakeholder involvement	1. There is a legal framework and mechanism that allows the involvement of stakeholders (community, business institutions, media, educational institutions) 2. 2. An analysis and review of stakeholder involvement
Monitoring and reporting	1. There are formal provisions or mandates to regularly monitor and report on situations and / or progress / setbacks 2. Government report

Annex 3: Workshop Agenda

Time	Activity	Outcome	PIC
08.30 – 09.00	Participant Registration		BPBD dan SIAP SIAGA
09.00 – 09.15	Session 1: Welcome speech and opening from: • Consulate General of Australia • Chief Executive BPBD Bali Province	a. Workshop officially open b. Participants know the objectives and main points of the workshop	Majell Hind Drs. I Made Rentin AP.M.Si
09.15 – 10.45	Session 2: Discussion for lessons-learned COVID-19 emergency response, in: 1. Data and information management 2. Policy derivation, implementation and monitoring from National, Provincial, District/City and Village level, and Multi-Stakeholder Collaboration and Partnerships and Coordination 3. Logistic Management	Gap identification in COVID-19 emergency response in Bali Province	Facilitator: Gede Sudiartha Co-facilitator: Dewa – Group 1 Diyah – Group 2 Angga– Group 3
10.45 – 11.00	Coffee break		
11.00 – 12.30	Session 3: discussion continue	Gap identification in COVID-19 emergency response in Bali Province	Facilitator: I Gede Sudiartha Co-facilitator: Dewa – Group 1 Diyah – Group 2 Angga– Group 3
12.30 – 13.30	Lunch Break		
13.30 – 14.30	Plenary: Presentation from each group @15 minutes		Facilitator: I Gede Sudiartha
14.30-14.45	Coffee break		
14.45-15.45	Plenary: Summary on discussion and recommendation and recommendation		I Gede Sudiartha
15.45-16.00	Closing by Chief Executive of BPBD Bali Province		Drs. I Made Rentin AP.M.Si

Annex 4: Workshop Photos

Opening speech by Head Executive of Bali Disaster Management Body (BPBD) (Doc.: Mia Marina)

Group photo (Doc.: Anggraeni Puspitasari)

Group I: Data and Information Management (Doc.: Mia Marina)

Group II: Policy, Partnership, and Coordination (Doc.: Mia Marina)

Group III: Logistics Management (Doc.: Mia Marina)

Group Presentation (Doc.: Mia Marina)