New Ways of Building Partnerships Across Sectors

Handbook on co-creating successful projects between public sector, private sector and civil society.
Handbook
New Ways of Building Partnerships Across Sectors

Background of this handbook

This handbook is based on a training on “Private Sector Engagement and Inclusive Business” conducted in the context of the Innovation and Investment for Inclusive Sustainable Economic Development (ISED) project in Indonesia in October 2018 at Impact Hub Jakarta.

Evaluating the outcomes, ISED, Christian Koch | Strategy & Consultancy and Impact Hub Berlin decided to develop this handbook in a joint effort. The objective is to ensure the sustainability of the concept developed and tested and promote an easy replication.

While chapters 1, 2.2, 4 and 5 have been developed on behalf of ISED, contents for chapter 2.1 and 3.2 are contributions by Christian Koch and are published on his blog www.ckoch.info in parallel.

Chapter 3.1 is based on a joint article by Christian Koch and Impact Hub Berlin published on medium: https://medium.com/@ImpactHubBerlin.
1. Introduction – Why this handbook?

2. Fields of cooperation with the private sector

   Chapter 2.1: Inclusive Business – Our understanding
   Chapter 2.2: Industry partnerships in TVET - Status quo in Indonesia

3. Conceptual background

   Chapter 3.1: Making partnerships work
   Chapter 3.2: Two operating systems in strategic thinking: Cause-effect logic and effectuation
   Chapter 3.3: How to put effectuation into action: A Design Thinking-inspired process

4. The five-step process to facilitating partnerships

   Chapter 4.1: Background
   Chapter 4.2: From the five-step process to the workshop agenda - Preparation phase
   Chapter 4.3: Overview of phases and tools applied

5. Conclusion and recommendations for replication

ANNEXES

Abbreviations

APIINDO
Bappenas
BMZ
Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CEO
Chief Executive Officer
CSR
Corporate Social Responsibility
DCED
Donor Committee for Enterprise Development
DPF
Development Partnership with the Private Sector
F&B
Food and Beverage
GIZ
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HRD
Human Resource Development
IB
Inclusive Business
IHIB
Impact Hub Berlin
IoT
Internet of Things
ISED
Innovation and Investment for Inclusive Sustainable Economic Development
KADIN
Kamar Dagang dan Industri (Indonesian Chamber of Commerce and Industry)
Lab of Tomorrow
NGO
Non-Governmental Organisation
NTB
Nusa Tenggara Barat
PoV
Point of View
RiBH
Responsible and Inclusive Business Hub
SDGs
Sustainable Development Goals
SKM
Sekolah Menengah Kejuruan (pre-professional high school)
TVET
Technical and Vocational Training and Education

Asosiasi Pengusaha Indonesia (The Employers’ Association of Indonesian)
Badan Perencanaan Pembangunan Nasional (Indonesian Ministry of National Development Planning)
Federal Ministry of Economic Cooperation and Development
Chief Executive Officer
Donor Committee for Enterprise Development
Development Partnership with the Private Sector
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Human Resource Development
Inclusive Business
Impact Hub Berlin
Internet of Things
Innovation and Investment for Inclusive Sustainable Economic Development
Kamar Dagang dan Industri (Indonesian Chamber of Commerce and Industry)
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Sustainable Development Goals
Sekolah Menengah Kejuruan (pre-professional high school)
Technical and Vocational Training and Education
1. Introduction - Why this handbook?

“Inclusive business”, “shared value”, “impact innovation” - there is no shortage of buzzwords to capture the paradigm shift in the relation between business and development objectives that has taken place over the last two decades. While this relation has been perceived as antagonistic at best and the Corporate Social Responsibility (CSR)-debates of the 1990ies and early 2000s rather focused on mitigating the worst side-effects of business activities, the private sector is now seen as a key player in achieving development objectives such as the Sustainable Development Goals (SDGs).

The new paradigm - Integrating the poor in markets

At the core of the new paradigm is the idea that the innovative spirit of entrepreneurs, the dynamic and scalability of market-driven solutions are part of the answer to (and not part of the problem of) sustainable development challenges. For integrating the poor in (global) supply chains, three main levers exist: (1) they can be integrated as work force - which directs the focus to skills development issues and the modernisation of Technical and Vocational Training (TVET) systems, (2) they can be integrated in (global) supply chains through inclusive business models that either address them as customers by providing (TVET) systems, (2) they can be integrated in (global) supply chains through commercial and social value. For development cooperation agencies such as Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Non-Governmental organisations (NGOs) and government agencies, promoting and supporting these efforts has become an important task. The best way to do this, it turned out, is to facilitate and engage in partnerships with businesses. Meanwhile, there is a plethora of literature, best-practice examples and support programmes available that deals with the issue. So the obvious question is - why do we need this handbook?

Necessary innovations
- Enabled through partnerships

Yet, this requires changes in established stakeholder relationships, strategies, in regulatory frameworks, business models, business linkages and services - in short, significant, sometimes even "disruptive" innovation efforts. Technology is one important driver of this change process, others are stakeholder expectations towards the private sector to further explore synergies between commercial and social value. For development cooperation agencies such as Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Non-Governmental Organisations (NGOs) and government agencies, promoting and supporting these efforts has become an important task. The best way to do this, it turned out, is to facilitate and engage in partnerships with businesses. Meanwhile, there is a plethora of literature, best-practice examples and support programmes available that deals with the issue. So the obvious question is - why do we need this handbook?

Partnerships are never easy
- Especially in the "pioneering stage"

Promoting cross-sector cooperation between companies, training service providers, NGOs, governmental and donor agencies is not an easy task. Among other things, it requires future partners to become aware of their assumptions, understand each other’s organisational culture and business model, develop joint ideas as well as trust in the process. Partnerships - and this is a claim of this handbook - are actually a bit like startups in the "pioneering stage", often fragile, based on personal relationships and improvisation, exhausting and exhilarating. And all too often we are talking about "scaling-strategies" while the foundations have not yet been laid.

Building partnership skills
- The capacity development challenge

A "classic" training with inputs, group work, role plays for switching the perspectives is not enough to capacitate and empower partnership brokers in donor and government agencies to embark on the process. It needs exposure and practical experiences to develop the necessary confidence. And ideas developed in workshops are often not sufficiently rooted in potential private partners’ needs - which results in a lack of dynamic and ownership. An alternative is to involve the potential partners right from the start to co-create potential solutions in a joint workshop.

Concept of the “Building Partnerships across Sectors Training”

Therefore, the request by the Innovation and Investment for Inclusive Sustainable Economic Development (ISED) project constituted an interesting challenge. ISED was explicitly looking for a very practical skills development measure for staff and government partners and expected getting concrete results out of the exercise ("more than a training"). Building on a concept development workshop with Christian Koch in Jakarta and previous experiences of Impact Hub Berlin in GIZ projects, such as the Lab of Tomorrow (LoT, please refer to chap. 2.5), a Design Thinking-inspired process was proposed that involves potential partner companies systematically. Thanks to the efforts of ISED (Dian Vitriani and Ruly Marianti), four companies were identified which were ready to embark on this endeavour. Impact Hub Jakarta was selected as implementation partner because it offers an open, neutral space that promotes creativity and out-of-the-box thinking, local facilitators and the opportunity to replicate the training in an efficient manner.
Our pilot case: Training for ISED at Impact Hub Jakarta

The "Innovation and Investment for Inclusive Sustainable Economic Development" (ISED) project implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH operating in Indonesia aims at strengthening the capacities of private sector stakeholders in the food and beverage industry (F&B) and the tourism sector to create inclusive employment. ISED works at both national as well as regional level, tourism interventions focus on Lombok Island in Nusa Tenggara Barat. All measures are developed in dialogue and implemented in cooperation with companies and/or chambers and associations.

ISED addresses the supply side of the labour market promoting innovations in TVET systems and the demand side through promoting inclusive business models as well as overarching policy and matching mechanisms. Partnerships are key to enhance the demand orientation and quality of TVET offers and lower costs for the development of new training measures (e.g. addressing digitalisation challenges). At the same time, partnerships are often instrumental in developing the technical, service or process innovations that make IB models feasible. For both ISED staff as well as government partners, this strong focus on partnerships constitutes a shift in the methodology, as predecessor projects had been more focused on cooperation with government agencies and direct implementation.

Objectives of the pilot training

The training was conceptualised to strengthen all stakeholders involved under the umbrella of ISED - the project team members, related Indonesian Ministries in their role as "partnership brokers", to create a common understanding on how to work with companies and to produce concrete, tangible outcomes in terms of project ideas. The training builds on existing ISED initiatives in the framework of the Tourism Sector Focus Group and the Inclusive Business Partnerships in agricultural value chains ISED is already promoting in Lombok.

How Might We
build partnerships with the private sector that effectively promote inclusive employment in the food and beverage industry and the tourism sector?

HMW-Question for the training
2. Fields of cooperation with the private sector

ISED is a good example of a current inclusive employment programme, combining interventions on the supply side (TVET) as well as the demand side (inclusive business models) of the labour market. Both sides provide important fields of cooperation with the private sector, nevertheless, for the purpose of this training, we had to narrow our focus:

Inclusive Business is an open term and the discussion around it is complex; which understanding should we apply and what are key aspects participants need to understand during the training?

Similarly, which focus should we select when discussing the broad field of industry partnerships in TVET in Indonesia which has been evolving since the 1990s? Here, we were able to build on a recent ISED study.

2.1 Inclusive Business – Our understanding

The term “Inclusive Business” has been increasingly used in the last couple of years to capture a very diverse range of activities of private companies that have one common denominator: They benefit the poor or disadvantaged groups because they are either addressed as customers of goods and services (demand side) or involved on the supply side as entrepreneurs, distributors, employees etc. in the respective value chains. Hence, Inclusive Business models are an important lever for promoting sustainable economic development, because they integrate the poor in situations where markets or public authorities fail.

Inclusive Business Partnership: Panorama Group focuses on Tourism and Hospitality and is a leading Indonesian tour organizer. Together with a predecessor project of ISED, Panorama developed community-based tourism destinations in Lombok. In selected villages, local capacities for hosting domestic and foreign tourists were fostered through a customized training programme conducted by company professionals, e.g. in excellence and hospitality, tourism product development and tour guiding. Panorama then included the destinations in its international marketing campaigns to increase demand, thereby promoting local employment and business opportunities.

Inclusive Business Partnership: Panorama

Inclusive Business models address the poor on ...

1. The Donor Committee for Enterprise Development (DCED) identifies three very plausible reasons for the popularity of the concept (2016): (1) research papers highlighting business opportunities at the “Base of the Pyramid (BoP),” (2) international businesses targeting low-income markets for various reasons and (3) an increasing interest of donor agencies to cooperate with the private sector.

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Inclusive Business Partnership: Panorama

Inclusive Business - A definition

Part of the complexity of the field stems from the potential variety of actors. In principle, Inclusive Business models can be applied by large corporations, small community-based initiatives, social enterprises or even NGOs alike. Looking at ISED’s approach and our training purpose, a more narrow and straightforward definition is helpful, as it is provided by the the Donor Committee for Enterprise Development (DCED, 2016): 2

Adequate public support levels for Inclusive Business models

The definition hints at a problem the term “Inclusiveness” poses. In fact, nearly any business activity in a developing country could be potentially beneficial, whether this is through tax payments, employment or technology transfer. “Yet, inclusive business is generally considered to ‘go further’ and beyond ‘business as usual’” (DCED, 2016). At the same time, it is hardly possible to find any solid criteria how this additionality could be assessed in practice.

We decided for a pragmatic stance by regarding the issue mainly from the perspective of our training participants, ISED and Indonesian Government staff members. Their objective is to broker and promote IB partnerships, therefore the relation between economic and/or social benefits for the target group (social value), commercial value 2 and an adequate level of support by government and donor agencies is what matters.
Though by definition all IB models strive for commercial viability, there are significant differences in potential profit margins. E.g., mobile phone services for poor people generate very tangible benefits for the target group, at the same time, it is a huge market with a high readiness to pay. Hence, there is mostly no need for public support (beyond setting the regulatory framework etc.). On the other hand, an innovation in an agricultural value chain benefitting a large number of farmers might have a significantly lower profit margin with higher risks attached which could justify public support or donor interventions, as depicted in Figure 3.

It is this relation, which donor agency staff and government officials need to consider and reflect when deciding whether to engage in a partnership at all and, later, when looking at the joint business model and contributions the individual partners should make. Usually, it will be impossible to find “hard” criteria here, it rather requires a careful evaluation in the team. Technically speaking, in most cases the project will then take the form of a Development Partnership with the Private Sector (DPPs) in implementation. Here, additional rules and requirements for DPPs in German Development Cooperation apply (below).

Criteria for Development Partnerships with the Private Sector (DPP) in German Development Cooperation

Development partnerships with the private sector are short to medium-term projects undertaken jointly by private businesses and either donor agencies (type 1) or public partners in developing countries (type 2). These partnerships are entered into because there is an overlap between a (business) interest of a private company on the one hand, and a development-policy or public interest on the other, and because neither partner would be able to achieve their objective on their own or not to the desired extent.4

BMZ has defined overarching criteria that need to be complied with in DPPs, namely:
- compatibility (with development objectives and strategies),
- complementarity (between public and private contributions),
- subsidiarity (could not be implemented without the public support),
- competitive neutrality (doesn’t distort the market, complies with subsidy regulation) and a contribution made by the company involved (usually aiming at least for 50%).

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Cooperations between industry stakeholders and the TVET system (government actors, public and private schools and service providers) are key to enhance the demand orientation of the latter. In Indonesia, the link and match concept, which emphasises alignment between TVET institutions, labour market dynamics and industry, has been a topic of debate since the 1990s. A recent ISED study analysed efforts in this regard and contains a detailed list of best-practice initiatives. The study distinguishes between two main forms of how this cooperation can be established: (1) Through industry associations or professional associations, in the Indonesian context especially the Indonesian Chamber of Commerce and Industry (KADIN) and the Indonesian Employers Association (APINDO), or (2) directly with individual companies.

Institutional approaches generally have the advantage that through associations, collaborative activities can be better organised, more firms involved and competencies and needs of the sector better represented. However, associations often do not have the capacity to mobilise their members to participate. Approaches addressing companies can directly simplify the process of establishing a cooperation, but may not be effective in transforming partnerships into a large-scale movement. In the absence of an agreed strategy between industry, TVET institutions and the government (central/local), individual cooperation initiatives will continue to play an important role.

**Existing examples of industry cooperation with the TVET system in Indonesia (ISED 2018)**

- **Industry internship:** The most common form of cooperation is an industry internship (Prakerin), which aims to introduce students to various aspects of the industry that will ease their transition from school to work.

- **Curriculum synchronisation:** Systematic and regularly conducted activity to accommodate current competencies needed by industry in the TVET curriculum, such as new technology and procedures.

- **Industry class:** Learning system adjusted to competency needs or workforce qualifications required by the particular industry. Such classes are usually conducted based on cooperation between TVET institutions and companies, although TVET institutions may also work with particular industry sectors and associations.

- **Guest teachers from industry:** Industry practitioners are regularly invited to teach in TVET institutions which is encouraged by the government for SMKs as well as polytechnics.

- **Teacher internships:** Aims at updating competencies of teachers or instructors, who also need direct experience in industry. It can also strengthen cooperation of TVET institutions with industry on student internships.

- **Other forms of cooperation with potential:** Student certification, recruitment and placement, teaching factories, and joint research.

For the training, all listed forms of cooperation as well as industry initiatives are options.

**GIZ Best Practice Example Indonesia (2016-2018)**

TVET partnership: For Indonesian TVET Institutes, it is vital to integrate digital solutions in TVET delivery and to prepare the workforce with the right skill ICT skills sets and competence standards. Therefore, a predecessor project of ISED, Intel Indonesia and the Responsible and Inclusive Business Hub (RIBH) developed the SMK6 Inclusive Innovation Challenge 2016. It was supported by the Ministry of Education and Culture as well as by the Ministry of Industry of the Republic of Indonesia and ran from May to November 2016. The challenge comprised a four-step process with a mixture between online and offline training components in basic programming skills, Internet of Things (IoT) applications and the like. The students were challenged to develop innovations that address social problems of local communities and the best ideas were presented in an award ceremony. In total, 1,423 students from 179 SMKs registered to participate in the competition.

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6 The Sekolah Menengah Kejuruan (SMKs) are public vocational schools; students can choose between 47 programmes which take three years to complete.
3. Conceptual background

In the preparation of the training, we discussed and researched some conceptual questions that needed to be solved in order to come up with a coherent learning architecture for the participants and integrate the training into ISED’s overall strategy. These are:

- Partnerships are at the core of the training - but what makes them work? Which lessons learned can be incorporated in the training, what are essential cooperation strategies?
- An important question for management - How can we reconcile ISED’s agreed mid-term strategic orientation (laid out in its impact matrix, broken down into the operational plan) with the openness and uncertainty partnerships bring about? What strategic approach is adequate here?
- Last but not least, building on Impact Hub Berlin’s experiences - How can we adapt the generic Design Thinking process to the specific reality of ISED? Which tools should be used?

Partnerships are understood in this handbook as cooperation projects between actors in the public and private sectors and civil society in which the participating organisations cooperate transparently on a basis of equality to achieve a common goal in sustainable development. For this purpose, the partners contribute their complementary competences and resources and agree to share the risks and benefits of the joint project.

Yet, partnerships are never easy. People from different organisational cultures with their respective “languages” come together and need to put prejudices they might have apart (“Government is always slow and bureaucratic”, “Private sector only interested in profits”, etc). If it involves competitors in the business sector, competition and cooperation orientation need to be balanced. To produce the hoped-for innovations, individuals must be ready to question hard-won beliefs and ways of thinking.

3.1 Making partnerships work

IB models and innovative TVET solutions can be and are implemented by companies individually. Partnerships are not a prerequisite. Nevertheless, partnerships are often instrumental in developing the technical, service or process innovations that make IB models feasible and TVET solutions affordable for the individual company. Partnerships and alliances are perceived as one of the major factors for the sustainability of IB models, too7. Here, projects such as ISED can play an important role by bringing stakeholders together, providing technical inputs, liaising with government agencies and supporting the access to target groups.

Figure 5: Results Of Mentimeter Question To ISED Staff Members: Challenges When Cooperating With Private Sector. Source: Koch & IHB (2019).

7 See e.g. GIZ (2014): Inclusive business models. Options for support through PSD programmes. Page 14 ff.
Partnerships are startups

Startups are an interesting learning field for us: Somebody has an idea and convinces others that the idea is something the world needs. Slowly, the founding team elaborates ideas into plans, convinces supporters and stakeholders and - hopefully - financiers. They improvise a lot, fail, learn from their mistakes and adapt their solutions. In the process, they get to know each other much better, build trust and develop their own modes of communicating and organising.

In the beginning, this form of working together is very personal, informal, spontaneous, non-hierarchical and intimate. This creative vibe is one reason why this form of working is so popular amongst younger job-seekers. When new employees join the startup at a later stage, they can already observe these existing communications and behavioural patterns, which are the roots of an organisational culture - “This is how things are being done here”.

In a way, many partnerships resemble startups: Actors come together based on an idea, do not know each other (well), relationships, communication modes and trust still need to be developed. Everything needs to be developed from scratch: Joint decision making practices, structures and processes. If one of the partners just imposes these based on organisations of origin, this can create ownership problems later on and reduce the innovation potential of the partnership.

The issue of trust and transparency in partnerships

Especially at the beginning of a partnership, there is a high level of uncertainty – Will the counterpart be cooperative? Do they provide the correct information? Can we rely on them when problems arise? In most handbooks, trust and transparency are therefore cited as important success factors. Yet, while trust is an important value we can agree on, it will rather result from successful interactions. Whether the other was transparent, can only be assessed later on when more information is available. That is not exactly helpful in the startup phase. So how to go on about it, which cooperation strategy should be selected?

In his influential book “The Evolution of Cooperation”, Robert Axelrod analyses various cooperation strategies under the conditions of the famous “Prisoner’s Dilemma”. His starting question is: “Under what conditions will cooperation emerge in a world full of egoists without central authority?” Even though we do assume that we are dealing with more open, interested and motivated actors, it is quite helpful to consider his findings.

Axelrod designed a contest: He challenged game theorists to submit their favourite strategies in dealing with the Prisoner’s Dilemma to a computer tournament. And to his own surprise, the winner of this tournament was the simplest of all strategies: Tit for Tat, submitted by Anatol Rapoport. Tit for Tat cooperates on the first move, and then does whatever the other player does on the previous move (see characteristics of Tit for Tat, Figure 6). Axelrod was able to deduct four factors that make a cooperation strategy successful and that seem to apply to a wide range of social settings, from International Relations to cooperation in organisations and, of course, also to partnerships.

Success factors for cooperation strategies:

- Avoidance of unnecessary conflict as long as the other player does
- Provocability if the other player defects (e.g. a retaliation on the next move which is slightly less than the original provocation to avoid escalation)
- Forgiveness after responding to a provocation
- Clarity of behaviour, so that the other player can adapt to your pattern of action

Partnerships are startups

Improvisation is a virtue, not something we need to avoid
Failing is part of the process - “Failing forward”
A flexible working environment creates the right atmosphere for thinking “outside the box”
Non-hierarchical behaviour fosters innovation and creativity
Opportunities to build up personal relationships are essential
Get active - Learning by doing creates ownership and a feeling of togetherness

In the Prisoner’s Dilemma, there are two players, and each has two choices: Cooperate or defect. Each has to make the choice without knowing what the other one will do. No matter what the other one does, defection yields a higher payoff than cooperation. The dilemma arises because if both defect, they are worse off than if they had cooperated.

Figure 6: Characteristics Of Tit For Tat Cooperation Strategy. Source: Koch & IHB (2019) based on Axelrod (1984).
Partnerships need change agents

Cooperation often starts with individuals who are curious, interested and convinced about the joint idea. Yet, when they return to their organisation of origin, they often find out that the innovation is not greeted with enthusiasm, but they rather have to lobby hard for support and defend themselves for any commitment they made. This is especially true for bigger organisations that have to balance a lot of different interests and navigate internal (administrative) processes.

For the innovator, this can be quite frustrating and, in turn, hamper the partnership. That is why it is important to be aware that in early partnership discussions, one is not necessarily dealing with “the” company, but usually just one representative who comes from a specific department. This representative is needed as a “change agent” in the partner organisation. He/she can be strengthened in his/her role by consciously reflecting the organisational situation and developing coping strategies together. This helps dealing with the unavoidable tensions that go along with this role.

3.2 Two operating systems in strategic thinking: Cause-effect logic and effectuation

Projects like ISED are planned using strategic instruments such as results models or matrices, underpinned by results indicators that make the achievement of mid-term objectives measurable (see example in Figure 7). This approach is based on a causal if...then logic (if A, B, C happens then the Objective will materialize). It is widely used and has a lot of benefits because it offers accountability for the public funds that are being utilised. It allows the funding ministries, in that case the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Indonesian Ministry of National Development Planning (Bappenas), to set priorities and topics as well as a certain level of steering and control with regard to what is being done in the project without micromanaging on a day-to-day base.

Nevertheless, when these mid-term objectives are further broken down into annual operational plans, teams often realise that while it is quite easy to define activities for some work packages - e.g. for products and services with a track record in the field - others remain very vague and hard to grasp. The reason for the latter is usually that the knowledge and level of information about the field or topic in question is low and uncertainty is high - e.g. at the beginning of a cooperative approach when partners are not yet identified and potential topics of collaboration are unclear. Our first impulse is often to deal with this uncertainty by intensifying planning efforts, which does not work and therefore rather reinforces feelings of disorientation.

In dealing with these “white spots” in the framework of our strategic plans, it is more helpful to acknowledge that we are entering uncharted territory – and for these situations, our default strategy operating system does not work. We need to turn to the real experts in dealing with uncertainty – entrepreneurs! Research results by Saras D. Sarasvathy have meanwhile entered the mainstream under the heading “Effectuation”, in the German-speaking world popularized by Michael Faschingbauer with his hands-on, practical book.

How to support change agents:

- **Expectation management:** Prepare change agents for the transfer and communication challenge when returning to the organisation of origin
- **Project steering:** Advise change agents to create an internal project group with a senior lead that oversees the partnership
- **Transparency:** Agree on regular progress reporting and thereby ensure transparency for all parties involved, avoiding information disparities
- **Safe space:** Create meetings regularly to jointly reflect on possible barriers or challenges and how to deal with them

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Sarasvathy showed that in situations of uncertainty where predictions about the future are hardly possible (because this requires information about past events), entrepreneurs focus on their own resources, own know-how, established partnerships and rather follow flexible objectives. The approach they take evolves as a co-creative process in small, experiential steps which are always taken under a “bearable loss” perspective (e.g. if we take this step - could we live with it when it goes wrong?). This requires objectives to be flexible to a certain degree. Some more details are portrayed in the figure below (Figure 8).

Effectuation provides a very helpful alternative strategic framework when approaching partnerships. Especially at the beginning, not too much time should be spent on mid-term planning as the level of knowledge is actually not sufficient and uncertainty is very high. Instead, the focus should be on quick, concrete joint activities which allow the partners to get to know each other “in action” and produce (small) results – or to fail fast, if necessary. When the partnership proceeds, products and feasible steps as well as the forms of working together become more accustomed, and planning through causal logic can kick in to enhance the efficiency in implementation as depicted in Figure 9.

The challenge for the responsible project leader and managers is to allow enough flexibility for such an explorative approach, but at the same time keep this within the guardrails of the mid-term strategy agreed with the contracting parties. To achieve this, a methodology that offers a structured process for experimentation and innovation is very helpful – Design Thinking. As Michael Faschingbauer put it: You could picture effectuation like the operating system – Design Thinking would then be an app that runs excellently on it.
3.3 How to put effectuation into action: A Design Thinking-inspired process

“Design Thinking is a human-centred approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

– Tim Brown, president and CEO

As a methodology, Design Thinking favours experimentation over elaborate planning, customer feedback over intuition, and iterative design over traditional “big design up front” development. Its concepts - such as “human-centred design” and “pivot” - have quickly taken root in the startup world, and businesses are embracing Design Thinking, because it helps them be more innovative, better differentiate their brands, identify market need and demand, and bring their products and services to market faster. Nonprofits are also beginning to use Design Thinking to develop better solutions to social problems. Like a social enterprise, Design Thinking crosses the traditional boundaries between public, for-profit, and non-profit sectors.

The training on new ways of building partnerships across sectors is embedded in a Design Thinking process. In multiple GIZ projects, such as GIZ’s Lab of Tomorrow, it has been validated as a successful tool to change mindsets, leverage new skills, develop innovative products and build strong partnerships.

**Case Study: GIZ’s Lab of Tomorrow**

GIZ’s Lab of Tomorrow sources innovation challenges in developing countries and matches the right organisations, experts and experienced local partners to develop new business solutions and partnerships in a three-day Design Thinking workshop. The goal is to facilitate partnerships between European companies and companies in the respective developing country. Prior to the workshop, extensive research is conducted in the field to talk to potential users and stakeholders affected by the challenge. After the workshop, the Lab of Tomorrow provides funding and a support package to committed partners to test and implement user-centered, scalable and sustainable business solutions in the local context.

The Lab of Tomorrow is unique in a way that it enables human-centered design and private sector partnership building when looking at development challenges. The programme design is very open and flexible with regards to challenges, the overall process and outcomes. Design Thinking supports the participants in entering a creative and open process without predetermined results. The Lab of Tomorrow rather provides a safe space for different stakeholders to connect, co-create, and, finally, enter partnerships based on concrete business opportunities developed during the workshop.

More information on past challenges and partnerships can be found at https://www.lab-of-tomorrow.com/node/1.

**It’s User-Centered.**

Design Thinking is centered on innovating through the eyes of the end user or stakeholder and as such encourages in-the-field research that builds empathy for people, which results in deeper insights about their unmet needs. This focus helps avoid the common problem of enthusiastic “outsiders” promoting inappropriate solutions and ensures that solutions are rooted in the needs and desires of the community. This is especially relevant when building new partnerships and inclusive business models that add value for local actors.

**It’s Collaborative.**

Several great minds are always stronger when solving a challenge than just one. Design Thinking benefits greatly from the views of multiple perspectives, and others’ creativity bolsters your own. By providing a structured process where key actors from different sectors (social enterprise, corporate, political, and not-for-profit) and roles (engineer, marketing, CEO, end user, etc.) collaborate towards a common challenge, it enables crucial input from all relevant stakeholders in programme development and execution.

**It’s Well-Structured.**

Design Thinking comes with a lot of useful tools. Often drawing inspiration from the creative processes, it helps to visually structure insights and highlight gaps using carefully designed templates. Examples that could be used when designing new partnerships include the Stakeholder Map (which is also well known to GIZ), Personas and Idea Napkins.

**It’s De-Risking.**

Using an iterative approach de-risks products by testing both their relevance and long-term feasibility prior to committing substantial investment.

**It’s Experimental.**

Design Thinking gives the participant permission to fail and to learn from their mistakes, because it encourages an iterative development loop of coming up with new ideas, getting feedback on them, and then iterating the prototype. Expecting perfection makes it hard to take risks and it limits the possibilities to create more radical change. Design Thinking is all about experimenting and learning by doing. Building new partnerships requires internal validation loops with superiors as well as external validation loops with potential partners to co-create a partnership that works for all.

**It’s Optimistic.**

Design Thinking, like many startup methodologies, is underpinned by the fundamental belief that we can all create change – no matter how big a problem, how little time, or how small a budget. No matter what constraints exist around you, designing is an enjoyable and powerful process.

However, Design Thinking is not a replacement for creativity. It is rather a process, which provides a robust structure for creativity. It is not a substitute or a guarantee for successful ideas, which mostly rely on the more complex relationship between the quality of participants in the room, access to relevant information, and the challenge they are responding to.

The training mitigated this by tailoring the content to the specific needs of ISED, inviting a hand-selected interdisciplinary group of potential partners, providing a actionable method guide, and enabling a local Impact Hub to facilitate the process.
4. The five-step process to facilitating partnerships

4.1 Background

To enable ISED, or other teams in donor and government agencies, in exploring their new role as a facilitator of sustainable partnerships in the private sector, we suggest a five-step process rooted in the Design Thinking methodology.

Double Diamond - Divergent and convergent thinking

In all creative processes, there are phases of gathering data and creating ideas ('divergent thinking') followed by phases of refining and narrowing down to the valuable data or best idea ('convergent thinking'), which is often represented by a diamond shape as depicted in Figure 10. In Design Thinking, this happens at least twice: After downloading own assumptions or gathering information on the user through desktop and field research (Download and Discover phase - diamond opens), design thinkers make sense of these findings by clustering and filtering them (Define phase - diamond closes).

Five steps to facilitating partnerships

The five-step process presented in the following is a human-centered approach to facilitating and building sustainable partnerships based on the diamond-shaped Design Thinking logic as depicted above. While each phase builds upon the previous one, the process is iterative, meaning that each phase can be revisited to redesign the product or service developed at any point in time.

For the training, our focus was on capacitating participants in the key skills that are required to master each phase - supported by the selected tools shown in Figure 11 below.

The process starts by encouraging participants to reflect upon own assumptions about the industry and challenge addressed in the Download phase. Subsequently, the Discover phase enables participants to shift perspective by viewing the industry through the eyes of the stakeholders. The main goal here is to challenge one’s own assumptions and to understand the real stakeholder needs in depth, which are formulated and digested in the Define phase. By shifting perspective, participants are enabled to create solutions based on core challenges the industry faces, leading to the co-creation of sustainable partnerships with shared value and long-term commitment during the Develop and Deliver phase.

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The process starts by encouraging participants to reflect upon own assumptions about the industry and challenge addressed in the Download phase. Subsequently, the Discover phase enables participants to shift perspective by viewing the industry through the eyes of the stakeholders. The main goal here is to challenge one’s own assumptions and to understand the real stakeholder needs in depth, which are formulated and digested in the Define phase. By shifting perspective, participants are enabled to create solutions based on core challenges the industry faces, leading to the co-creation of sustainable partnerships with shared value and long-term commitment during the Develop and Deliver phase.
4.2 From the five-step process to the workshop agenda
- Preparation phase

Looking at this basic structure, we entered into discussions with the ISED team in August 2018 - well ahead of the training, which was scheduled for October. That gave us sufficient preparation time which was clearly needed! Identifying companies to engage in such an open process was not an easy task and required some dedicated work of ISED senior advisors. And logistics caused us headaches - we had to make sure that company locations could be visited within reasonable travel times and that company representatives could join the workshop for feedback sessions (Jakarta traffic...).

Considering the factors above, we decided on a 3.5-days training, starting with the Download phase on Tuesday afternoon - allowing company representatives to travel shortly after lunch when traffic is low - and finishing before the Friday prayer. An overview of the agenda can be found in Figure 12.

In selecting the participants, we had the strong support of Bappenas Directorate of Industry, Tourism and Creative Economy to coordinate with the various ministries involved in ISED implementation. At the end, we had 29 participants including eleven ISED staff members; representatives of Bappenas; the Ministry of Tourism; the Ministry of Cooperatives and SMEs; the Ministry of Villages, Disadvantaged Regions and Transmigration; the Ministry of Industry; the Ministry of Agriculture; the Ministry of Maritime Affairs and Fisheries; the Ministry of Manpower and Transmigration; the Regional Body of Planning and Development (Bappeda) of the Nusa Tenggara Barat (NTB) Province; and TVET Institutions (e.g. Tourism Polytechnic, or Poltekpar).

### Key learnings during preparation

**Start early** in identifying and getting in touch with the companies to establish trust to engage in the process

**Participant selection is key.** Take your time and be thorough to make sure that participants’ functions, competences and interests match training objectives and contents

**Sector know-how:** The workshop requires participants to deep dive into the sector context, in this case tourism and food and beverages, detailed overviews have to be prepared well ahead of the workshop

**Backstopping** of the whole preparation process by Impact Hub Berlin was very beneficial, including agenda design, creating necessary material and templates, facilitation of meetings, preparation and briefing on dos and don’ts, as well as handover to the workshop moderator

**Facilitator preparation and briefing:** Impact Hub Berlin, the lead moderator and an Impact Hub Jakarta team representative met in Germany beforehand for a handover and briefing which helped a lot in clarifying open questions. In addition, online preparatory meetings were held

Despite the smooth handover, it would have been helpful to have Impact Hub Berlin present during the workshop, e.g. in a train-the-trainer format

**Start early - allow at least three months preparation time!**

---

### Figure 12: From The 5 Step-Process To a 3,5-Days Workshop Agenda.

Source: IHB (2019).
In the following, the workshop preparation and each of the five steps in the workshop will be described in more depth.

The goal of this chapter is to:
- Understand the objectives and mindset of each of the five phases and how they build upon each other
- Show how the phases are translated into the workshop design
- Provide a more detailed overview of the methods, tools and templates utilized during each phase

4.3 Overview of phases and tools applied

4.3.1 Download – Identifying internal assumptions

Theoretical background

Empathy is crucial to a human-centered design process such as Design Thinking, and empathy allows design thinkers to set aside their own assumptions about the world in order to gain insight into users and their needs. This mindset ensures that products, services and partnerships are created with a user-focus and are thus sustainable.

To do so, reflecting upon own assumptions related to the challenge one is trying to solve is crucial in order to set aside stereotypical images or ideas. Reflection can mean conducting an industry and stakeholder analysis, mapping assumptions and own goals, and having guided discussions to become aware of the others’ assumptions.

The Download phase is also the critical starting point of the five step learning journey. It allows participants to have a common and transparent understanding of their own perspective. This perspective is then translated into concrete assumptions which are validated within the market to gain a better understanding of what the private sector actually needs later in the process. Thereby, participants might realize that some assumptions may not align with what the target group actually needs, while others do.

The three core goals of the Download phase are:
- Understanding the outline of the sector, mapping stakeholders and their needs
- Identifying participants’ own assumptions
- Common understanding of the challenge

Workshop implementation

The workshop started with some warm-up exercises to allow participants to get to know each other and introductory remarks by the Director of Industry, Tourism and Creative Economy at Bappenas and the Principal Advisor and Coordinator of ISED. Then ISED senior project managers introduced industry stakeholder mapping and sector overview presentations on the tourism and food and beverage industry in Indonesia based on ISED’s previous work and research, including ministry strategies (see Annex 1 & 2). This allowed participants to grasp the context for the partnership development, fostered a common understanding of internal goals and indicators as well as an overview of the most important trends.

In the middle section, conceptual background (Inclusive Business, forms of partnerships) was provided by the lead moderator and participants were introduced to the Design Thinking methodology through a movie. The day ended with a reflection on own assumptions about the sector and partner companies which were used as a bases for developing interview question guides.
Overview of tools applied

Table 1 outlines which tools were applied during the Download phase. Templates used during the workshop can be found in Annex 2.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
<th>Context</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEEP-analysis</td>
<td>The STEEP analysis enables participants to take a structured look at the environment for potential partnerships in the sector by going through the major social, technological, economic, ecological, political and legal influencing factors.</td>
<td>This tool can be used to structure and focus sector presentations in the Download phase. It is contained in older versions of Capacity WORKS, the cooperation management model of GIZ.</td>
<td>STEEP Analysis (GIZ Capacity WORKS)</td>
</tr>
<tr>
<td>Stakeholder Mapping Canvas</td>
<td>The Stakeholder Map enables participants to map all relevant stakeholders within a sector and define their goals, challenges and needs, as well as visualise what relationships the players have.</td>
<td>This tool can be used before, during and after research; it’s standard for GIZ projects and therefore easily understood.</td>
<td>Stakeholder Map_Advanced</td>
</tr>
<tr>
<td>Assumption Mapping</td>
<td>The Stakeholder Map enables participants to map all relevant stakeholders within a sector and define their goals, challenges and needs, as well as visualise what relationships the players have.</td>
<td>This tool can be used before, during and after research; it’s standard for GIZ projects and therefore easily understood.</td>
<td>Stakeholder Map_Advanced</td>
</tr>
</tbody>
</table>

Table 1: Overview Of Tools Applied During The Download Phase.
4.3.2 Discover – Meet potential partners

Theoretical background

After reflecting upon own assumptions, the first stage of the Design Thinking process is to gain an empathic understanding of the problem one is trying to solve by looking more closely at the users. To do so, field and desktop research are conducted to find out more about the users, or people connected to the challenge. This involves consulting experts to explore the area of concern through observing, engaging and empathizing with people, to understand their experiences and motivations, as well as immersing into the physical environment to have a deeper personal understanding of the issues involved. The goal is to uncover the feelings, habits, needs and wishes of the user. Previous assumptions can either be confirmed, questioned or new surprising insights connected to the challenge can be revealed.

The Discover phase gives participants the unique opportunity to visit potential stakeholders on-site and interview them. They are encouraged to immerse themselves into the world of their stakeholders - here: the companies - to gain a better understanding of their needs, challenges and context. This experience is essential to validate their own assumptions, gain relevant insights and build greater empathy. The outcome could validate their assumptions, gain relevant insights and build greater empathy. The outcome was a better understanding of the companies business models, organisational culture, challenges and needs, their visions and goals. This is essential to build strong partnerships and design sustainable solutions that suit the demands / needs of both parties involved.

Workshop implementation

A key element of the training was the in-the-field research safari which gave participants the opportunity to visit hand-picked potential partners and conduct live interviews.

The safari had scheduled visits to four companies, Javara, Indofood, Nutrifood and Martha Tilaar, who were interviewed by the participants.

Javara, founded in 2008, works with artisans and smallholder farmers across Indonesia to bring community-based, organic products to broader markets. Javara operates across agricultural value chains from production to distribution with the goal of strengthening the suppliers' production capacities, marketing their products nationally and internationally, securing premium prices for the farmers and processors, and improving workplace safety. To date, Javara holds a portfolio of over 250 organic products that are certified under the EU, US, NOP and JAS standards and is currently exporting to 22 countries in 4 continents.

Indofood, founded in 1990, provides holistic and sustainable food solutions along the value chain by operating in all stages of food manufacturing, from the production of raw materials and their processing to consumer products in the market, to distribution across Indonesia. Apart from producing and selling Consumer Branded Products, Indofood’s Agribusiness Group invests in research and development, as well as seed breeding, oil palm cultivation and milling, cultivation of sugarcane, rubber and other crops, and operates the largest integrated flour mill in Indonesia.

The Martha Tilaar Group, founded in 1970, is an Indonesian beauty company striving to become a global leader in providing natural beauty products and services to women whilst empowering women locally through training, employment opportunities and education programmes. Martha Tilaar works together with educational institutions and the government to build schools and training centers educating women on natural beauty research, development and modern technology opportunities as well as environmentally friendly sourcing practices.

Company visits,

Visiting the premises offers ample opportunity for observations (e.g. How do people dress and behave? What does the architecture tell us about the company? How do people communicate? Which terms do they use, which values do they cite and refer to? etc.). Through the interview and the face-to-face experience the participants could validate their assumptions, gain relevant insights and build greater empathy. The outcome was a better understanding of the companies business models, organisational culture, challenges and needs, their visions and goals. This is essential to build strong partnerships and design sustainable solutions that suit the demands / needs of both parties involved.
The company visits are a key component of the training concept and need to be well prepared and facilitated by coaches to create a safe space for honest exchange. A group of up to eight people (partially representing ministries) showing up at the premises and asking curious questions - that is quite an intervention and can create irritation with employees. If this is not handled well, the risk is high that “marketing messages” will prevail in communication which makes the subsequent steps challenging.

Key learnings during the Discover phase

Success factors we identified for this step are:

Clear contact persons on both sides: Make sure that the company contact person has been briefed internally on previous discussions (sometimes the people who were involved in developing a first idea for a partnership and those then handling the operational details are not the same)

Sufficient pre-contact between responsible facilitator and company representative before the visit (ideally, a personal encounter, minimum phone calls) to thoroughly explain the background of the exercise

Research purpose reminder: Participants tend to get enthusiastic and follow their personal interest, it is helpful to remind them of their research purpose - to validate assumptions and gather user insights. Preparing questions and having the interview guides is helpful in this regard, even though the range of topics covered in the talks was much broader than anticipated

Two hours on site (including meetings) is sufficient for a first encounter, it also does not put too much pressure on the companies in the preparatory stage

The safari is important as a team-building intervention for the working group, especially if participants don’t know each other well yet. It can be used explicitly for this by facilitators (e.g. small personal introduction games)

Overview of tools applied

Table 2 outlines which tools were applied during the Download phase. Templates used during the workshop can be found in Annex 2.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
<th>Context</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview Question Guide</td>
<td>Research preparation is key when conducting stakeholder interviews. The goal is to define open questions that trigger storytelling and emotions which is crucial to better understand the stakeholders and their context.</td>
<td>This tool is used when preparing research.</td>
<td>Interview Guide</td>
</tr>
<tr>
<td>Observation Notes</td>
<td>The Observation Guide is a template that enables participants to document their interviews from the perspective of the stakeholder. They focus on who they met, inspiring and surprising quotes, and their key insights.</td>
<td>The tool is applied during and after an interview to directly capture the insights. It is then used again in the Define phase where all information from the research is gathered.</td>
<td>Interview Notes</td>
</tr>
</tbody>
</table>

Table 2: Overview Of Tools Applied During The Discover Phase.
4.3.3 Define – Turn data into insights

Theoretical background

During the Define phase, the information created and gathered during the Discover phase is analyzed and clustered. Research synthesis helps to process, digest, analyse and understand the outcomes of the interviews conducted during the safari. The goal is to reflect upon notes and impressions (non-verbal communication, gut feelings) and to interpret them to demystify the target group, their needs, challenges and goals. This phase is especially important to create a common understanding and a concrete problem statement.

To make the challenge more concrete, Personas are developed, which mirror users and stakeholders. For each Persona, which can be real persons met e.g. during the research safari, challenges, needs and insights are clustered and subsequently turned into new sub-challenge questions. Thereby, it is important to reframe the problem in a human-centered manner using the insights gained during the research.

The three core goals of the Define phase are:

- Synthesise insights gained during the safari
- Reframe the challenge statement
- Understand the stakeholders

Workshop implementation

After returning from the safari, the first step of the Define phase consisted of an individual reflection (using post-it) on key insights using the Point of View (PoV) terminology and structure:

We met ...
We were surprised to realise that …
(-> need)
It would be game changing, if …
(-> wishes, insights)

In a second step, participants shared and clustered these findings on pinboards. Based on the PoV, a generalised Persona was created including key quotes, challenges, needs and insights.

Using the Personas and their challenges and needs, the core problem statement formulated in the beginning was reformulated or narrowed down into sub-challenges to ensure that the challenges were user-centered. Outcome of the Define phase were concrete Company Personas and their challenges, wishes and needs clustered in a structured manner.

Key learnings during the Define phase

The terminology of the Point of View (PoV) analysis is new in this context and can create some misunderstandings, especially in combination with English-Bahasa translation. Because of this, participants tend to include personal interpretations into the statements. It would have been helpful to have more concrete examples readily available that connect to the work reality of the participants (we used “general” Design Thinking product development examples which were not ideal).

The combination of individual reflection as a first step and sharing and clustering of insights on pinboards in a second step works well and is helpful to keep up a diversified image and channel the exchange of participants.

On the one hand, the Personas create a burst of energy and set free the creativity of the participants. Especially quotes are helpful to bring the Persona to life. On the other hand, participants in this context are used to a specific way of working when addressing challenges with tools that rather support abstraction (e.g. through results models), which makes it hard to stay within a user perspective. One possible consequence is that the Personas remain points of reference for the participants, but are not at the core of the ideation session (as it is foreseen in Design Thinking). Strong facilitation through experienced coaches is needed here.

The peer pitch is very helpful to gather first feedback and to keep people focused.
Overview of tools applied

Table 3 outlines which tools were applied during the Define phase. Templates used during the workshop can be found in Annex 2.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
<th>Context</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personas</td>
<td>Personas are fictional characters, which the participants create based upon their research findings. They serve as a representation of different stakeholder groups that have been identified during the Research Safari. The participants visualise the needs, experiences, behaviours, network and goals of a Persona. It helps participants step out of their own view; and recognize that different stakeholders have different needs and expectations.</td>
<td>This tool is used during the Define phase to visualise key findings. The Persona is a great reference point for the Define and Develop phase. Personas are not fixed in stone, they evolve with the insights the team gains throughout the process.</td>
<td>Persona</td>
</tr>
<tr>
<td>Point of View (PoV)</td>
<td>The Point of View (PoV) nails your research in one actionable problem statement which will allow participants to ideate in a highly goal-oriented manner. There are two ways to structure it as seen in the template.</td>
<td>This tool is used at the end of analysing the research to narrow down the core problem.</td>
<td>PoV</td>
</tr>
<tr>
<td>How might we (HMW) question</td>
<td>How might we (HMW) questions are short questions that evolve from the POV. It is important that participants define HMW questions that are broad enough that there are a wide range of solutions but narrow enough for solutions become concrete.</td>
<td>This tool is used as soon as the POV is clear. It kicks-off the ideation process.</td>
<td>-</td>
</tr>
</tbody>
</table>

Table 3: Overview Of Tools Applied During The Define Phase.
### 4.3.4 Develop – Co-create with potential partners

#### Theoretical background

During the Develop phase, designers are ready to start generating, prototyping and finally testing ideas to solve the core problem addressed based on a deep understanding of the users and their needs.

With this solid background, the team can start to “think outside the box” to identify new solutions to the problem statement. In Design Thinking, the process of coming up with ideas is called Ideation and there are many different brainstorming techniques that can be used. Once one or more solutions are picked, they are prototyped, which means producing a number of inexpensive, scaled down versions of the product or specific features found within the product. This might be a mock-up, storyline or simple sketch.

Prototypes may be shared and tested within the team itself, in other departments, or on a small group of people or stakeholder outside the design team. This is an experimental phase, and the aim is to identify the best possible solution for each of the problems identified during the first three stages.

The solutions are implemented within the prototypes and, one-by-one, they are investigated and either accepted, improved and re-examined, or rejected on the basis of the users’ experiences. The process of refining the solution is called Iteration. By the end of this stage, the design team will have a better idea of the constraints inherent to the product, the problems that are present, and have a better/more informed perspective of how real users would behave, think, and feel when interacting with the end product. The goal is to have a refined product or service designed for and tested by the user.

The three core goals of the Develop phase are:

- Generate new solutions
- Prototype new solutions
- Test and refine new solutions

#### Workshop implementation

We started the ideation phase with silent brainstorming, which already generated quite some solution approaches. In a second round, participants were encouraged to build on the first existing ideas. Another method used was celebrity brainstorming like “What would Jack Ma / Elon Musk do?”. In a next step, the solutions were clustered according to similar approaches. Every participant got three stickers to democratically vote on the most interesting ideas.

The ideas voted on were elaborated using Idea Napkins: Visual presentation for the Persona, short description and value added for Persona. The Idea Napkin was used to present the idea to ISED management to receive first internal feedback.

The idea was iterated based on the feedback. Participants were then encouraged to prototype their idea by either creating a storyline, idea boards or building a physical mock-up (e.g. using Lego).

Subsequently, the prototypes were pitched to the company representatives from the research safari to receive company feedback. Comments were gathered using the Feedback Grid and digested to start a second iteration round on the prototypes.

At the end of the day, the teams pitched their final prototypes in a market place setting.

#### Key learnings during the Develop phase

- **Ideation / brainstorming** works very well, the participants are eager to share their ideas and produce a lot of good leads.

- **Again, clustering needs** strong facilitation to avoid that strong perspectives become too dominant.

- The **ISED management feedback round** provides valuable feedback on viability of the idea from GIZ perspective, which leads the teams on the right track in terms of implementation (“guardrails”).

- **Company feedback round** is a key value to the workshop, because it provides a reality check for the teams and ideas from a company perspective. Unfortunately, one company was not able to join which hindered the process for one of the teams. The feedback by the company representative tends to be rather cautious, facilitators need to make sure that the participants also react to implicit feedback such as body language.

- **As a peer pitch**, the market place is a good and interactive way to share results between the teams.
Overview of tools applied

Table 4 outlines which tools were applied during the Develop phase. Templates used during the workshop can be found in Annex 3.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
<th>Context</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brainstorming Techniques</td>
<td>Brainstorming Techniques are creative tools that help ideas to be generated in a group. There are different methods that enable groups to effectively come up with ideas such as silent brainstorming (everyone has three minutes to silently brainstorm and then share in the group), celebrity brainstorming (What would a famous person do?), and Reverse Thinking (What would make the situation worse?).</td>
<td>This tool is used when a team has to develop new ideas (ideation). It needs a clear problem statement and a concrete HMW question.</td>
<td>Feedback Grid</td>
</tr>
<tr>
<td>Voting</td>
<td>Voting is used to help a team select the best idea from all the ideas that have been clustered. Each participant has 3–5 votes. Voting can be done according to specific categories: most radical, most user-centered, most actionable.</td>
<td>This tool is used as soon as the ideas have been clustered. Voting can also be used throughout the entire process to help speed up decision-making and cut lengthy discussions.</td>
<td>Feedback Grid</td>
</tr>
<tr>
<td>Idea Napkin</td>
<td>The Idea Napkin is a structured process to develop and visualize an idea. It gives the participants the opportunity to sketch their idea to make it more real. Additionally, the specific questions help the make the idea as concrete as possible.</td>
<td>This tool is used when a team decides to work on an idea. If applicable, the Idea Napkin used during Prototyping can be filled out again to refine the idea.</td>
<td>Feedback Grid</td>
</tr>
</tbody>
</table>

This tool is used during testing and iteration.

An Elevator Pitch is a short (very condensed) presentation / description of the solution that the group has designed. It explains the problem, user, need, and solution in a way that any listener can understand it in a short period of time. Thereby, the participants are pushed to make their solution as crisp and focused as possible.

This tool can be used when the solution has to be presented briefly. It is also a good tool after testing and iteration to outline the core of the solution.

Tip: One idea per post-it

Tip: Use sticky dots to vote.

Table 4: Overview of Tools Applied During The Develop Phase.
4.3.5 Deliver – Implement new partnerships

Theoretical background

The co-creation process of step 1-4 has a major advantage: It already fosters commitment, ownership and trust in all parties, which is essential when co-building sustainable partnerships. The last phase of the five-step process focuses on creating a sustainable and inclusive business model for the product or service developed.

First ideas on business modeling may have already come up during ideation, but are now made concrete. Here, it is generally useful to use well-known tools such as the Business Model Canvas because they are easily understood by third parties who might get involved in implementation (additional partners, financiers, etc.). Now, the question of sharing costs and benefits, of activities and contribution becomes concrete. In this phase, the considerations on public contributions presented in chapter 2.1 and concrete. In this phase, the considerations on public contributions presented in chapter 2.1 and the cooperation strategies in chapter 3.1 become relevant. Once the outline of a business model is formulated, a plan for implementation and monitoring is required, for example in form of a Roadmap indicating milestones as well as roles and responsibilities of each party.

The three core goals of the Deliver phase are:

- Make solutions actionable / viable
- Enable an entrepreneurial mindset
- Create a roadmap to foster commitment

Workshop implementation

For various reasons, we decided against the use of the Business Model Canvas and for a more straightforward economic business modelling exercise (see box). Partially, groups used Excel tables to calculate potential costs and revenues, one group analysed value addition in a selected value chain.

Business economic models - Costs types in Inclusive Business and TVET partnerships

We decided against the Business Model Canvas in the last stage of the workshop, because it would have forced participants to repeat several stages that were already covered. This would have distracted attention from the key component that was still missing, an economic analysis and a reflection on sensible partner contributions. Instead, the facilitator team encouraged participants:

1. To distinguish which cost types they are looking at in their project concept and to differentiate 3 categories:
   
   a. One-time development / set-up / pilot activities and related costs
   
   b. Steady investments required e.g. in Human Resource Development (HRD) measures / skills development or coordination (e.g. sector groups)
   
   c. Continuous business transactions with costs and returns (e.g. selling of goods or services)

2. To then pick a focus and analyse those potential costs (and revenues) in depth, using Excel-tables

3. To discuss in the team who should conduct which activities and cover which costs (→ for public contributions, see chapter 2.1)

4. For Inclusive Business models that result from interventions in existing value chains, it is important to develop an understanding of value addition at the respective steps first in order to come to a realistic base for negotiations about contributions

Concluding, the participants created a roadmap for implementation and were encouraged to think about how they can monitor the progress and impact.

Key learnings during the Deliver phase

The cost-return perspective is extremely valuable to ground ideas and solutions discussed by participants. It is therefore important to introduce an economic business modelling exercise early in the process. Yet, partnerships seldom have straightforward, easily calculable economic models - major costs often arise in the development phase, public contributions need to be negotiated and assessed against potential target group benefits etc (see box on the previous side).

Therefore, the topic can only partially be approached with standard tools, facilitators have to tailor this step to the specific project idea (A new service? An intervention in a value chain?). A first and important step is to break the overall project down into phases, cost types, activities to get a more detailed understanding of the structure.

For interventions in value chains / IB models, this often means a necessary research step to gather the data. A helpful methodological framework is provided by ValueLinks, the sustainable value chain development methodology of GIZ (mainly modules 2 and 3)

Cost calculation for TVET solutions is more straightforward but requires quite some transparency of participating companies about planned/average HRD expenditures and the like which is challenging in a competitive setting.

Agreeing on contributions in partnerships – in kind, financial - is a negotiation process and needs to be based on a sufficient understanding of underlying cost-structures; cooperation strategies for such situations were discussed in chapter 3.1

It is key to end the training with a roadmap that pins down agreements on next steps which are also shared with the potential partners. Otherwise, the dynamics of the development process are often lost when everyday activities kick in again.

Ideally, a simple results model is already developed at that stage that can be the point of reference for results indicators and monitoring activities. This was beyond the scope of this workshop, but is e.g. described well in GIZ’s Steering and Monitoring Instrument for Partnerships with the Private Sector (SMP), see tool overview.
## Overview of tools applied

Table 5 outlines which tools were applied during the Deliver phase.

<table>
<thead>
<tr>
<th>Tools</th>
<th>Description</th>
<th>Context</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Model Canvas</td>
<td>The Business Model Canvas is the probably most widely-used tool for startup management and has become the standard for startup presentations and workshops.</td>
<td>Can be found online, e.g. at Borderstep Institute.</td>
<td></td>
</tr>
<tr>
<td>Value chain economic analysis</td>
<td>Step-by-step guide to detailed calculation of total value added, the composition of value added along the value chain and the assessment of parameters of chain competitiveness and efficiency.</td>
<td>For Inclusive Business models, it is often necessary to understand cost structures in a value chain in detail to assess benefits for the poor through a planned innovation as well as the economic viability. The GIZ ValueLinks methodology offers such an approach.</td>
<td>Can be found online: <a href="http://valuelinks.org/manual/(module">http://valuelinks.org/manual/(module</a> 2)</td>
</tr>
<tr>
<td>Roadmap</td>
<td>Roadmaps are - often visual / creative - strategic plans that contain the broad outline, major steps and milestones of a project. They can be the point of departure for more detailed planning tools like a plan of operation.</td>
<td>Roadmaps are very suitable for workshops and to agree on major milestones with partners without getting lost in the details which are better elaborated in small teams.</td>
<td>No general template recommended, adapt to specific need; for Operational Plan use GIZ’s Capacity WORKS standard tools</td>
</tr>
</tbody>
</table>

Table 5: Overview of Tools Applied during the Deliver Phase.

The Business Model Canvas makes sense if the joint business model is also presented to third parties (investors, stakeholders, additional partners). We recommend to use new versions like the Sustainable Business Canvas that already integrate this perspective.

For Inclusive Business models, it is often necessary to understand cost structures in a value chain in detail to assess benefits for the poor through a planned innovation as well as the economic viability. The GIZ ValueLinks methodology offers such an approach.

Roadmaps are very suitable for workshops and to agree on major milestones with partners without getting lost in the details which are better elaborated in small teams.

No general template recommended, adapt to specific need; for Operational Plan use GIZ’s Capacity WORKS standard tools.
Evaluation - What the participants said

Participants generally mentioned the realistic and direct involvement of private companies (potential partners) and the interactive methods used as highlights of the training. They greatly appreciated the opportunity to interact and engage in discussions with representatives of the private sector and found it motivating to know that the products of their activities were more than a mere simulation, but actually "real" leads. The intensive facilitation helped dealing with the novelty of the approach and tools.

Two main drawbacks which most participants addressed were language and time constraints. Despite providing on-site translators and translated materials, they would have preferred to have the training completely in Bahasa Indonesia to remove language barriers and instances of "being lost in translation", leaving more time for them to work. This also affected time management. Partially, the participants "felt rushed" to complete each step of the process, particularly for activities that involved the use of visual aids and in developing their economic business models during the last day.

Three months later - Status of the partnerships

The partnerships have developed quite differently after the workshop:

With one company, the progress is very positive. ISED and the company are currently preparing a broad capacity development programme which will be implemented on Lombok. Potentially, the project will be enlarged to a strategic partnership with three other companies.

Another organisation has participated in sector qualification measures supported by ISED and is planning to implement the internal knowledge sharing and qualification process first conceptualized during the training which could lead to multiplication processes inside the company involving 5,000 direct and indirect employees. With the other two companies, ISED is still in contact and discussing further ideas, as the original ideas have not proven viable. These were also the companies with least previous engagement with GIZ, so not surprisingly, finding common ground and developing a mutual understanding took more time. ISED is planning to follow up and is still optimistic that cooperation will materialise at least with one of them.

Be strict with participant selection - Those selected should have a realistic role in the follow-up process. Make it very clear that certificates can only be obtained for continuous presence.

Mixed groups are beneficial: Participants observed that having e.g. a regional, technically very knowledgeable expert in the group was very beneficial as it forced them to explain (and become aware) of the specific (Indonesian) context - at the same time, they were provided with “fresh” insights.

This is the credo of Design Thinking - but it always shows in practice, too: Mixed groups with various fields of expertise and perspectives can add a lot of value to the process.

Expect a maximum 50% direct realisation rate - Select companies accordingly and rather pick more leads if this can be handled in the preparation process.

Learnings and recommendations of the facilitation team

In our discussions in the facilitation team and with ISED management, several overarching topics came up repeatedly.

Company feedback is key: It has been stressed repeatedly - but the immediate feedback of the companies is a key feature of the training concept and actually exemplifies the specifics of the approach. Therefore, it can be quite a challenge for the learning process if this step is missing, as it happened in one group. We tried to deal with it in a creative way and the group sent a movie to the representative via Whatsapp, but still, the individual encounter is hard to compensate.

Due to this importance of the step, it is necessary to discuss fallback options with companies beforehand - Who could be a replacement when the responsible contact person is unavailable?

Participants generally enjoyed the realistic, interactive design - but it is more demanding, too, and therefore language barriers play a more significant role. Where sufficient capable local facilitators are available, invest into translation and conduct the training completely in local language (rather translating into English then for international participants).

Dropouts, continual coming and going hurts group dynamics and learning.

Participants

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Due to this importance of the step, it is necessary to discuss fallback options with companies beforehand - Who could be a replacement when the responsible contact person is unavailable?
Selecting a focus: It is probably fair to say that complexity in development cooperation projects is usually high (numerous actors, approaches, technical terms etc.) - in partnerships, this is further enhanced because even more perspectives are added. Not surprisingly, the overall concept that emerges in a first steps is often very comprehensive, broad and therefore also generalised. Human-centered design processes function the better the more concrete the problem can be formulated that is to be addressed.

Stay with the group: In the beginning, we often rotated between groups in the facilitation team and helped each other out with advice. We learned that jumping between teams is difficult, because it forces participants to re-explain and disturbs their group process.

Clear instructions and strict timing are key: This is probably always a good idea - but even more so when introducing a novel approach where each step builds on the previous.

Breaking the process down into very detailed, clearly communicated steps, using simple, but precise instructions eased the process immensely. From day three onwards, we produced the steps on a presentation and kept them visible during the group phases, with timing instructions that were visualised by screening a digital countdown for each session.

Therefore, the assigned facilitator should be the only direct contact point for the groups - If questions need to be clarified, that needs to happen within the facilitation team.

Get active - Change perspective!
Annex 1

Sector Overview - Food and Beverage Industry in Indonesia

Food and Beverage Industry in Indonesian Economy

F&B Importance in Economy
- F&B is complex but indisputably important industry in Indonesia, with contribution to the economy in terms of employment and GDP.
- F&B is part of Non-Oil and Gas Industry (NOGI) classification.
- In 2016, had the biggest growth in the Non-Oil Industry sector at 6.46% (2nd: Leather, leather products and footwear industry at 6.15%, 3rd: Chemical, pharmaceuticals etc. at 5.48%).
- In 2017, had the biggest contribution to GDP of non-oil gas industry sector at 34%

F&B Production
- Primary sector: raw materials: production volumes increased in almost all agricultural, animal & plantation products (between 2014 – 2016 coffee production increased by 27% / Indonesia becomes the world 4th largest producer).
- Secondary sector: manufacturing & processing: in 2015 manufacturing of F&B accounted for 27% of all manufacturing output in Indonesia (F&B is largest sub-sector of manufacturing) 93% players are micro enterprises but 90% of gross output is from the medium/large enterprises.
- Tertiary sector: services: offered by a divers set of service providers (Growth in value of sales 2013 – 2010: cafes & bars: 6.9%, full service restaurants 5.3%, fast food 6%, traditional food seller 1.9%)

F&B Market
- F&B sales in Indonesia is growing (2015: 89.55, 2016: 98.29, 2017: 104 billion USD).
- The growth is backed by continuing economic development, rising incomes, population growth, expanding middle class, shifting consumption patterns and urbanization.

Key Dimensions of F&B Industry in Indonesia

SOCIAL
- F&B industry will be greatly shaped by the demand, consumption patterns, and expectation of young urban population (currently almost 45% the Indonesian population are under 34).
- As incomes rise, consumers spend more on supplementary goods and less sensitive to price.
- Consumers become more sophisticated, start to value trust in brand and quality over price.

ECONOMIC
- Output F&B related activities in all sub-sectors increased between 2013 – 2017 (Fishery 19%, F&B manufacturing and processing 16%, Agriculture 8%, Services 7.5%).
- Turnover rate in F&B sector is steadily growing (7.9% between 2015 – 2016) and investment in F&B sector is steadily high (Foreign Direct Investment: USD 1.6 billion in 2015 / 3rd largest recipient of FDI in the manufacturing sector).
- Domestic Investment: USD 1.9 billion / 1st largest recipient of Domestic Investment)

POLITICAL
- F&B is one of 10 priorities sectors according to the National Master Plan of Industrial Development (RPJMN 2015 – 2035) and the Strategic Planning of Ministry of Industry (2015 – 2019).
- Government programs to develop F&B Industry prioritize: competent HR, ability for innovation, availability of raw materials, processing efficiency & product quality, clean production systems & environmentally friendly technology.
- F&B is one of 5 top sectors selected in the Roadmap Making Indonesia 4.0.
Annex 2

Sector Overview - Tourism Sector in Indonesia

Training on Private Sector Engagement and Inclusive Business

Sector Overview - Tourism

A collaboration of ISED and Impact Hub Berlin/Jakarta

Jakarta, 2-5 October 2018

Background: Tourism Sector in Indonesia

The Government of Indonesia in the National Medium-Term Development Plan (RPJMN) 2015 to 2019 has set a number of objectives to increase the role of tourism in the Indonesian economy.

Between 2015 and 2019, its goals together with the Ministry of Tourism’s goals are to increase:

- international visitors from 9 million to 20 million
- the tourism contribution to GDP from 4 percent to 8 percent
- tourism sector employment from 11 million to 13 million workers

To achieve these goals, government has decided 10 priority tourism destinations with the following as the three main focus:

- Borobudur (Jogjakarta, Solo, Semarang; Central Java)
- Lake Toba (North Sumatera)
- Mandaika (Lombok)
Background: Some facts about Tourism in Lombok (3A)

Attraction:
- Lombok possesses attractive cultural and natural resources that are favourable for tourism development.
- Lombok is also known as an "unspoiled paradise", in contrast with neighbouring Bali, which creates a strong Unique Selling Point.

Accessibility:
- International airport, fast boat and ferry services from Bali. Road networks and conditions are good, many roads were upgraded in recent years, making travelling between different areas of the island easy.

Amenities:
- Good supporting tourism-related facilities: F&B (restaurants, local food market, etc.), travel agents, adventure activity operators.

Tourism in Lombok: Social and economical dimension

- According to the 2014 census, the population of Lombok island was 3.3 million.
- Lombok is culturally diverse with a variety of religions and ethnicities. Sasak is the native tribe of Lombok covering more than two-thirds of the island.
- The tourism industry in Lombok absorbs more female workers than male workers. Female workers employed in the trade, hotel and restaurant sector is 28.85%, while male labor is only 12.30%.
- The challenge of tourism development in Lombok comes from weak participation local community in tourism development due to low tourism knowledge and skills. As a result, the tourism sector still dominated by migrants from outside Lombok.
- One of social issues in tourism development in Lombok is land ownership. Ownership of tourism businesses and activities mostly carried out by migrants which is vulnerable to social friction in the community.
- Communities have high enthusiasm in seeing the tourism sector as an economic opportunity. This enthusiasm has become a valuable asset in improving and building tourism destinations in Lombok.

Tourism in Lombok: Technological dimension

- During last decade, technology has moved the tourism industry from traditional to digital forms.
- With these changes, the tourism industry player which could not coordinate with change process, new market and technology procedure have to leave the markets.
- E-commerce has changed the way the tourism industry provides products and services to markets.
- Local government has promoted e-commerce for promoting the products of SMEs.
- The supporting basic capacity infrastructure in some areas is still inefficient, for example the electricity supply across Lombok is unstable, requiring hotel to rely on costly generators and water supply in the south of Lombok is limited.
- Hotels in Lombok (big and small, homestays) are using the e-commerce platform.
Tourism in Lombok: Ecological Dimension

- Climate change adaptation is poorly addressed in Lombok, there is emerging awareness of the need for this by local government and to some extent the NTB government.
- There is poor awareness by local communities, some organisations are promoting awareness and implementing activities, e.g. resource efficiency programmes by hotels, establishment of waste bank, promotion of ecotourism by tour operators.
- Overall, there are serious issues with coastal development in Lombok and the potential effects of climate change. There is ongoing reliance on ground water near the coast and on islands this could cause saltwater intrusion.
  - Waste management in Lombok is a major and ongoing issue, from litter on beaches and key sites, to appropriate disposal of municipal rubbish.
  - There is a need for recycling services, specifically for plastic. There are proposals for waste incinerators at key tourism destination locations such as the Gili islands. This may reduce the impacts on the coast and sea from rubbish, but incineration of plastic waste releases toxins and greenhouse gases.
  - Natural disaster, e.g. earthquake and volcanic eruptions, are expected to continue disrupting visitor arrivals to the area.

Tourism in Lombok: Opportunities

- The significantly high level of government support for the development of a major destination resort project at Mandalika is expected to boost Lombok tourism.
- Community-based tourism is fully aligned with the government’s priority.
- MICE opportunities (capture from Bali) that arise from improved domestic and international air connectivity.
- The government has been actively promoting Halal tourism in Lombok, which provides an opportunity to capture Muslim travellers.

Tourism in Lombok: Challenges

- The level of skills is still low.
  - Missing link between TVET institutes and industry
  - Skills shortage due to mismatch with the skills that industry needs (technical skills and soft skills)
  - Security and safety issues in some areas continue to negatively affect the island’s attractiveness to visitors.
- Poor marketing support to promote and differentiate Lombok from Bali. Lombok has been overshadowed by Bali and still needs to develop its own identity.
- Local sourcing:
  - Quantity and quality of products do not match with the requirements of the hotel industry
  - Problem on supply and demand in terms of specification, terms of payment and certification

Tourism in Lombok: Good Examples

- Cooperation and coordination between TVET providers and industry have been implemented although still limited. Existing cooperation between TVET providers and industry: internship (student and teacher), guest lecture from industry, curriculum review, competency assessment
- Industry’s engagement based on mutual benefits (not only CSR)
  - Industry is willing to engage in the community development, such as use of local products, provision of area for local vendors, skills training
  - Hotel industry offers training for local community, e.g. homestay training and tourism product development
  - Industry is aware of the importance of quality TVET for their business, especially because tourism is a service sector.
- Multi-sectoral stakeholders are actively involved in the tourism forum (FTKP Lobar under Dinas Pariwisata), from different level (up to village level). As the results:
  - Regulations enacted: Penda halal (available) & sustainable tourism (being prepared)
  - Better coordination and communication
  - Better planning and budgeting
Annex 3

**Director’s Script Day 1 & 2**

### Task

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00</td>
<td>Welcome &amp; Breakfast</td>
</tr>
<tr>
<td>08:30</td>
<td>Overview &amp; Ice Breakers</td>
</tr>
<tr>
<td>09:00</td>
<td>Break</td>
</tr>
<tr>
<td>09:30</td>
<td>Group 1: Ice Breaker &amp; Team Building</td>
</tr>
<tr>
<td>10:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>11:30</td>
<td>Research Synthesis and Key Points</td>
</tr>
<tr>
<td>13:00</td>
<td>Group 2: Ice Breaker &amp; Team Building</td>
</tr>
<tr>
<td>14:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>15:00</td>
<td>Group 3: Ice Breaker &amp; Team Building</td>
</tr>
<tr>
<td>16:00</td>
<td>Break</td>
</tr>
<tr>
<td>16:30</td>
<td>Check-out</td>
</tr>
</tbody>
</table>

### Description

- **Welcome & Introduction to the training and the business challenges**: Making participants feel welcome and setting the right expectations for the training.
- **Group 1: Ice Breaker & Team Building**: Participants get to know each other and start building team dynamics.
- **Research Synthesis and Key Points**: Synthesizing the research findings and key points.
- **Group 2: Ice Breaker & Team Building**: Another opportunity for participants to connect and build relationships.
- **Group 3: Ice Breaker & Team Building**: Final preparation for the day.
- **Check-out**: Participants reflect on what they have learned.

### Goal(s)

- Setting expectations for the day.
- Setting the right mood.
- Identifying fields of opportunities.
- Setting a clear path for the next day.

**Director’s Script Day 2 & 3**

### Task

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<tbody>
<tr>
<td>08:00</td>
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<td>Check-out</td>
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</tbody>
</table>

### Description

- **Welcome & Breakfast**: Greeting participants and setting expectations.
- **Group 1: Ice Breaker & Team Building**: Another day of ice breaking and team building.
- **Group 2: Ice Breaker & Team Building**: Continuation of the previous day’s activities.
- **Group 3: Ice Breaker & Team Building**: Final preparation for the day.
- **Check-out**: Participants reflect on what they have learned.

### Goal(s)

- Setting expectations for the day.
- Setting the right mood.
- Identifying fields of opportunities.
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**HANDBOOK BUILDING PARTNERSHIPS ACROSS SECTORS**

**HANDBOOK BUILDING PARTNERSHIPS ACROSS SECTORS**
Annex 4

*Design Thinking Methodology Templates*

**STAKEHOLDER MAP CANVAS**

- **How to use the Stakeholder Map**
  1. List all stakeholders that are relevant for the sector to map the ecosystem.
  2. Draw lines between the stakeholders as well as the G2 to visualize the type of connection and relationship.

**INTERVIEW NOTES**

<table>
<thead>
<tr>
<th>INTERVIEWEE</th>
<th>LEARNINGS / INSIGHTS</th>
<th>SURPRISES / QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>We met…</td>
<td>We were surprised to realize…</td>
<td>It would be game-changing if…</td>
</tr>
</tbody>
</table>

**POINT OF VIEW (POV)**

<table>
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<th>USER</th>
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<td>NEED</td>
</tr>
<tr>
<td>IT WOULD BE GAME-CHANGING, IF…</td>
<td>INSIGHT</td>
</tr>
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</table>

**HOW MIGHT WE…?**

**CHALLENGE**
**INTERVIEW GUIDE**

**LIST OF QUESTIONS**

- What do you want to achieve? (Goal, strategy, priority, milestones)
- What are the biggest challenges that you are facing? Why?
- What concrete problems are you struggling with? Why?
- What do you need to move forward? Why?
- What do you expect from the GIZ?

**TOPICS TO KEEP IN MIND**

ASK WHY! 
ENCOURAGE STORIES! 
LISTEN + DOCUMENT!

**IDEA NAPKIN**

**SOLUTION**

Our solution in max. 3 sentences

Key value added for the industry persona

**INDUSTRY PERSONA**

**PICTURE**

**INDUSTRY:**
**COMPANY:**
**LOCATION:**
**NAME:**
**POSITION / DEPARTMENT:**
**AGE:**
**QUOTE:**

**GOALS**

**CHALLENGES**

**NEEDS / WISHES**

**FEEDBACK GRID**

**WHAT WORKS**

**WHAT COULD BE IMPROVED**

**QUESTIONS**

**NEW IDEAS**
**ELEVATOR PITCH**

**WE ARE...**

**OUR PERSONA...**

**HAS THE PROBLEM / NEED...**

**THEREFORE, OUR CHALLENGE (H/W) IS...**

**... WHICH WE COUNTERACT BY (SOLUTION)...**

**IT WILL IMPACT THE LIFE OF OUR PERSONA BY (VALUE PROPOSITION)...**

**IT WILL CONTRIBUTE TO SOLVING THE PROBLEM BY (IMPACT STATEMENT)...**

**ASSUMPTION MAP**

**GOALS we assume the stakeholders follow...**

**because...**

**What questions can we ask to validate it?**

**Chick/Hen/Gr's we assume the stakeholders follow...**

**because...**

**What questions can we ask to validate it?**

**NEEDS we assume the stakeholders follow...**

**because...**

**What questions can we ask to validate it?**