Deep Listening and Sense Making

West Java, Indonesia

AGIRRE LEHENDAKARIA CENTER
for Social and Political Studies

Indonesia Regional Hub — UNDP

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1 — ALC^K Process
1.1 — Rationale & Approach

Despite the complex and interconnected nature of the Sustainable Development Goals, most of the current global development initiatives addressing complex issues (air pollution and climate emergency, future of work) are still designed as projects to address specific issues linearly. The way in which linear projects are currently managed, funded and evaluated limit organizations' possibilities of being able to invest more resources in better understanding community perceptions, prototyping new interconnected solutions, making mistakes and being able to adapt work plans in real time if alternative solutions are generated during the implementation process.

Social Innovation Platforms, alternatively, seek to interconnect organizations and actions around shared objectives, methodologies, and evaluation systems, in order to bring about systemic impact. Although a platform approach requires increased effort in the design phase and new tools for building a collective vision, it will ultimately contribute to align disconnected initiatives and to enhance their impact, cohesion, and visibility. ALC^K offers a **Collaborative Support System** for country offices to co-design, implement and evaluate Social Innovation Platforms for systemic transformation with UNDP and the Ministry of Villages. In addition, the SIP approach will underpin the Country Support Platforms (CSP) and will help to:

- **Build a shared vision among COs, government, and partners.**
- **To create thematic solution support platforms as an integrated approach for complex development issues.**
- **To map and engage a network of potential partners.**
- **To facilitate and document business and financing model alignment.**
- **Bring non-traditional partners into the stakeholders mapping.**
- **The Social Innovation Platforms will remain as a long-term infrastructural asset and value proposition to deal with other complex issues.**

With this approach, we seek to break with the traditional division between analysis and action, incorporating a permanent listening system that generates real-time information on the perceptions of the territory and how it responds to the development of ongoing initiatives.

We work from a deep immersion and listening process in each community (including citizens and everyday people, public sector, private sector, academia, civil society organizations and every relevant actor in each context at the same level and in the same spaces), in its values and behaviors as the only way to achieve better and more effective solutions, designing collaboratively, relying on the intelligence of each territory and acting in a global and sustained manner.

1.2 — Social Innovation Platforms UNDP

Social Innovation Platforms incorporate the following core interconnected components that will allow UNDP to develop new capabilities to transition from traditional and linear innovation logics to a complex approach.
Some of these elements are sequential and will be repeated, getting deeper and deeper, in three iterations within a year period.
Others, are sustained in time because this new way of working and understanding UNDP's role requires new ways of understanding how to communicate and evaluate these processes.

✶ Iterative elements: Map, Listen, Co-create, Experiment

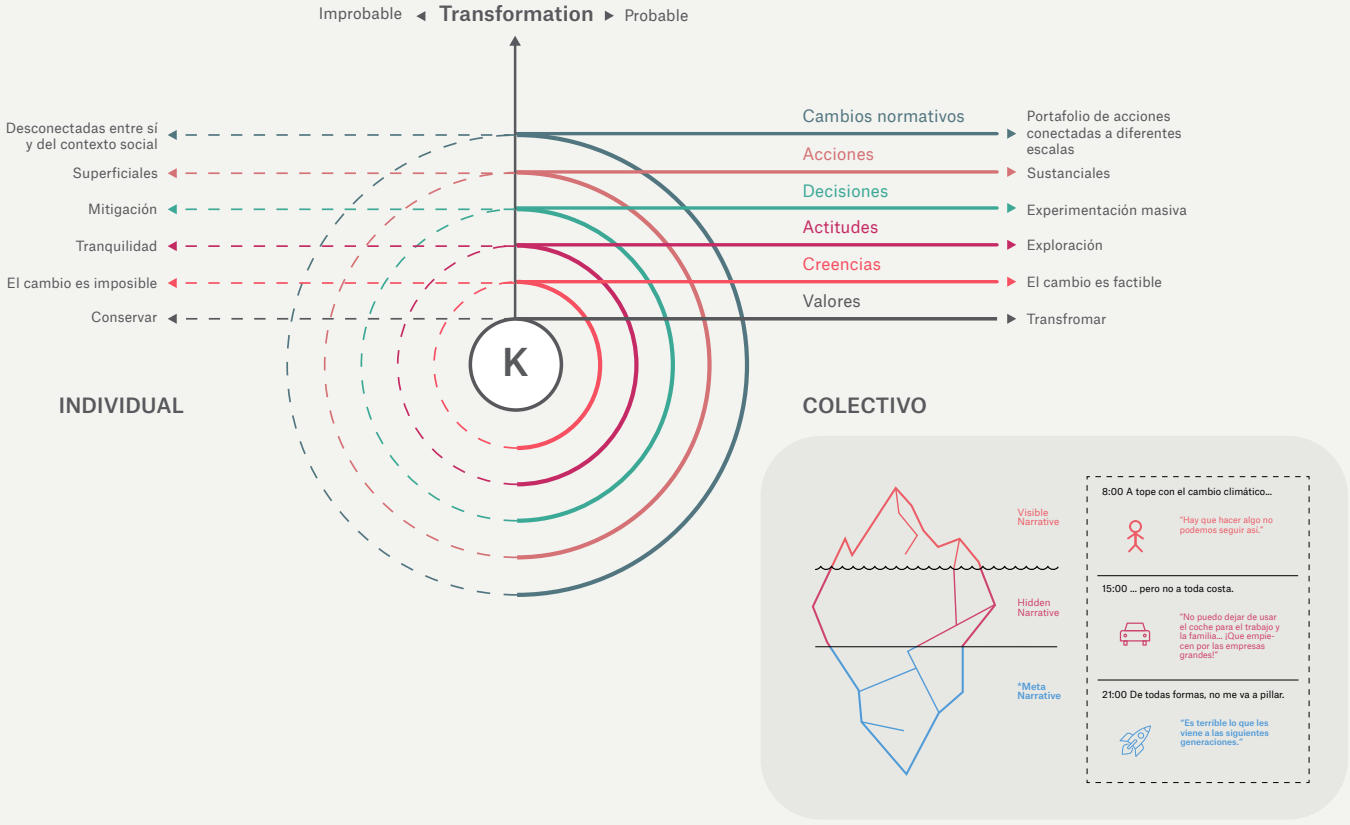
1. MAPPING

How can we understand better and interconnect the key agents and the ongoing key initiatives in Gorontalo and West Java? What are its key agents (public administration, companies, small business owners, teachers, religious leaders, media, first sector producers, youth, women, foundations, academic institutions...)? And the ongoing projects at five different levels? But most importantly, how do all of them interact with each other? What can we learn from these leverage points and weakest connections?

2. LISTENING AND SENSE MAKING

How do we understand deeply the social and economic dynamics and perceptions operating within a system? How do we create and systematize collective intelligence spaces? What kind of information do we make sense of? A deeper understanding of the social, economic, and environmental dynamics that are conditioning the evolution of these complex challenges is necessary during the entire process (not just at the beginning and at the end) and it has to go beyond traditional community participation and consultation mechanisms.

A more profound understanding of local dynamics requires a deep community listening strategy. This process includes a set of qualitative tools that, when complemented with quantitative data, can unravel a community's narratives and reveal in-depth needs, challenges and opportunities.



As we can see in the above picture, we must consider the set of values and shared beliefs of a particular community, the narratives used to express these values as mechanism of self-definition, and the attitudes and behavior stemming from interaction between these elements. The stories we tell about ourselves condition reality and the possibilities of change. These stories are defined as meta-narratives in the Theory of Critical Thinking and involve the beliefs shared by a particular society to generate meaning and legitimize collective experience. They are stories normally built-in shared value system and remain sub-conscious over time.
(Espiau – 2018).

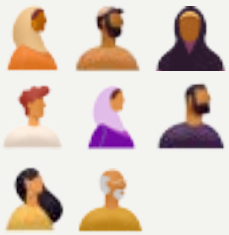
In other words, the narratives are subjective perceptions that people and the community have about their own lives, and decisively influence what is believed to be possible or impossible to achieve and may even determine the success or failure of initiatives for socio-economic change. **“Revealing the narratives is essential. They must be taken into account for the design and implementation of transformative actions”.**

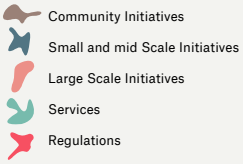
Behind this process, we find the conviction that meta-narratives or central stories determine how a community responds to situations of crisis and change. As with individuals, the most significant experiences expressed through stories mark the evolution of every human group. If the experiences are negative or tragic, they need to be explicitly addressed and replaced by new actions, projects and initiatives aimed at creating a different future. Otherwise, history will repeat itself and condition behaviors and strategic decisions over and over again.
(SANDERCOK 2010)

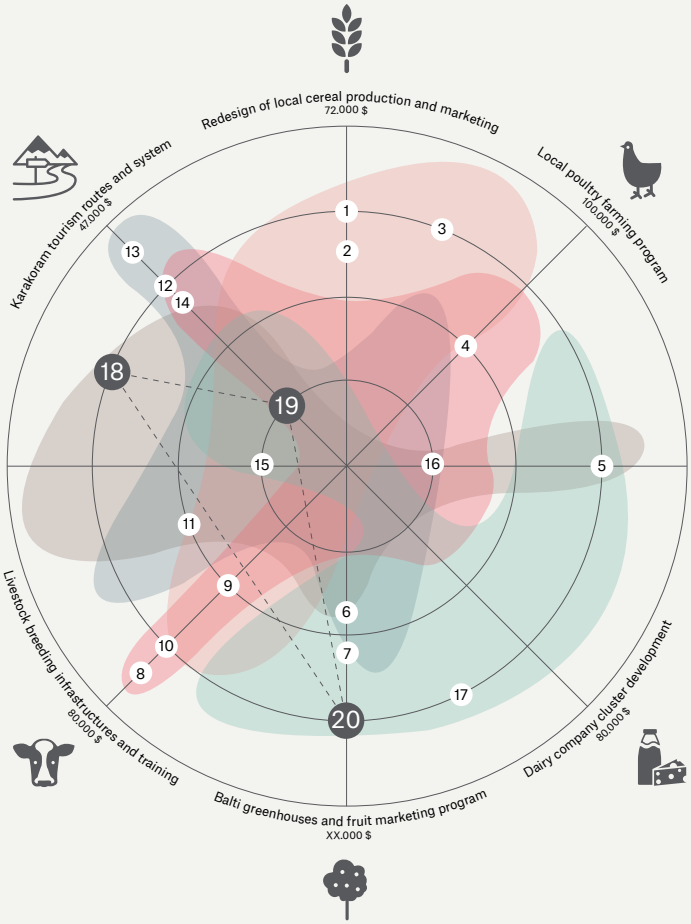
3. PORTFOLIO CO-CREATION

How do we co-create new solutions for the specific perceptions (even contradictory ones) with a portfolio logic (interconnected, multilevel initiatives? New co-creation and prototyping capabilities in 5 interconnected levels. Public institutions are complementing their efforts on redesigning existing services with similar prototyping initiatives in (i) community innovation, (ii) entrepreneurship support, (iii) large scale public-private partnerships, (iv) public service redesign and (v) new regulation.

Initiatives in Gilgit Baltistan's food system







Network of prototypes

1. **Pasta plant** 88.000 $
2. **Local energy snack bars** XX.000 $
3. **OUT. Cook training in major international cuisine** XX.000 $
4. **IN. Cook training + Improvement local elaborations** XX.000 $
5. **Home cooking facilities** XX.000 $
6. **Nut fruit and apricot kernel oils** XX.000 $
7. **Luxury beekeeping** XX.000 $
8. **Bluntes canned meat** XX.000 $
9. **Cold feeding platforms** XX.000 $
10. **Audiovisual storytelling production** XX.000 $
11. **Balti caviar production** XX.000 $
12. **Karakoram D.O.** XX.000 $
13. **Dining experience cabin network** XX.000 $
14. **Inception of local products in the Slow Food Movement** XX.000 $
15. **Municipal food markets as spaces for socioeconomic relations** XX.000 $
16. **Hospitality business equipment program** XX.000 $
17. **International cuisine training exchanges** XX.000 $

Scaling up initiatives

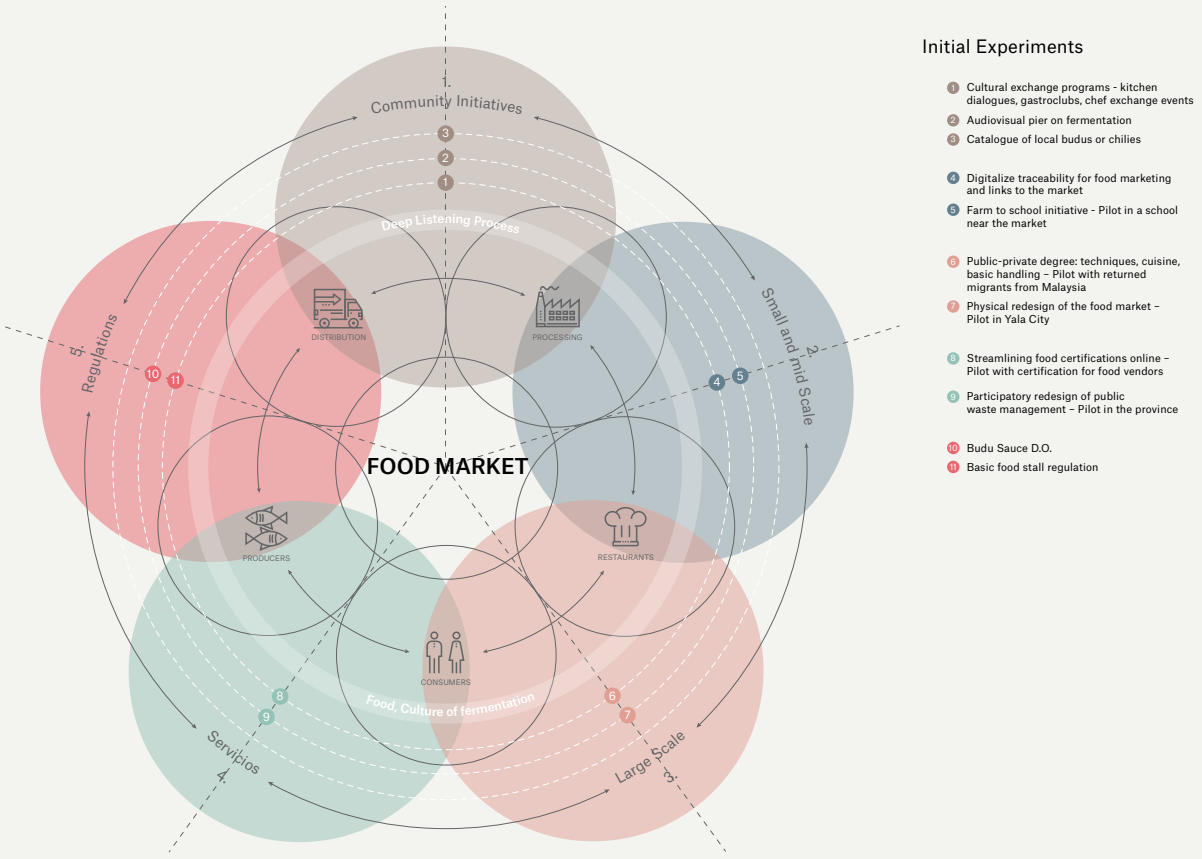
18. **Handcrafted arts and caps** XX.000 $
19. **Women health facilities: ultrasound** XX.000 $
20. **Apricot drying cooperative** XX.000 $

4. PORTFOLIO PROTOTYPING

(4) PORTFOLIO PROTOTYPING (Experimental learning) for eventual
(5) SCALE (effectual learning)

Isolated project-based approaches can hardly operate at the scale and multi-dimensional level required by wicked problems that ask for systemic change. Therefore, and as highlighted by the current strategy document, projects need to be integrated and conceptualized as an interconnected portfolio. As in co-creation and prototyping practices, this novel portfolio approach also requires new capabilities to design, manage and evaluate the interconnected and integrated set of projects with a holistic vision.

Initial prototypes selected to test in a pilot market in Southern Thailand



✶ Cross Cutting elements:

6. DEVELOPMENTAL COMMUNICATION

How do we communicate in this new way of working?
Communication in multi-stakeholder, multi-layered and multi-project platforms also needs to be different. For further reference, see specific article here (p. 14, table 2).

7. NEW GOVERNANCE MODELS

How do we manage social innovation platforms? What kinds of roles and responsibilities do they require? What types of spaces? ALC^{K}'s Social Innovation Platforms demand new management and governance approaches that move away from command and control methods and that are built on convening power and soft leadership. They require integrating performance, evaluation and communication, with a complexity-aware approach to monitoring, evaluation, and, particularly, to learning and adaptation. In these new management approaches, evaluation methods such as developmental evaluation tools permit real-time decision-making to match strategy to changes in the system. Measurement mechanisms and metrics are re-tailored as targets evolve, and are designed to identify system dynamics, interdependencies and emerging connections, recognizing the complexity of the system and the particularities of the context. Initial governance approach. Governance proposal and governance work plan for four Cos under the IRH – UNDP.

8. TRANSFORMATIONAL CAPITAL

What financial tools and mechanisms does this approach require? Innovating at the systemic level in governance and policy requires tapping new sources of financing as well as aligning such resources to a different way of operating.

9. DIGITALIZATION

How do we digitalize all the above-mentioned elements? The limitations to travel and physical interaction are accelerating the need for new digital tools that can support the implementation of this intervention. The digital strategy will focus on two main objectives: (1) Bringing the systems mapping, listening, collective interpretation, developmental evaluation and communication into a digital space that complements the work on the ground; (2) Adding a digital focus into the portfolio and intelligence emerging from the listening and sensemaking steps. Digitalization of platforms and report on one digital listening experiment in Thailand.

10. SUSTAINABLE HUMAN DEVELOPMENT

SDGs as a cross-cutting element. **How do we apply the SDG criteria in the whole process as an ultimate output?** The Basque Model of Sustainable Human Development.

West Java
2 — What have we done so far?

Brief socio-economic context of West Java in Indonesia

West Java is a province of Indonesia on the western part of the island of Java. It´s strategic located directly adjacent to the country's capital region of Jakarta to the west, the Java Sea to the north, the province of Central Java to the east and the Indian Ocean to the south. The province is the native homeland of the Sudanese people, the second-largest ethnic group in Indonesia after the Javanese. It's the most populous province in Indonesia with a population around 48 million people.

Agriculture is a huge contributor to Indonesia's economy, around 29% of the Indonesian workforce work in the fields (agriculture and livestock) and fishery sector. It´s the third-biggest contributor to the economy after manufacturing and trade, according to the Statistics Indonesia (BPS) data[1].

Figure 1 – Map of West Java province and districts

Figure 2 - West Java

[1] https://www.bps.go.id/

West Java

At the moment, around 60% of all manufacturing activities in Indonesia are located in West Java, ranging from automotive, aviation, and electronics to fertilizer, textiles, food and beverages. Furthermore, West Java's fertile volcanic soil is suitable for plantations and agriculture. The main cultivation in West Java is wet rice, and in the lowland areas on small peasant landholdings are corn, cassava, peanuts, soybeans and sweet potato.
In addition, since 2012, the area of around Ciemas has also been advocated by the Paguyuban Alam Pakidulan Sukabumi (PAPSI) foundation together with P.T. Biofarma, and the Governments of West Java and Sukabumi Regency as a conservation area and registered as National Geopark[2].

In April 2018, the area was also chosen by United Nations Educational, Scientifics and Cultural Organization (UNESCO) as one of global geo-parks and given name CiletuhPalabuhanratu UNESCO Global Geo-park (CGG) and will be reviewed every two years based on UNESCO assessment conservation criteria. The CGG area was composed by 8 (eight) subdistricts and 74 villages with total population about 488,499 inhabitants in 2020 with CITAMANSAKTI as the core zone of CGG. Because of this status, the existence of CITAMANSAKTI cluster should not be separated from CGG circumstances, and as its consequences much of stakeholders and initiatives are interlinked among the villages, CGG area, Sukabumi Regency, West Java Province, and also in national level[3].

[2] https://www.biofarma.co.id/bio-farma-aims-high-with-unesco-recognition-for-geopark/
[3] SIP West Java on System Mapping - Basyrah Alw

West Java
2.1 — Listening and Mapping

Traditional surveys and statistics provide us with very useful and valuable information, but it is insufficient to understand the social and cultural dynamics that are conditioning the impact of these interventions. Observing behaviors and digging into the stories and narratives in which the perception of a region is expressed is key to getting to the bottom of the real concerns and needs of citizens and initiatives. That is why the interviews have to focus on the stories people tell about their daily lives.
For example,

“What is your daily life in West Java like?”

“What are the main challenges right now?“

“How does this affect your daily life?”

“What are for you the main opportunities?”

West Java

2.1.1 LISTENING PROCESS INITIAL WORK

★ During the lockdown, the SIP has been able to gather insights from **more than 80 people working and living in West Java.** We have tried to maintain gender, age and educational background balance, as well as related topic areas. However, the gender balance has not been reached. So far, we have interviewed 14 women and 66 men.

Educational background could also be more diverse and further information villages and others would also be valuable for the analysis.

							AGRICULTURE	HEALTH	EDUCATION	SOCIAL ORG.	PRIVATE SECTOR	GOVERNMENT	ACADEMIA	FISHERIES	SMALL BUSINESS	OTHER
CODE	AGE	GENDER	RELIGION	EDUCATION LEVEL	OCCUPATION	SUB-DISTRICT	VILLAGE											
004MS_M	46	Male	Islam	Diploma Degree	Volunteer at PAPSI, conservation CSO	Ciemas	Tamanjaya											
021HD_F	35	Female	Islam	Bachelor Degree	Food business owner (snacks)	Surade												
003AN_M	48	Male	Islam	Bachelor Degree	Hostel owner	Ciemas	Ciwaru											
016SP_M	25	Male	Islam	Bachelor Degree	Tourist guide (geopark), Village officer													
017EP_M	49	Male	Islam	Senior High School	Farmer and homestay owner. Has worked abroad	Ciemas												
012PR_M	31	Male	Islam	Senior High School	Tourist guide	Surade												
011MR_M	35	Male	Islam	Senior High School	Travel Agency owner, geopark guide	Palabuhanratu												
002AS_M	62	Male	Islam	Elementary School	Homestay owner	Ciemas	Tamanjaya											
013AS_M	44	Male	Islam	Bachelor Degree	Restaurant owner; environmental activist	Palabuhanratu												
005DS_M	49	Male	Islam	Bachelor Degree	Elementary School teacher and peasant farmer	Ciemas	Ciwaru											
007CS_M	33	Male	Islam	Bachelor Degree	Head of PALAPAH CSO, Art activist	Waluran												
014AS_M		Male	Islam	Senior High School	Environmental activist. Artist	Ciemas	Cibenda											
018YT_M	30	Male	Islam	Bachelor Degree	Restaurant owner	Ciemas												
022YW_M	42	Male	Islam	Senior High School	Tourist guide and homestay owner. Also head of Association													
010UW_F	46	Female	Islam	Junior High School	Homestay owner, has worked abroad	Ciemas	Tamanjaya											
019SM_M	40	Male	Islam	Bachelor Degree	Hostel owner	Ciemas												
020YM_M	51	Female	Islam	Bachelor Degree	Local snack producer	Ciemas												
015BM_M	40	Male	Islam	Bachelor Degree	Homestay owner, religious teacher	Ciemas	Tamanjaya											
008MM_M	30	Male	Islam	Diploma Degree	Tourist guide, homestay and land owner	Ciemas	Ciwaru											
008JN_M	50	Male	Islam	Masters	Teacher at Junior High School, Volunteer at PAPSI	Waluran												
009SM_M	42	Male	Islam	Senior High School	Geopark ranger. Harboutmaster ant Palangpang beach	Ciemas	Ciwaru											
001AM_M	42	Male	Islam	Bachelor Degree	Civil servant	Palabuhanratu												
023ID_M	35	Male	Islam	Bachelor Degree	Small scale business owner: local agriculture seller	Ciemas												
024HB_M	42	Male	Islam	Senior High School	Artist; handcrafter	Ciemas												
025KR_M	42	Male	Islam	Bachelor Degree	Village officer (secretary)	Ciemas												
026YM_F	39	Female	Islam	Bachelor Degree	Headmaster of Kindergarten; entrepreneur	Surade												
027AM_F	45	Female	Islam	Senior High School	Petty trader (warong); homestay owner; peasant; ex	Ciemas												
028HA_M	43	Male	Islam	Senior High School	Fish trader; Petty trader (warong); construction business	Ciemas												
029NM_M	35	Male	Islam	Senior High School	Eco-tourism guide; Petty trader (warong);	Sukabumi												
030DS_M	44	Male	Islam	Senior High School	Crafter	Sukabumi												
031RS_F	24	Female	Islam	Diploma Degree	Small scale entrepreneur; teacher	Sukabumi												
032TM_M	37	Male	Islam	Junior High School	Geopark ranger; conservation activist; head of POKMASI of	Ciemas												

For more info, access the matrix > Interviewees page

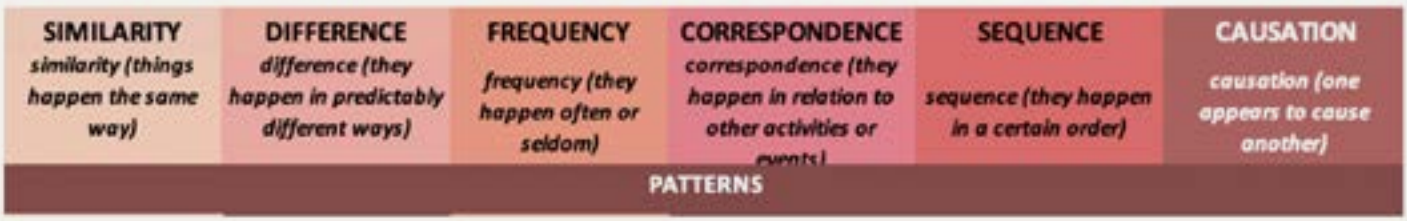
West Java

We have coded each interview (for privacy reasons), transcribed and translated **188 references and relevant quotes** from this listening process and applied a series of parameters of analysis.

1/ Overarching topics and subtopics emerged:
Economy –Agriculture, fishery, tourism, SMEs–, **Environment** –Geopark, devastation, degradation–, **Infrastructures and Regulation**, **Education**, **Administration and development programs**, and **Socioeconomic dynamics** –Gender, culture, migration–.

2/ We have tagged all of them just for making the document easier to navigate. Even if we have analyzed the narratives, this database of references is still richer and allows us to access better, deeper information.

3/ We have applied different analysis parameters in order to identify patterns:



For more info, access the matrix > Data processing

West Java

4/ We have identified if these quotes are referring to a challenge or an opportunity, a barrier or an enabler.

For more info, access the matrix >Data Processing

West Java

★ We have analyzed the patterns of narratives. We have identified up to **8 patterns of behavior and thinking**. We have followed the initially presented iceberg logic: what people tell publicly, the hidden discourse and the metanarrative conditioning the actions taking place.

For more info, access the matrix > Narrative Analysis

West Java

1/ Additionally, we have specifically analyzed the challenges and opportunities, as well as the barriers and enablers for development.

OPPORTUNITY	Description	Rationale / Example	I	C
Fish quality	Right now, we sell quality fishes here such as snappers, groupers, and mini mackerels. We sell them in restaurants, hostel, and homestays around the villages.	*The village located at seashore. Fishes and sea foods are available throughout the year.*		
Tourism	The fisherman also rent their boats for tourism attractions for visiting small islands, fishing, and snorkelling. And at night they use the boat for fishing and trawling.	*Mekarsakti village, which located in the middle of continuum area, can be developed as one stop market for tourism. Through the BUMDes (Village-owned Enterprises), we plan to develop local products as souvenirs and sea transportations for tourism attractions. We have added value on mango' products too such as for snacks (dodol, chips) with limited technology.*		
Ice cube production		*We can produce ice cubes for fishes. It could be provided by our people, women for instance through household business.*		
Healthy food (superingredients: black rice and local mangos)	We also develop 'black rice', an indigenous type rice. It has lowest sugar ingredients (note: glycaemic) when we brought it to laboratory of SUCOFINDO. The demands of 'black rice' is increasing both from local and international customers. We have customers	*We are the biggest of mango producers in Sukabumi district. We, in IHC (Ikatan Homestay Ciletuh / Ciletuh Homestay-owners Association) has submitted a proposal to Jamkrindo (an insurance company) to buy a vacuum and packing machines for our fruits product. We develop mango and jackfruit chips now. The products are distributed to hostels, homestays, and restaurants around Ciletuh.*		
Arts and cultural events	*We also run festivals as an event to facilitate the local artists, such as Bebegig festival and Sabilulungan festival. We present our culture there and support the economic development at its area. With this we can support the income of youths from*			
Snack production	*There is a lot potencies here beside the tourism sector. We also develop small business on snack production from our agriculture results such as cassava chips and mango chips. And they can directly be supplied to our neighbourhood area.*	*Mekarsakti village, which located in the middle of continuum area, can be developed as one stop market for tourism. Through the BUMDes (Village-owned Enterprises), we plan to develop local products as souvenirs and sea transportations for tourism attractions. We have added value on mango' products too such as for snacks (dodol, chips) with limited technology.*		

For more info, access the matrix >Challenges and opportunities

West Java

BARRIER	Rationale	Example	Impact	Urgency	Combined
Access to water in dry seasons	*The existence of palm oil plantation in the upstream area also impact on our water reservoir. So, we have difficulty to access water when the dry season; The area is structured by volcanic stones. So that, there is lack of water catchment area and lack of water accesses in dry seasons.*	**There is also opportunity to convert the sea to drinking water through the desalination technology.**	3	3	9
Unequal access to Farmer Card	*The peasant is obligatory to have 'Farmer Card', to access this card he/she must join to a farmer group. Although, the quota of fertilizers is limited and sometimes we lack of fertilizer for our land.*		3	3	9
Crop failures	Because of drough and pests		3	2	6
Omnibus Law	*Demonstrations for Omnibus Law happens everywhere*		2	3	6
Stakeholders dont act together	There are many initiatives going on at the same time, both from public and private area. However, due to bureaucracy and lack of "diaogue" between programs, it seems they don't work.	*"The public sector and bureaucracy are not in one frequency to support the tourism. They have own program of each office. "We need an integrative scheme and good governance to develop this area. This must be a priority for now. Without this, there is no investors will support us. "If we see in general, the awareness of our people on tourism still need to be improved. We need to socialize it more and more, educate them and improve the infrastructures and accessibility. And it should be synergized with all sectors both in Province and District levels."*	3	2	6
No tourism regulation	No tourism regulation = inequality and prices fluctuation.	*I will also mention about the prices of products (around tourism sites). The price is not controlled, it seems higher and higher, there is no policy to manage this. There is also no management on street traders in beach area. It will impacted on the amenities of our visitors. But we can do anything.*	3	3	9
ENABLER	**Rationale**	**Examples**	**Impact**	**Urgency**	**Combined**
Natural beauty	We have landscape, sea, beaches, and nine waterfalls here. I think this is a unique environment and it could be managed for diverse destinations	*We are given the nature (from God) like landscape, fruits, and rice.*	3	1	3

For more info, access the matrix > Barriers and enablers

Please consider that these are PERCEPTIONS (not necessarily true, sometimes easily debunkable and sometimes contradictory between each other, but they are operating and ultimately conditioning the success / failure of all our initiatives).

West Java

★ We have brought these patterns of metanarratives together with the identified challenges, opportunities and relevant info to 6 PERSONAS.

For more info, access the matrix > Personas

1. These personas are patterns of narratives that are repeated or operating.

2. The personas/profiles are based on the narrative analysis. They are not merely based on demographic data or quantitative analysis: they represent unified perception, behavioral and thinking patterns.

3. These personas represent the diversity of age, social background and occupation as a persona set, but the narratives on corn farmers do not solely represent 40 year old men from Ciemas, but also younger ones, even women. Many of them share perceived opportunities and challenges.

West Java

For example

Sarah, 36 years old
ex-migrant, homestay owner

(This profile is just a simplified representation of a group of people from the community with some common patterns)

Visible Narrative:

"It was difficult to find a job here, so I went to Saudi Arabia, Hong Kong, and Singapore. Two years for each country. After the establishment of Geo-Park in 2013, much of villagers rent their houses. I returned and built my own homestay."

Metanarrative:

The TxILETU Geo Park has given women economic empowerment even with lack of skills.

West Java

For example

Sarah, 36 years old
ex-migrant, homestay owner

After the establishment of CGG park, many changes happened in the area. One of them was the arrival of return migrants from Saudi Arabia, Hong Kong, Singapore, and other countries to their villages to build and manage their own homestays. A great number of these people are women, with no skills and no formal education, but they saw (via social media) the arrival of tourists in their village as an **opportunity** to open their own homestay to have a source of income.

However, after the restrictions caused by COVID-19, **the biggest challenge they are facing at the moment is to keep their business running** as there are no visitor in the area and as a consequence the house income has decreased. One constant problem founded for the management of the business in general is regarding the **lack of technological knowledge and accessibility**. Most of homestay and hostel owners are older people or are people with not many skills, and they do not know digital technology for marketing and levelling-up their services, and the internet signal doesn't work well in more rural areas.

Another opportunity identified in this profile, is related to the food systemin and the **creation of small business enterprises** focusing on the **production of cakes and other products from seaweeds**. These **businesses are normally led by women**, and they see as an opportunity to give a chance for the housewives to support and increase their family income.

West Java

2.1.2 INITIAL CONCLUSIONS

★ Main operating metanarratives identified right now (to be contrasted) are the following:

Sarah: 36 years old, ex migrant worker, homestay owner, Cinemas

Metanarrative: "The CGG park has given women economic empowerment even with lack of skills"

A large group of migrant workers exists in the area, who have migrated back to their villages to establish their own homestays. Most of them are women, with no skills and low educational level. Therefore, the CGG park has given these women the opportunity to have economic empowerment.

Nurul: 30 years old, small business owner (Warong), Ciemas

Metanarrative: "Strengthening capacities need to be conducted with all stakeholders"

Due to its privileged geographic location (near the country's capital), and the establishment of the National Conservation Park (Geopark), West Java is facing rapid economic growth, especially in the services and trade sector. For this reason, many people saw the opportunity to start their own business and become small entrepreneurs. The areas of greatest investment are mainly focused on taking advantage of local natural resources, whether to produce handicrafts or local foods. The number of accommodation and services for tourists also increased. However, the food sector grew the most, and a large number of Warongs (small-owned family businesses such as restaurants and cafes) opened in the region. Additionally, the villagers are also developing traditional snacks from black rice, mango chips and other fruits and seeds from the region. It seems that the food system is a central element for the development and creation of new strategies.

West Java

However, there is a common vison, that the government bodies do not give enough economic support for small business to kick off. There is the perception of an **unequal distribution of resources and a lack of dialogue between the main stakeholders** working in the area (government, NGOs, international agencies, etc.) and the community:

> *"There is also communication issues between community and the village government. Our village government seems not support us. They never response if we invited them to join our initiatives". (010UW_F)*

Due to the **lack of investment in training and capacity building**, the efforts put into infrastructure are wasted and end up falling into disuse:

> *"The previous BUMDES managers have bought boat, freezer for fishes, lawn trimmer, but there is no sustainability on those business." (052DM_M)*

Therefore, the infrastructure development must be aligned with initiatives related to **formation and training**, moreover, should be **connected to the other actions** already operating in the area and are responding to the needs of the community. In this sense, we would reach a solid portfolio in the area.

West Java

Arief: 55 years old, Fisherman, Ciemas

Metanarrative "The emergence of the change is indicated by the appearance of new types of livelihoods"

Fishing plays an important role in the country's economy. In some villages, for example in Ciwaru, 60% of the population is directly and indirectly involved in the sector. Lately (before the Covid-19 outbreak) the demand for fresh fish has increased, especially around the CGG park restaurants, homestays and hotels. Therefore, fishermen have seen this high demand as an opportunity to get into the fishing business. However, there are barriers that prevent further development of this business, due to the scarce supply of ice and the lack of availability of refrigerated storage and transport facilities. And consequently, the diversification of the production of fish-derived foods such as canned, dries, salted and frozen is quite limited, representing a loss of opportunity. The small amount of post-harvest activities ranges from traditional methods of drying, salting, and smoking.

Another challenge face by the fishermen is relate to the price fluctuation. Most of the fishes are sold directly to the brokers in Lampung and Jakarta and sometimes in through the Fish Auditions Centers at Ciwaru Village and Palabuhanratu. They argue that:

> *"The price of fishes also fluctuate and unstable. Often, once we docked the fishes the price was IDR 12,000/kg, and three or four hours later the price was lower about IDR 6,000"*

Thus, the whole sector would benefit from regulatory policies and medium and large- scale initiatives (public and private) to invest in infrastructure, materials and training.

West Java

Regarding the existing actions in the digitalization area, there has been developed by the Ministry of Maritime and Investment the so called: app: FishOn. it's an app to help to improve the conditions of the fisherman work in Indonesia:

> *"Our fishermen were provided with smart phone with FishOn application. It´s an apps to search fish in the area. It is also like fish auction application, online market for fish, so we can sell our fish directly to our broker. The ministry also supports us on medium cold storage here, at Palangpang Beach. Not as big as Palabuhanratu one, but it is enough for us while the fish season"*
> *(075AI_M)*

It seems that the arrival of the CGG park has brough many opportunities, but the rapid growth has generated some impacts on the livelihood, and the appearance of new types.

Ahmad: 43 years old, Farmer, Tamanjaya Village

Metanarrative: "The lack of infrastructure is a barrier to grow"

The agriculture is one of the main contributors to the economy in west Java, in the distrcit of Ciemas alost 90% of land it was observed that of the total area of the sub-district of Ciemas more than 90% of the soil is used as agricultural land. Rice is the main agricultural product grown in lowland (sawah) and highland (huma) fields. Recently, villagers have also developed black rice farming as the demand for black rice has increased. In several villages, sorghum and hanjeli (Coix lacryma-jobi) are also cultivated. The villages of Ciwaru are also known as watermelon and mango growers. Almost every house in this area has mango trees in their garden, while watermelon is planted in rice paddies during the dry seasons between rice crops.

West Java

Again, with the establishment of the CGG park and the growth in the demand for supplies, the farmers have taken the advantage of this crop diversification to develop different products derivate from the fruits such as mango or jackfruit chips, to distribute to hostels, homestays, and restaurants around Ciletuh. Nevertheless, they lack the necessary materials regarding the packaging, which they already requested through the Ikatan Homestay Ciletuh / Ciletuh Homestay-owners Association to the Jamkrindo, a government-owned insurance company on production machine, management and trainings.

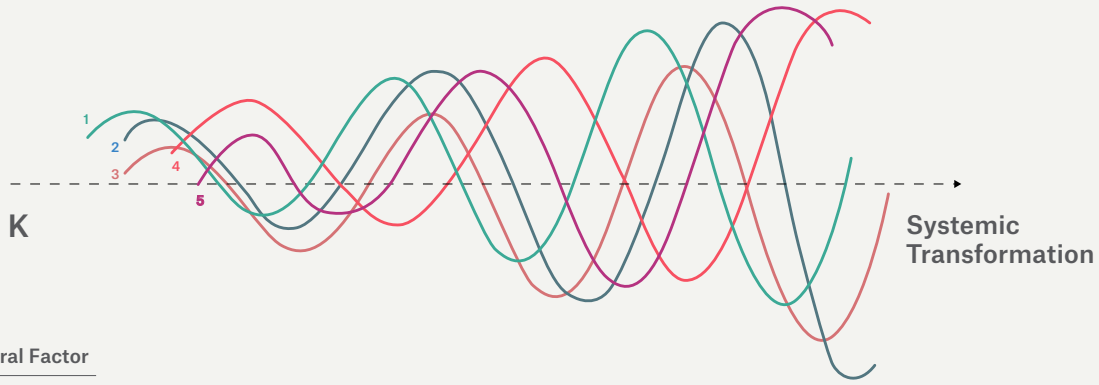
> *"We are the biggest of mango producers in Sukabumi district. We, in IHC (Ikatan Homestay Ciletuh / Ciletuh Homestay-owners Association) has submitted a proposal to Jamkrindo (an insurance company) to buy a vacuum and packing machines for our fruits product. We develop mango and jackfruit chips now. The products are distributed to hostels, homestays, and restaurants around Ciletuh."*

Additionally, they see the development of an irrigation system as an opportunity to improve the cultivation during the whole year, as during the dry seasons (April until October) the access to the water is limited. Another challenge face by the farmers is the high prices of the fertilizers, as only the farmers who possess the "Kartu Tani" (Farmer card) can access the fertilisers with market price. However, the bureaucracy is a barrier to get this card, and many farmers are left out.

West Java

Investment in agriculture must come from all parts involved individuals, the private sector, the government and NGOs at al. In terms of services and regulation there should be polices facilitating the access to public services and make then accessible to all. Regarding the development of infrastructure, the investments should go to improve the rural roads, electricity, cell phone towers, and processing facilities. As well as to modernize the food system as a whole and transform markets more efficient. Hence, the communication between key stakeholders and the community is essential. Such investments will not only help to improve the food production but will also enable households to engage in more productive sectors and earn better incomes.

West Java
2.2 — Mapping



*K=Cultural Factor

Shared narratives (the K factor) align the direction of transformation waves.

Multi-layered portfolio that (1) works on 5 different layers for systemic change; (2) directly addresses the different levels of complexity of the K factor (3) interconnects all actions with each other.

1. Community actions
2. Small and mid scale initiatives
3. Large scale initiatives
4. New public services
5. New regulation mechanisms

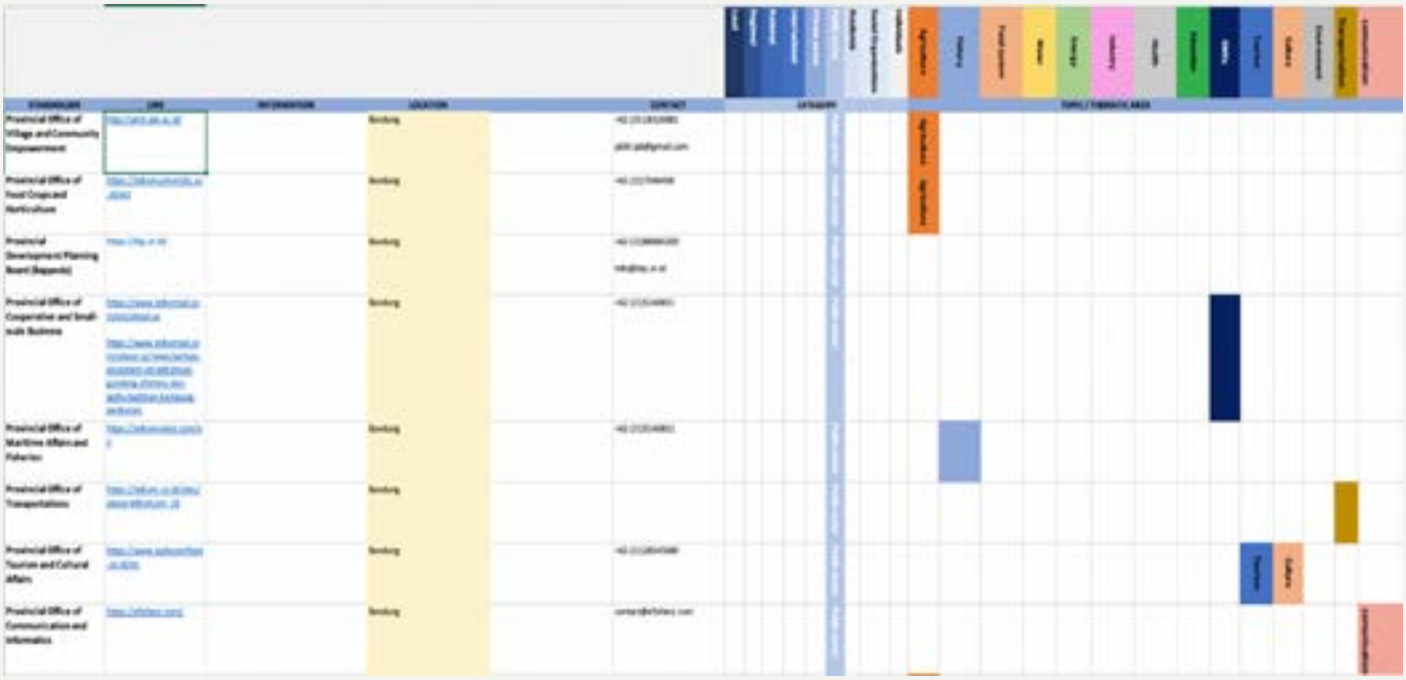
We're going to eventually create a portfolio that addresses the above-mentioned 5 levels, but we can also start creating value **by mapping** the EXISTING indicatives at these 5 levels. This could give us hints on initiatives that are working and addressing existing narratives. Furthermore, analyzing the first narrative patterns identified around needs and opportunities from the first set of interviews it will be possible to identify the connections between them, but also the gaps and what is missing for a first attempt of co-creation.

West Java

2.2.1 STAKEHOLDERS

So far, we have identified **up to 100 key** stakeholders in West Java. We have selected them in terms of relevance and tried to maintain a proper balance between public sector agents at different levels, private companies, institutions, development agencies, NGOs, academia and civil society organizations.

We have also kept the balance between different relevant topics (agriculture, environment, fisheries, tourism, finance, small businesses, big businesses, education, culture, energy, food system.



For more info, access the matrix > Key Stakeholders page

West Java

2.2.2 INITIATIVES

So far, we have identified **less than 45 key** initiatives in the West Java area. Most of them are in the community level and small- mid scale. There are a few initiatives in the large-scale level, and we are lacking of services and existing regulation. To make a better analysis we need to identify more initiatives in the last two levels mentioned.

1. Once that we have identified these patterns, we can initially compare the existing initiatives in the area and the operating narratives and see if the actions they want to take are responding to them.
2. We can also base the new actions on addressing at least one of the narratives operating.

West Java
3 — Suggested Next Steps

From this first iteration (and all its traveling, gathering and communicating limitations, which have clearly affected the process), these should be the next steps (taken IN PARALLEL) from a SIP approach point off view:

3.1. Contrast the personas and collective sensemaking

A collective interpretation of the information generated by the systems mapping and the deep listening process. UNDP, public institutions, corporates and civil society organizations take part in the sense making process.
Among all participants, the narratives, challenges and opportunities identified in the listening processes are reinterpreted, mostly through personas, highlighting similarities and discrepancies, as well as possible solutions. Guiding questions may be:

What do you think?
Do you agree?
What are we missing?
Who else should we talk to?

West Java

What are the goals of the collective sensemaking session?

- Extract insights, induce learning and create more meaning from experience.
- Adding new focuses and, if necessary, reworking these findings through new interviews or new approaches
- Strengthening the network of participants
- Validate our analysis and make participants feel part of the process

West Java

Suggested Steps:

- **Conducting sensemaking sessions. Conducting a minimum of 2 collective interpretation sessions applying UNDP's protocol. The ultimate goal is to share with key stakeholders and community representatives the challenges and opportunities that have been identified and to gather ideas about what is missing.**
- **If possible, adding a digital layer to this step (i.e. Sensemaker tool for contrasting the personas before we take action, here's the demo version that ALC offers to the platform) in order to multiply the outreach of this process and the results are validated by a greater amount of people.**
- **Collection of conclusions from the contrasting session and second contrast with the participants.**

a Deeper listening on a focused, "quick win" entry point from the conclusions of the contrast sessions.

b Deeper mapping. Interconnection and visualization on different focuses (systems mapping on selected entry point) before starting the cocreation sessions. Here we check the identified leverage points to foster and the weaknesses.

West Java

c Cocreation sessions design and implementation for a quick win portfolio on the suggested entry point. SIPs foster co-creation processes at different levels of action: community initiatives, startups and social entrepreneurship, large scale public-private partnerships, redesign of the current public services offered by the local authorities (innovative services that were not previously provided) and new regulation associated to the new challenges (climate emergency, COVID, digitalization).Sessions should focus on generating ideas around the challenges and challenges of the opportunities identified and prioritized in listening and organized according to the relevant axes of the project.

d Selection and prioritization of the opportunities identified in the area

e Design of the co-creation sessions (participants, themes, dynamics of generating ideas, times and spaces, materials, formats, places, etc.) and identification of participants

f Carrying out thematic co-creation sessions (they will be focused on the generation of ideas around the challenges identified in the listening).

g Collection and writing of conclusions and ideas arising from the co-creation processes.

h Contrast with the participants.

i Menu of ideas and initiatives arising from the different co-creation sessions.

j Prioritization of those ideas.

West Java

Output.

Portfolio visualization for the prototyping phase at 5 interconnected levels. Public institutions are complementing their efforts on redesigning existing services with similar prototyping initiatives in (i) community innovation, (ii) entrepreneurship support, (iii) large scale public-private partnerships, (iv) public service redesign and (v) new regulation.

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