



USAID
FROM THE AMERICAN PEOPLE

USAID MITRA KUNCI INITIATIVE FINAL REPORT JANUARY 2017 – OCTOBER 2021

Task Order No. AID-497-TO-17-00001
Under Youth Power:
Implementation IDIQ Contract AID-OAA-I-15-00014



This publication was produced by the USAID MITRA KUNCI INITIATIVE under Youth Power: Implementation IDIQ Contract AID-OAA-I-15-00014 at the request of the United States Agency for International Development. This document is made possible by the support of the American people through the United States Agency for International Development. Its contents are the sole responsibility of the author or authors and do not necessarily reflect the views of USAID or the U.S. Government.

USAID MITRA KUNCI INITIATIVE FINAL REPORT JANUARY 2017 – SEPTEMBER 2021

Task Order No. AID-497-TO-17-00001

Program Title:	USAID Mitra Kunci Initiative
Sponsoring USAID Office:	USAID/Indonesia
Task Order Number:	AID-497-TO-17-00001, under Youth Power IDIQ Contract AID-OAA-I-15-00014
COR:	Ester Manurung
Contractor:	DAI Global, LLC
Status:	First submission
Date of Publication:	October 30, 2021

Cover picture:

Top left, Youth with disabilities participated in hydroponic training in UPT BLK Wonojati Kota Malang. 64 PWDs accessed special classes provided by BLK Wonojati and BLK Singosari in East Java, and started small enterprises using the equipment and skills from the course

Photo credit: Tunggul Harwanto/USAID Mitra Kunci

Top right, Mitra Kunci Initiative held a discussion on inclusive workforce development at @America on October 23, 2018, which was also attended by USAID-Indonesia Director of Education Office Thomas Crehan (third from the left).

Photo credit: Lensi Mursida/USAID Mitra Kunci

Bottom left, National Training of Trainers (TOT) on KKN TKWU Module attended by 57 university representatives in Bandung, 5-8 February 2019

Photo credit: USAID Mitra Kunci

Bottom right, UNPAD KKN TKWU Student Deployment at Jatinangor, West Java, July 12, 2019, attended by Director of Learning, Minister of Research and Technology, Dr. Ir. Paristiyanti Nurwardani, M.P (center, green dress)

Photo credit: Lensi Mursida/USAID Mitra Kunci

CONTENTS

ACRONYMS AND ABBREVIATIONS.....	V
EXECUTIVE SUMMARY	VI
RINGKASAN EKSEKUTIF.....	VII
1. PROJECT OVERVIEW	1
1.1. KUNCI/MITRA KUNCI OVERVIEW	1
1.2. MITRA KUNCI	2
2. PROGRESS TOWARDS EXPECTED RESULTS.....	6
2.1. Task I: Partnership Mapping and Baseline Information Collection.....	6
2.2. Task II: Management of Non-U.S. Led Project Implementers	11
2.3. Task III: Provision of Technical Assistance to Key Stakeholders, Partners, and Non-US Led Pls.....	15
2.4. Task IV: Partnership Engagement and Knowledge Sharing	21
2.5. Task V: Leverage Public and Private Sector Resources.....	38
2.6. Project Implementer Results	62
2.7. TASK VI: Employment and Economic Empowerment of persons with disabilities (EEE PWD) Project	79
3. FEATURE STORIES	95
4. CHALLENGES AND SOLUTIONS	104
5. PERSONNEL AND OPERATIONS	107
6. GOI CONTRIBUTION	119
7. MONITORING AND EVALUATION RESULTS	119
8. ACTIVITY LOCATION DATA	130
9. RECOMMENDATIONS	131

TABLES AND FIGURES

Table 1 Mitra Kunci Partners and Their Expected Results.....	4
Table 2 Results of Institutional Capacity Assessments	10
Table 3 Matrix of Target Audiences	22
Table 4 Key Messages for Target Audiences	23
Table 5 Matrix of Communication Channels Selection for Specific Target Audiences	24
Table 6 Mitra Kunci Key Knowledge Products	32
Tabel 7 Reach and Impact of the KKN-TKWU Program, as of September 2021	43
Table 8 Activities with APINDO	46
Table 9 SINERGI Target and Contribution	63
Table 10 E-Makaryo Data Recapitulation Period July 2020-September 2021	67
Table 11 Job Offer of the 20 Industry in E-Makaryo	67
Table 12 Progresif Indicators: Targets And Achievements	68
Tabel 13 Proportion of Documented Persons with Disabilities to total population	81
Table 14 Overview of DPOs in East Java	82
Table 15 Training packages at the Surabaya City Manpower Service	87
Table 16 Summary of EEE Results	93
Table 17 LTТА - Jakarta Team	109
Table 18 STТА - Jakarta Team	109
Table 19 STТА – DAI Home Office Team	110
Table 20 LTТА Central Java	110
Table 21 LTТА West Java	110
Table 22 LTТА Eee EEE East Java	110
Table 23 Non-expandable (NXP) List 117orce Self-Assessment Tool	115
Figure 1. Service Providers Trained Who Serve Vulnerable Persons	120
Figure 2. Tertiary Education Institutions Receiving Capacity Development Support With USG Assistance	121
Figure 3. Institutions Adopting Improved Workforce Development Training Curriculum	122
Figure 4. Individual Accessing Mitra Kunci Program Activities	123
Figure 5. Individuals Who Complete USG Assisted Workforce Development Programs	124
Figure 6. Individuals with Improved Skills Following the Completion of USG-Assisted Workforce Development Programs	125
Figure 7. Individuals with New or Better Employment Following Completion of USG-Assisted Workforce Development Programs	126
Figure 8 Individuals who Participated and New Employment Following Participation in USG- assisted Workforce Development Programs	126
Figure 9. Number of Youth Reporting Increased Self-Efficacy at the Conclusion of USG Assisted Training/ Programming	127
Figure 10. Number of Youth Trained in Social or Leadership Skills Through USG Assisted Programs	128
Figure 11. Number of Companies Participating in Workforce Development Program	129
Figure 12 Private Sector Firms that Have Improved Management Practices	129

ACRONYMS AND ABBREVIATIONS

APINDO	Asosiasi Pengusaha Indonesia, the Indonesian Employers Association
BAPPENAS	Ministry of National Development Planning/National Development Planning Agency
BAPPELITBANG	Badan Perencanaan Pembangunan, Penelitian dan Pengembangan/Provincial Development and Research Agency
BBPLK	Center for Work Training Development (Balai Besar Pengembangan Latihan Kerja)
BIDIKMISI	Tuition assistance program for Poor and Vulnerable students with high potential
BLK	Vocational Training Center (Balai Latihan Kerja)
BPS	Indonesian Bureau of Statistics (Badan Pusat Statistik)
BUMDES	Village-Owned Enterprises
BUMN	State-Owned Enterprise
BNSP	National Professional Certification Board (Badan Nasional Sertifikasi Profesi)
CCFI	Coca-Cola Foundation Indonesia
CDCS	Country Development Cooperation Strategy
CCLA	Communicating, Collaborating, Learning, Adapting
Co-Ag	Cooperative Agreement; refers to Project Implementers directly managed by USAID
DAI	DAI Global, LLC
DINAS	Local government department
DPL	Field Supervisors for Student Community Service (KKN)
FAA	Fixed Award Agreement
GESI	Gender Equality and Social Inclusion
GOI	Government of Indonesia
GUC	Grants Under Contract
IDIQ	Indefinite Delivery/Indefinite Quantity Contract
IWD	Inclusive Workforce Development
J2SR	Journey to Self-Reliance
JPIP	The Jawa Pos Institute of Pro-Otonomi
KABUPATEN	District
KOTA	Municipality
KKN	Student Community Service Program (Kuliah Kerja Nyata)
KKN-TKWU	Student Community Service Program on Entrepreneurship (Kuliah Kerja Nyata Tematik Kewirausahaan/KKN-TKWU)
LKP	Private courses and training institutions (Lembaga Kursus dan Pelatihan)
LMA	Labor Market Analysis/Analysis
LPK/LKP	Vocational training institutes (Lembaga Pelatihan Kerja)
LP2M	University Community Service and Research Agency (Lembaga Penelitian Pengabdian Masyarakat)
MOECRT	Ministry of Education and Culture, Research and Technology
MOM	Ministry of Manpower
MORHE	Ministry of Research, Technology, and Higher Education (Kemenristekdikti)
MOU	Memorandum of Understanding
MOVD	Ministry of Village Development (Kemendesa)
DPO	Disabled People's Organization (DPO)/Organisasi Penyandang Disabilitas (OPD)
P&V	Poor and Vulnerable
PI	Project Implementer (grant recipients)
PIRS	Performance Indicator Reference Sheets
PKL-TWKU	On-the-job training/vocational student service on entrepreneurship (PKL/Praktik Kerja Lapangan)
PWD	People with Disabilities
PYD	Positive Youth Development
RF	Rajawali Foundation
RWAP	Ready-to-Work Accelerator Program (USAID/RTI)
SINERGI	Strengthening Coordination for Inclusive Workforce Development in Indonesia
SKPD	Local government work unit (Satuan Kerja Perangkat Daerah)
SMK	Vocational high schools (Sekolah Menengah Kejuruan)
STTA	Short-Term Technical Assistance
TAMIS	Technical and Administrative Management Information System (DAI)
TVET	Technical and Vocational Education and Training
UMKM	Micro, Small and Medium Enterprises (Usaha Micro, Kecil dan Menengah)
UMM	Muhammadiyah University, Malang (Universitas Muhammadiyah Malang)
UNEJ	State University of Jember (Universitas Negeri Jember)
UNESA	State University of Surabaya (Universitas Negeri Surabaya)
UNIKU	Kuningan University (Universitas Kuningan)
UNPAD	Padjajaran University (Universitas Padjajaran)
UNSIL	Siliwangi University (Universitas Siliwangi)
UNSUR	Suryakencana University (Universitas Suryakencana)

EXECUTIVE SUMMARY

See in separately report

RINGKASAN EKSEKUTIF

Terdapat dalam dokumen terpisah

I. PROJECT OVERVIEW

I.1. KUNCI/MITRA KUNCI OVERVIEW

The USAID/Indonesia Kunci Initiative was developed based on a USAID Broad Agency Agreement (BAA) co-design, co-creation process. Several U.S. and Indonesian organizations participated in the co-creation process and prepared concept notes which were submitted to USAID/Indonesia and accepted by the end of 2016. Through the co-design process, USAID identified and selected six Project Implementers (PIs) whose concepts would be piloted and tested in the priority Indonesian provinces of West Java, Central Java and East Java. Each PI was a consortium made up of several organizations working together to implement their pilot concepts. Each PI was also required to prove that their concepts could be scaled up and those projects or project activities that are considered scalable would be selected for continuation in a subsequent full implementation phase.

USAID selected and directly funded three of these Project Implementer (PI) consortia led by U.S. organizations through Cooperative Agreements (Co-Ags). Below is a summary of these projects:

- YOUTH WIN THROUGH ECONOMIC PARTICIPATION (YEP) improved work-readiness and economic decision making by equipping youth with critical thinking skills and the attitudes and behaviors needed to obtain and maintain employment, set goals and manage income wisely.
- JADI PENGUSAHA MANDIRI (JAPRI) addressed youth unemployment by cultivating entrepreneurs and facilitating improved training quality.
- THE READY-TO-WORK ACCELERATOR PROGRAM (RWAP) enhanced the capacity and quality of training centers and linked them together through the creation of Learning and Innovation Networks.

USAID also selected three Project Implementers (PI) led by Indonesian organizations that were funded by grants under contract from the Mitra Kunci Initiative:

- SINERGI established a coordination model for stakeholder collaboration, matching poor and vulnerable youth to relevant job skills.
- AYO INKLUSIF! strengthened the capacity of young leaders and journalists to raise public awareness about inclusive workforce development issues and highlight best practices.
- EQUAL OPPORTUNITY FOR EMPLOYMENT-SAKU (EOE) improved youth access to employment information and comprehensive training through a library network. It equipped youth with the knowledge, skills and attitudes required to enter and succeed in job-seeking or entrepreneurship.

The following map shows the original PI consortium and the provinces and districts they worked in through the pilot phase. The six PIs consortium were comprised of twenty-two organizations working in twenty-two different districts, four of which were supported by more than one PI. Multiple PIs conducted activities in each Province, making coordination and effective collaboration essential. During Year 3, the US-led PIs (JAPRI, YEP and RWAP) completed their pilot implementation phase, and started to scale up to new Provinces and Districts in a follow-up, full implementation phase that ended on September 30, 2020. For example, YEP expanded into Central Java during its full implementation phase and reached out to and utilized SINERGI's contacts and networks to facilitate their entry in that province.

Pilot Phase Area of Work of Kunci



1.2. MITRA KUNCI

USAID Mitra Kunci was awarded in January 2017 in order to strengthen partnerships advancing a more robust and dynamic workforce system in Indonesia. It developed and supported holistic and innovative solutions for the complex challenges preventing this system from functioning as effectively as it should. As noted above, Mitra Kunci was designed to directly manage, support, and fund three Indonesian-led consortium PIs and to coordinate and collaborate with the three U.S. led PIs directly funded by USAID.

Through technical assistance, capacity development and coordination, Mitra Kunci was designed to:

- Improve the organizational capacity of Indonesian partner organizations to implement activities appropriately and effectively manage U.S. projects and funds;
- Integrate gender and social inclusion principles into all Mitra Kunci programmatic areas;
- Strengthen outreach and engagement of youth through a Positive Youth Development (PYD) approach;
- Facilitate and lead strategic engagement and Communicating, Collaborating, Learning, Adapting (CCLA) within and between the private sector, higher education institutions, the Government of Indonesia (GOI) and poor and vulnerable (P&V) youth; and,
- Engage higher education institutions in activities that support a more inclusive workforce system.

Revisions to Mitra Kunci's Task Order in July 2019, July 2020 and September 2021

In July 2019, Mitra Kunci's Task Order Contract was modified to incorporate a revised and updated Section C – Statement of Work. The revised Section C included a new Results Framework (See Annex 3) that incorporates a new Development Objective: Essential Human Services to Targeted Populations Improved and Sustained, a new Intermediate Result: Capacity of Educational Institutions Improved, and illustrative targets for the number of poor and vulnerable youth with increased access to higher-quality training and three USAID EG Standard F Indicators. USAID approved and incorporated into the contract revised life-of-project targets for the following standard indicators:

- EG 6-3: Number of individuals who complete U.S. Government-assisted workforce development programs (40,000)
- EG 6-2: Number of individuals with improved skills following completion of U.S. Government assisted workforce development programs (36,136); and
- EG 6-1: Number of individuals with new and/or better employment following completion of U.S. Government-assisted workforce development programs (11,000).

In July 2020, Mitra Kunci's Task Order Contract was again modified to incorporate a revised Section C – Statement of Work. The revised Section C included a new task—Task VI—which covered activities directed at the employment and economic empowerment of persons with disabilities in the East Java province, as set forth through the application submitted in April 2020 for the FY 2019 USAID Disability Funding Program. Through Task VI, the project developed and implemented models of successful, scalable, and sustainable solutions for PWDs to gain new or better employment to lead to more productive lives, in seven target districts of the East Java Province. The EEE PWD activities are described in detail under section 2.6.

In September 2021, Mitra Kunci's Task Order Contract was modified to incorporate the following revisions:

1. Decrease of the Task Order ceiling by \$2,175,739, therefore it reduces the ceiling from \$15,000,000 to \$12,824,261;
2. Realignment of the summary budget;
3. Removal of Section H.28: Procurement of Personal Protective Equipment (PPE)/Covered Material.

Phased approach

The revised Mitra Kunci project was implemented in three phases, as follows:

Phase 1 (Pilot Phase). Pls developed and tested their models and sought to provide evidence of their success in order to secure the buy-in and commitment of government and private sector partners to scale-up their activities in the next phase. This phase started in October 2017 and ended in May 2019.

Phase 2 (Full Implementation/Getting to Scale). Mitra Kunci assessed which consortia and components of the Pls pilot phase had the best chance to be scaled up. It supported a more limited and focused set of activities, with the goal of getting them to scale by the end of Phase 2. This phase started in June 2019 and ended on September 29, 2020.

Phase 3 (Scale-Up). Mitra Kunci expected that innovative models should have demonstrated progress toward scale-up or have already been scaled-up and handed over to project partners who will continue to implement and/or expand the activities, tools, or approaches. This phase ran from September 30, 2020, to January 8, 2022, beyond the scope of this report.

Summary of focus, targets and main activities of partners

The scope of work for Pls, HEI partners and their expected results are summarized below:

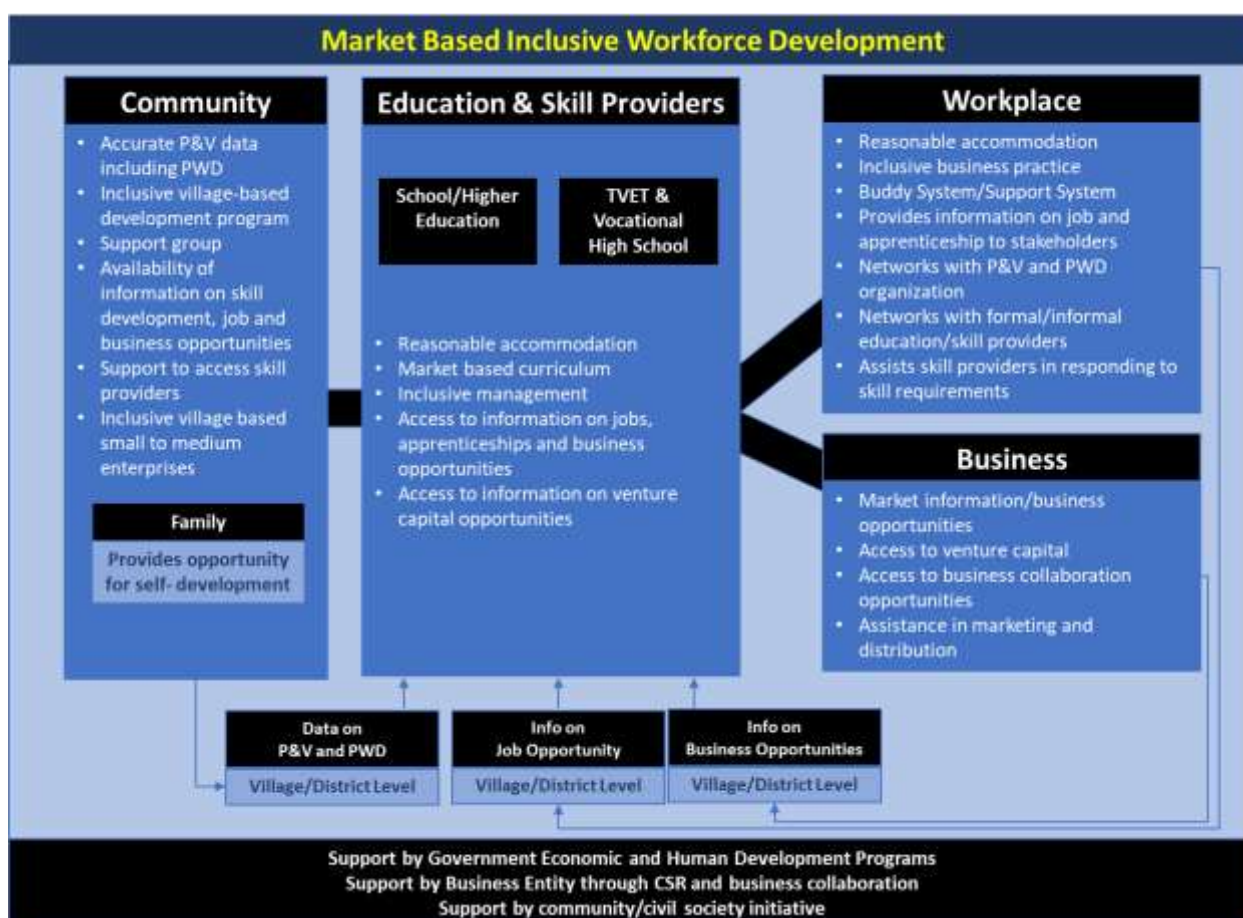
Table I – Mitra Kunci Partners and Their Expected Results

Project name	Managed by	Focus, main activities and key targets	Implementation period
SINERGI	The Rajawali Foundation, in partnership with Transformasi	Addressing coordination issues amongst multiple government agencies, workforce training institutions, private companies and youth in Central Java through: - POKSI action forum - Soft skills training for work readiness, 2000 youth	SINERGI October 2017 to January 2019 SINERGI 2.0 April 2019 to September 2020
Ayo Inklusif!	Jawa Pos Institute of ProOtonomi (JPIP), Saujana, CBM, PSD of Universitas Brawijaya, and United Tractors (UT).	Strengthened the capacity of young leaders and journalists to raise public awareness about inclusive workforce development issues and highlight best practices.	November 2017 to February 2019
EOE (Equal Opportunity For Employment-Saku)	CCFI and the Dompot Dhuafa Republika Foundation	Improved youth access to employment information and comprehensive training through a library network. Equipped youth with the knowledge, skills and attitudes required to enter and succeed in job-seeking or entrepreneurship.	February 2018, to May 2019
PROGRESIF!	Saujana (of Ayo Inklusif!)	Advancing disability inclusive employment systems in East Java through: - Technical assistance and training (TOT for 40 instructors) for two state-run BLKs 75 private companies becoming more inclusive - Improved skills and job opportunities for 150 youth with disabilities through Kerjabilitas.com	October 2019 to September 2020, with NCE to December 2020
Fixed Amount Awards (FAA)	Universitas Padjadjaran, Universitas Kuningan, Universitas Suryakencana, Universitas Siliwangi, Universitas Muhammadiyah Malang, Universitas Jember and Universitas Negeri Surabaya	Resources for additional batches of students to complete the Thematic Student Service/On-the-job Training Program on Entrepreneurship (KKN/PKL-TKWU). The additional resources were used to collect data to report to USAID Mitra Kunci for key indicators including through a Tracer Study measuring the number of students who complete KKN/PKL-TKWU that secured new (self or formal) employment following graduation; develop case studies, short videos and other materials necessary to capture the results of KKN-TKWU for students and the communities they serve; and to host a lessons learned summative event documenting best practices for further scale-up of the KKN-TKWU program. This program targeted 25,480 students registering and completing the KKN-TKWU program (Indicator EG 63) and 90 percent of them (22,932) improving their skills based on reviews by universities	June to August 2020 and January to March 2021, depending on university
Memoranda of Understanding (MOUs) for Institut Pertanian Bogor (IPB) and three Polytechnics	Institut Pertanian Bogor (IPB), Politeknik Negeri Bandung, Politeknik Negeri Jember and Politeknik Negeri Semarang	Fixed Amount Awards expanded the KKN-TKWU programs to incorporate the practical field work programs of state polytechnics, or Praktek Kerja Lapangan (PKL).	MOU signed on June 2, 2020 to September 2021

APINDO FAA	APINDO	Promoting GESI in the workplace through development, publication and dissemination of a Guideline on Equality and Inclusivity in the Workplace. Included information sharing, consultation and coordination activities with APINDO partner companies	February 2020 to September 2020, with NCE to May 31, 2021
Memoranda of Understanding (MoU) for Koneksi Indonesia Inklusif (KONEKIN) and Yayasan Emansipasi Muda Indonesia (Emancipate Indonesia)	Koneksi Indonesia Inklusif (KONEKIN) Yayasan Emansipasi Muda Indonesia (Emancipate Indonesia)	To establish a Youth Network to channel the perspectives of disabled youth into public policy and program development. Through the Youth Network, participants intended to expand inclusive work opportunities for Indonesian youth, including disabled youth as well as create a collaborative campaign for decent work.	April to September 30, 2021

Following the pilot and implementation phase, Mitra Kunci developed a framework for identifying actors and their roles in sustainable, market-based inclusive workforce development practices. The framework below was discussed with program partners, beneficiaries and experts. It covered three main areas of program intervention: communities where the poor and vulnerable (P&V) and people with disabilities (PWD) were living, education/skill providers that help the P&V and PWD to enter the world of work and business, plus the workplace and the business world itself.

The figure below illustrates Mitra Kunci's approach to inclusive workforce development (IWD).



2. PROGRESS TOWARDS EXPECTED RESULTS

Overview of results

Over the course of five years, and with a strong uptick in the final two years due to program expansion towards scale-out, Mitra Kunci has taken strides to improve the access of poor and vulnerable youth to more relevant and innovative education and training. These achievements have been made despite challenges due to the restrictions to travel and in-person interactions imposed as a result of the COVID-19 pandemic.

Service providers¹ and educational institutions are now offering more relevant and innovative education and training...

Mitra Kunci has trained 1,676 service providers who serve vulnerable people (20 percent above the target) and provided capacity development to 321 higher education institutions (33 percent above the target). Forty-two institutions have adopted improved workforce development training curricula, 20 percent above the target.

.. and reaching more poor and vulnerable youth with these programs...

40,371 individuals completed Mitra Kunci workforce development programs, with a significantly higher proportion of females to males taking advantage of these opportunities (24,321 females to 16,050 males or more than 150%), and in line with the program target of 40,300. Ninety-three percent of those completing the programs improved their skills. From a target of 11,050, 15,817 individuals went on to new or better employment after taking these opportunities, and the overwhelming proportion (84 percent of those with new or better employment) were female while 246 were PWD. From the 15,817 individuals who reported new or better employment after taking the program, 2,974 entered new employment and 12,843 now have better employment. Mitra Kunci is 43 percent over the target. In fact, the total number of individuals who accessed Mitra Kunci's programs was 93,478 (34,022 males and 59,456 females), reaching 98 percent of the program target.

.. as well as private sector companies aiming to increase inclusivity in the workplace

Mitra Kunci has also expanded its partnerships with the private sector, influencing inclusive workforce development in 644 companies, exceeding the target of 462 companies.

Full details on results are available in Section 2.5.2.

The following section is organized by the five tasks in the Mitra Kunci Work Plan. This focuses on activities conducted by Mitra Kunci as well as activities carried out by Project Implementers (PIs) and other external partners through coordination with and support by Mitra Kunci. Section 2.6 focuses on the activities and results of PIs.

2.1. TASK I: PARTNERSHIP MAPPING AND BASELINE INFORMATION COLLECTION

Partnership mapping and baseline information collection were conducted under the following activities:

- Pre-award Grantee Assessments
- Grant Readiness and Grantee Mentoring
- Gender Analysis Desk Study
- Gender and Social Inclusion Training

¹ Service Providers are any type of skilled individual that can include individuals within public, private, and international entities, as well as community and family members, that reduce risks, reinforce capacities, support reintegration, and/or promote equity and opportunity for vulnerable persons.

- Youth Economic and Empowerment Workshop
- Labor Market Analysis (LMA)
- Institutional Capacity Assessment (ICA)

2.1.1. PRE-AWARD GRANTEE ASSESSMENTS

Prior to the start of Mitra Kunci, each Project Implementor (PI) consortium had developed a concept note and budget in response to USAID/Indonesia's BAA (Broad Agency Agreement) co-design, co-creation process. These concept notes were submitted to USAID/Indonesia and accepted by the end of 2016.

Upon contract award to DAI Global in January 2017, Mitra Kunci launched a pre-award assessment process to assess whether the four grantee consortia under its management responsibility had the proper registration, operational capacity and administrative and financial systems in place to be able to process large grants in a compliant manner, as well as effectively and efficiently implement planned activities. The assessment of organizational and financial capacity as well as risk confirmed that the level of organizational, managerial and financial management readiness varied across the four consortia.

2.1.2. GRANT READINESS AND GRANTEE MENTORING

The following activities were undertaken during the launch of the Mitra Kunci grants program:

Pre-award organizational capacity and technical readiness assessments

At the start of Mitra Kunci, PI consortia concept notes were relatively broad in scope with pilot implementation proposed across multiple locations (six of the seven target provinces) with weak budgets and poorly defined work plans. To kick-off the pre-award assessment process of the PIs and their consortia members in February 2017, the Mitra Kunci assessed possible risks pre- and post-award with each of the Indonesia-led PIs and as many of their consortium members as possible.

Cost proposal development

Beginning in March 2017, the Mitra Kunci assessed the budgets of each PI, which confirmed varying levels of grant readiness within each PI lead, and assisted PIs (leads and members) to strengthen their budgets according to a template designed to ensure accuracy, reasonableness, allowability and allocability. Mitra Kunci assessed the time frame for the pilot phase of each of the PIs, which varied from 12 to 18 months. After numerous consultations, Mitra Kunci and the PIs agreed on a 15-month pilot phase for all four PIs.

Preparation of grant manuals

While grant readiness activities were rolling out, Mitra Kunci prepared and submitted its Grant Manual for Grants Under Contract (GUC) Implementation and Grants Implementation Manual for Grantees in March 2017. These would guide Mitra Kunci in working with its lead grantees and the lead grantees working with their sub grantees, ensuring policies and procedures would be followed. The GUC manual was approved by USAID/Indonesia in July 2017; the grantee manual in September 2017.

PI grant readiness and mentoring

Mitra Kunci initiated mentoring sessions with lead grantees to further develop their technical and cost proposals for submission to USAID/Indonesia for approval. Mitra Kunci worked with the Indonesia-led PIs and assisted them in making their proposals (technical and cost) grant-ready, starting with SINERGI, followed by Ayo Inklusif!, EOE, and last with Re-engineering BLKs.

2.1.3. GENDER ANALYSIS DESK STUDY

As part of Mitra Kunci's effort to integrate gender more fully into the proposals and activities of the Indonesia-led PIs, the Gender and Social Inclusion Specialist undertook a gender assessment/analysis. The assessment identified gender disparities in the workforce ecosystem at national and provincial levels where Kunci pilots would be undertaken. Initial research focused on available workforce data published by the Indonesian Bureau of Statistics (BPS).

The desk study serve as Mitra Kunci's preliminary gender assessment/analysis that would provide insights about gaps in youth gaining access to and participation in the labor market at national and provincial levels. A complete gender assessment/analysis provided the basis for gender integration into all pilot activities. The results of the study were distributed to all PIs.

2.1.4. GENDER AND SOCIAL INCLUSION TRAINING

Mitra Kunci organized its first national training on gender and social inclusion on September 12–13, 2017 in Jakarta. The training activity applied a participatory approach to allow sharing and learning among the participants. Facilitators identified the root problems that cause gender gaps and how participants could address these issues.

The two-day training was attended by 37 participants (18 females and 19 males) from four consortia under Mitra Kunci (SINERGI, Ayo Inklusif! EOE and Re-engineering BLKs), the two U.S.-led consortia (JAPRI and YEP), USAID/Indonesia, Mitra Kunci and Plan International USA staff. The Mitra Kunci team served as main facilitators during the training. An external facilitator, Mr. Tolhas Damanik, provided input on the topic of disability.

Based on pre-/post-test results, the training successfully improved participants' knowledge, level of agreement and level of confidence concerning gender equality, disability inclusion and integration at the project level. This is shown by the change in average participant scores from 63.4 to 80.7, a 17.3-point increase. There was still room for improvement, though, particularly with regard to participants identifying real problems or issues of gender inequality in the workforce as well as developing treatment that is both equal and fair to address the problems in their projects. Mitra Kunci committed itself to provide technical assistance to each PI to build their capacity in these areas.

2.1.5. YOUTH ECONOMIC AND EMPOWERMENT WORKSHOP

Applying the Positive Youth Development (PYD) approach

The PYD concept and approach were at the center of Mitra Kunci's design and implementation. Providing youth access to and benefit from appropriate skills development, job training, and job placement services would facilitate their entry into the labor market. Critical to Mitra Kunci's success was constant, close collaboration with all seven PIs—grantee and CoAg consortia members and partners—to ensure they understood, saw value in and integrated PYD models in all aspects of their work, as required by the Youth Power IDIQ.

Economically empowering poor and vulnerable (P&V) youth is essential to equipping them to become more employable and was at the heart of the Kunci program. Mitra Kunci organized a Youth Economic Empowerment workshop on September 14–15, 2017, bringing together the PIs and other stakeholders from the government, the private sector, technical experts and youth champions to learn and share experiences related to empowering youth economically. The purpose of the workshop was to support all PIs to be able to identify the most relevant and effective ways to help youth build their soft skills and prepare them for the job market.iven skills training, and identify interest among youth in creating their own businesses.



YEE workshop on September 14–15, 2017

Incorporating the private sector perspective

The workshop brought in broader knowledge and good practices from private sector experiences in recruiting P&V youth for internships and employment. Several companies in the retail and hospitality sectors expressed the need for youth to be competent in soft skills, emphasizing that technical skills training can be provided later in the workplace. Ensuring that P&V youth have the soft skills and technical skills needed by the market requires capacity building of existing vocational training centers, especially public technical and vocational education and training (TVET) providers, known as BLK (Balai Latihan Kerja). Participants identified a series of steps that could build the capacity of TVET providers to meet employer demand, such as conducting labor market surveys, revisiting training curricula based upon current market demand, upgrading training and conducting regular performance reviews of instructors, blending soft skills and hard skills training for youth, improving facilities and infrastructure of BLK/TVET providers, building linkages with industries for curriculum development and job placement, implementing competency based certification, and monitoring and tracking alumni.

Exploring the potential for self-employment for P&V youth

For P&V youth who prefer not to work in the formal sector, self-employment is a good option especially for youth who are disabled and out-of-school and young mothers who have limited options to enter formal employment. Training and coaching are needed to motivate them and help them implement their business ideas.

The workshop produced a number of recommendations for Mitra Kunci which informed program development:

- Support technical assistance and training on soft skills, mentoring and overall youth economic empowerment for Indonesia-led and U.S.-led PIs, BLKs and other skills training institutes (known as Lembaga Pelatihan Kerja, or LPK).
- Facilitate linkages and collaboration with government, chambers of commerce, private sector, business practitioners, and associations for policy advocacy.
- Support research, monitoring and evaluation of PI project implementation, including measurement tools and value chain analysis.

- Support technical assistance to facilitate youth participation in policy advocacy and develop an action task force.

2.1.6. LABOR MARKET ANALYSIS (LMA)

Studies focusing on five provinces

As a basis for programming, Mitra Kunci conducted a Labor Market Analysis, designed to incorporate PYD approaches that would resonate with targeted P&V youth. Commencing in September and running through December 2017, Mitra Kunci collaborated with JBS International in the five pilot provinces. The LMA identified existing and emerging economic activities and employment opportunities and mapped the work readiness (employability) of P&V youth against this. It also assessed the capacity of service providers to prepare youth for employment. The LMA considered particular challenges facing women and men as well as persons with disabilities, and other marginalized groups; scheduling constraints, level of access to transportation facilities, and other concerns were also considered. The LMA sought answers to key questions through desktop studies, traditional survey techniques, focus group discussions (FGDs) and key informant interviews.

A collaborative, action research approach...

Mitra Kunci and JBS International worked together closely to design research and survey tools, including mapping, questionnaires and reporting templates. Data collection and analysis activities were led by JBS with input and guidance from Mitra Kunci.

...aiming to enhance partner projects

Since the PIs developed their pilot concepts and grant agreements before the LMA was conducted, their initial project designs did not include this information. Mitra Kunci introduced the LMA results to PIs later and these were used to improve the types of training provided (i.e., based more on demand) and scale-up plans for each PI.

2.1.7. INSTITUTIONAL CAPACITY ASSESSMENT (ICA)

Assessing implementing partner capacity against targets

In Year 2, Mitra Kunci conducted Institutional Capacity Assessments or ICAs (similar to the USAID Non-US Pre-Award Survey or NUPAS) with all eight consortium members of the three Indonesian-led PIs. The results of the SINERGI and Ayo Inklusif! ICAs were submitted to USAID/Indonesia on February 22, 2018, while the EOE ICA results were submitted to USAID/Indonesia on March 16, 2018.

Targets were set for Indonesia-led PIs to reach an adequate level of NUPAS criteria as a result of project capacity building implemented by Mitra Kunci. An adequate level of NUPAS means a PI reaching a score of 2.51 – 3.5 per criterion. Mitra Kunci's target was for all eight participating organizations to achieve an adequate or higher score by the end of the pilot phase of implementation.

The key objectives of the ICAs were to (1) determine whether each organization had sufficient financial and managerial capacity to manage USAID funds in accordance with U.S. Government and USAID requirements, and (2) determine the degree of support and oversight necessary to ensure proper management. As shown in the table below, six of the eight organizations (scores shown in bold) had already achieved an adequate score by Year 2, including all three consortia leads. This was not surprising since these organizations were all mature organizations which had implemented donor funded projects and were selected by USAID. The ICAs did show individual areas on which Mitra Kunci could focus its capacity development and technical assistance efforts, as well as which organizations needed more assistance.

Table 2 – Results of Institutional Capacity Assessments

Consortium	Organization	Role	Score
SINERGI	Rajawali Foundation	Lead	2.66
	Transformasi	Member	2.53
Ayo Inklusif!	Jawa Pos Institute for Pro- Otonomi (JPIP)	Lead	3.13
	University of Brawijaya/PLSD	Member	2.13
	Saujana	Member	2.98
	United Tractor	Member	3.62
EOE-SAKU	Coca-Cola Foundation Indonesia	Lead	2.8
	Dompot Duafa	Member	2.37

2.2. TASK II: MANAGEMENT OF NON-U.S. LED PROJECT IMPLEMENTERS

Task II focuses on how Mitra Kunci supports PIs to effectively manage their grants, documentation, results reporting, and sustainability of activities.

2.2.1. TECHNICAL COORDINATION AND ASSISTANCE

Mitra Kunci's technical assistance was designed to support PIs in program implementation, particularly as they moved from the pilot phase to full implementation and scale-up. Mitra Kunci was able to identify key technical areas for further capacity building and refinement to ensure P&V youth were fully engaged and derived optimal benefit from activities. Coordination and technical assistance was conducted through in-person and online meetings, training and workshops, and field visits, shifting online in 2020 when the COVID-19 pandemic limited mobility and interaction. The following section is a summary of key activities.

Kick-off Workshops

Mitra Kunci held a PI Kick-off Workshop in February 2017, attended by the four Indonesia-led PIs that received Grants Under Contract (GUC): SINERGI, Ayo Inklusif!, Equal Opportunity for Empowerment, and Re-Engineering BLKs. The workshop objective was to introduce the Mitra Kunci team and hear from the PIs themselves about their respective visions, objectives and planned activities for their pilots.

Kunci and Mitra Kunci Orientation Workshop

Coordination of the Kunci-Mitra Kunci partnership began in the first month of contract implementation with a Kunci/Mitra Kunci PI Orientation Workshop. This was the first opportunity since January 2016 for Indonesia-led PIs to interact with each other as well as with the U.S.-led PIs (also referred to as CoAgs). The workshop covered a number of crosscutting themes related to both the implementation of the PI activities and USAID compliance requirements.

Monitoring, Evaluation and Learning

Mitra Kunci brought in a short-term M&E Specialist from March 11 to April 5, 2017 to help develop its M&E plan and roll-out activities while the M&E Expert was being recruited. The Mitra Kunci M&E team then focused on developing the results framework and identifying relevant indicators and Performance Indicator Reference Sheets (PIRS) to measure the results of program activities. Mitra Kunci provided initial M&E technical assistance to Indonesia-led PIs in preparation for the technical proposal process, conducted the M&E kick-off coordination meeting, and led coordination and discussions with U.S.-led PIs.

USAID Rules and Regulations – Grants and Cooperative Agreements Training

“Short-Term Training on USAID Rules and Regulations: Grants & Cooperative Agreements” was conducted on September 4–6, 2017, by InsideNGO. Mitra Kunci sent two participants--the Grants Officer and Deputy Finance Manager--to this training; the CoAg JAPRI was also represented. The training focused on USAID Rules and Regulations for Grants and Cooperative Agreements.

USAID Proposal Development – From RFA/RFP to Proposal

InsideNGO conducted a follow-on “Short-Term Training on USAID Proposals Development: from RFA/RFP to Proposal,” on September 7–8, 2017 attended by the Mitra Kunci Project Implementer Manager and the Finance and Administration Manager. This training focused on organizational preparation prior to receipt of an RFA/RFP, through proposal development and submission, and all subsequent stages, including the proposal BAFO and USAID award.

Integrating Positive Youth Development (PYD), Gender and Social Inclusion (GESI), and Communicating, Collaborating, Learning and Adapting (CCLA)

Mitra Kunci also provided targeted capacity development and technical assistance to PIs to integrate Positive Youth Development (PYD), Gender and Social Inclusion (GESI), and Communicating, Collaborating, Learning and Adapting (CCLA) in to their grant implementation. In Year 2, Mitra Kunci delivered PYD workshops for PIs in East Java, Central Java and West Java that were co-facilitated by youth with disabilities and non-disabled youth. Mitra Kunci also worked closely with each Indonesia-led PI to produce Gender and Social Inclusion Assessments/Analysis and Action Plans. PIs were able to successfully integrate the principles of PYD, GESI and CCLA to improve the quality and outcomes of their activities. Mitra Kunci also trained and assisted PIs in developing their Scale Up Plans for documenting the success of their pilot projects.

Mitra Kunci also provided specific technical assistance to its implementing partners, as outlined below.

Support to SINERGI

- Over a period of three months in 2017, Mitra Kunci met with SINERGI consortium members (Rajawali Foundation and Transformasi) in Jakarta to thoroughly review all technical and financial aspects of their concept/proposal. Mitra Kunci provided SINERGI with significant input, emphasizing the importance of PYD and GESI as guiding concepts, and adding activities involving youth and other stakeholders.
- Mitra Kunci assisted with input to a concept for a Youth Support Network (YSN) as the main strategy for mobilizing youth in Central Java. Mitra Kunci met with the SINERGI team to ensure that the targets, strategies and coordination of activities were properly developed and on schedule to achieve the intended results, based on concerns of technical staff.
- Technical assistance meetings were also conducted regularly focusing on the Action Group (POKSI) and policy advocacy activities with the provincial government aimed at ensuring program sustainability.
- At the close out stage, Mitra Kunci assisted SINERGI in rescheduling a number of activities and supported the reporting and closure of the program.

Support to Ayo Inklusif!

- In Year 1, Mitra Kunci brought together all Ayo Inklusif! partners in Surabaya. Using a collaboratory, learning and adapting (CLA) approach, the team facilitated open, active and highly participatory discussions about the consortium’s end game and how proposed activities would or would not help achieve the end goal. Facilitated discussions covered what needed to change to bring the consortium’s approach together. Mitra Kunci then led small group discussions on key topics – identifying target groups, key government and other partners; data collection needs; M&E approaches and small group work results. Consortium members then presented their approach to the key themes of youth, gender, M&E, compliance, and the modalities of GUCs and how they need to be managed.

- Mitra Kunci provided intensive assistance for Ayo Inklusif! to develop their Scale up Plans.

Support to EOE

- In Year 1, Mitra Kunci organized a series of grant proposal development meetings with the EOE consortium to intensify capacity building and grant readiness activities. These meetings resulted in a scaling back of the scope of EOE's pilot from two locations to one (Sukabumi District in West Java), and reduced the pilot phase from 18 months to 15 months. This reduced scope not only resulted in significant cost savings but also strengthened the consortium's ability to focus on their combined strengths, which would lead to more robust implementation and testing of their concept during the pilot phase.
- In Year 2, Mitra Kunci assisted EOE to plan and implement Integrated and Comprehensive Skills Training for P&V Youth. EOE facilitated a workshop to adapt existing training materials and modules to complement the interests of youth and balance the identified requests with the needs of businesses and industries. The workshop in Sukabumi involved local trainers identified through stakeholder mapping. Twenty people consisting of EOE staff, Dompot Dhuafa alumni, local training representatives from vocational training centers, staff from higher education institutions and the USAID Mitra Kunci Initiative participated in this five-day workshop facilitated by Dompot Dhuafa.

Support to Progresif

- Mitra Kunci hosted a kick-off meeting with Saujana in October 2019 to provide guidance and templates for an Annual Work Plan, PYD strategy, detailed implementation plan, and an Annual Monitoring, Evaluation and Learning (AMEL) Plan. To ensure that the program was on target, Mitra Kunci staff joined Saujana activities held at BLK/TVET in Sidoarjo and BLK/TVET in Banyuwangi. Based on Mitra Kunci advice, Saujana expanded efforts to encourage Sidoarjo TVET and Banyuwangi TVET to become more inclusive and friendly to the disability community by providing training to BLK instructors and discuss with TVET senior management on strategic planning of programs for BLK Sidoarjo and Banyuwangi for the next period of the program.
- Mitra Kunci then provided technical assistance to the PROGRESIF team through two-days of intensive discussions from January 21-22, 2020 on program implementation, including the integration of PYD and GESI as well as grants and financial management, and continued to support through regular online meetings through April and May 2020 covering issues related to the impacts and potential responses to COVID-19.
- While the program originally expected to be able to place 31 people with disabilities in jobs during this period, this target had to be revised due to the impact of COVID-19 on several business partners. Mitra Kunci and PROGRESIF also discussed the need to revert planned classroom training in BLKs to individual apprenticeships to reduce potential virus transmission.

Support to APINDO

- In September 2019, Mitra Kunci signed an MOU with APINDO to implement joint activities to support improved GESI policies and practices in APINDO member companies, and based on APINDO's commitment to the activities, it was agreed that Mitra Kunci should shift its own private sector activity budget to APINDO so that they could lead, implement and follow up on activities with their member companies.
- A small Fixed Award Agreement (\$33,917) was developed with this in mind and approved by USAID on February 7, 2020. Notably, the in-kind contribution from APINDO was valued at IDR 200,500,0000. This sum represents almost half of the value of the FAA with APINDO and therefore demonstrates the value for money gained from this collaboration.
- APINDO's FAA aimed to work with 20-30 of its member companies as well as eight production units under H&M and up to ten member hotels of the Accor Hotel Group to implement inclusive policies and action plans for company human resources.

- Mitra Kunci held a kick-off meeting with key APINDO staff in March 2020 to go over their grant agreement in detail and clarify financial and administrative requirements. Mitra Kunci then joined a series of monthly online meetings with APINDO to work out how to respond to the challenges of the COVID-19 pandemic. It was agreed that the potential for companies to hire PWD would be severely limited given the economic tightening and job losses seen nationwide, and several other activities would need to be postponed, however the GESI Guideline compiled by APINDO and Mitra Kunci was in the final editing process and would soon be ready to be disseminated to APINDO member companies.
- Based on the discussions above, it was agreed that the FAA grant to APINDO needed an NCE from September 30, 2020 to January 31, 2021, to accommodate several postponed activities.

2.2.3. MONITORING AND EVALUATION OF PROJECT IMPLEMENTERS

Mitra Kunci brought in a short-term M&E Specialist from March 11 to April 5, 2017 to help develop its M&E plan to begin activities while the M&E Expert was being recruited. The Mitra Kunci M&E team then focused on developing the results framework and identifying relevant indicators and Performance Indicator Reference Sheets (PIRS) to measure the results of program activities.

Mitra Kunci provided initial M&E technical assistance to Indonesia-led PIs in preparation for the technical proposal process, conducted the M&E kick-off coordination meeting, and led coordination and discussions with U.S.-led PIs. Following the kick-off meeting with each partner mentioned above, which included a monitoring and evaluation session, technical assistance for monitoring and evaluation activities continued on a monthly basis, via e-mail, telephone, site visit, and monitoring as part of broader activities (e.g. coordination meetings with PIs).

With the onset of the COVID-19 pandemic from March 2020 onwards, technical assistance and monitoring of project implementers and HEI partners was done through email and teleconferencing. Mitra Kunci also conducted several focused M&E activities, as described below.

Monitoring and Evaluation Support Project (MESP) Scalability Assessment

Mitra Kunci assessed the performance and scalability of PI Pilot Phase Projects and provided feedback, guidance, tools and TA to partners to develop proposals for a full implementation phase. The assessment was informed by the results of the Scalability Assessment of SINERGI and Ayo Inklusif! conducted by the USAID Monitoring and Evaluation Support Project (MESP). Two of the three PIs, (SINERGI and Ayo Inklusif!) submitted full implementation proposals, and SINERGI was selected to continue to the full implementation phase.

There were many lessons learned from the pilot phase which were used to adapt and improve SINERGI's proposal for the full implementation phase. One of the findings from a USAID Monitoring and Evaluation Support Project (MESP) Scalability Assessment was that there were too many POKSI members and not enough of them were decision-makers, so while POKSI met and discussed key issues, it was not able to act on the information or solutions presented. In SINERGI 2.0 POKSI was therefore streamlined and focused on specific actions to increase the number of poor and vulnerable youth who have access to quality training and employment opportunities.

While JPIP did submit a proposal for the full implementation phase, the MESP Scalability Assessment and Mitra Kunci's own assessment of Ayo's performance during the pilot phase both concluded that while a few aspects of their program or full implementation proposal were scalable and/or met USAID's requirements for J2SR and outcome-based results (namely the work done by Saujana and United Tractors), JPIP's plan and team was not feasible and did not meet USAID's requirements. As a result, Mitra Kunci decided not to modify and extend the grant and it officially ended on March 17, 2019.

Another lesson learned from the pilot phase was the identification of four elements of an inclusive and effective workforce development system that could maximize opportunities for poor and vulnerable youth to achieve new or better employment. These elements were recruitment, assessment, work preparedness and finally, internship or job placement.

Data Quality Assessment (DQA)

In Year 4, monitoring and evaluation activities included a Data Quality Assessment (DQA) by DAI home office, which included a visit to Transformasi (SINERGI consortium), the University of Padjadjaran (UNPAD), and the University of Muhammadiyah in Malang (UMM) in East Java. This visit focused on discussions of all program indicators and definitions and was subsequently repeated with all partners, strengthening their M&E systems and processes.

2.3. TASK III: PROVISION OF TECHNICAL ASSISTANCE TO KEY STAKEHOLDERS, PARTNERS, AND NON-US LED PIS

Task III is focused on the provision of technical assistance to PIs, partners, and stakeholders and other aspects relating to the technical implementation of their activities.

"The collaboration with USAID-Mitra Kunci has encouraged the Indonesian Ministry of Manpower to incorporate an inclusive spirit in BLK and Community BLK, especially those in West Java, Central Java and East Java,"

Minister of Manpower of the Republic of Indonesia, Ida Fauziyah, October 6, 2021, at Mitra Kunci National Conference event which concluded the project. This statement captures the extent to which Mitra Kunci has met the Ministry of Manpower's expectations and informed its technical and vocational training policies across the country.



USAID/Indonesia Office Director, Strategy and Program, Elizabeth Mendenhall (first row, left) and MOECRT's Acting Director General of Higher Education, Research, and Technology Prof. Nizam (first row, center), launched four books and modules on Student Community Service on Entrepreneurship (KKN-TKWU) program on Tuesday, August 24, 2021.

2.3.1 THE DESIGN OF INTERVENTION FOR BLKS

Use of demographic data to identify key challenges

Indonesia's population of productive age was expected to reach 69 percent of the total population by 2020. This "demographic bonus" is estimated to boost productivity for the next 10-15 years. To reap the benefits of the bonus, the working age population must be competent and productive. The 2018 Global Competitiveness Index showed that the competitiveness of Indonesian workers was ranked 45th, far below Singapore (rank 2), Malaysia (25), and Thailand (38). The National Socio-Economic Survey (SUSENAS) in 2018 showed that there were 121 million people of productive age. Seventy-two percent had only graduated from primary and secondary education (SD, SMP, and SMA/equivalent). Sixteen percent did not have a school diploma. With such an educational background, most prospective Indonesian workers have low competence, so increasing productivity is a key challenge, as is developing capacity to do complex tasks. Compounding this, the workforce is very vulnerable to layoffs. Meanwhile, those who have not worked, or have experienced layoffs, also find it difficult to get better incomes and jobs.

Building partnerships to address the challenges

Responding to these challenges, Mitra Kunci decided to work collaboratively and strategically with the private sector, universities, and several projects implementing organizations to support the Ministry of Manpower (MoM) to achieve program outcomes targeting poor and vulnerable youth. Mitra Kunci particularly focused on supporting MoM's efforts to improve the competence of youths and by bringing training institutions closer to vulnerable groups through Vocational Training Centers or BLKs (Balai Latihan Kerja).

2.3.2 IMPLEMENTATION OF INTERVENTIONS FOR BLK

Mitra Kunci worked closely with MoM towards greater inclusivity in BLKs, sharing the concept and principles of inclusive training implementation through:

- Direct technical support to several ministerial BLKs, through the PROGRESIF program to BLKs in Surakarta, in Central Java, Sidoarjo and Banyuwangi in East Java, as well as community BLKs in all three provinces.
- Communication, coordination, and intense discussions with MoM through several activities to improve access to skills training for vulnerable groups, especially youths and persons with disabilities.

Mitra Kunci worked to improve engagement and partnership with the Ministry of Manpower, using both formal and informal communication with key persons in various directorates and Ministerial special staff. The Mitra Kunci team consulted and coordinated on the concepts and plans, supporting activities within the ministry in a range of roles including discussion partner, resource, facilitator, and as an active participant in activities run by MoM.

Engaging with the Ministry of Manpower and the private sector through the Indonesian Employers Association, APINDO

Mitra Kunci began to actively involve the private sector through strategic collaboration with APINDO on the issue of Inclusive Workforce Development (IWD) and brought MoM and APINDO together on the issue.

At the beginning of this workstream, Mitra Kunci brought the United Tractors Foundation, a partner of the Ayo Inklusif! program in East Java, to meet with the Ministry of Manpower to discuss IWD. Minister of Manpower Ida Fauziah was present at the launch of a training program conducted by UT School.

Mitra Kunci also provided direct support through SAUJANA, which offered management training for the BLKs under MoM, including BLK Surakarta, in Central Java, and BLKs Banyuwangi and Sidoarjo in East Java.

A stand-out event was the meeting between the Indonesian Minister of Manpower M Hanif Dhakiri and the US Ambassador to Indonesia H. E. Joseph R. Donovan Jr. and Director of Human Capacity and Partnership Thomas P. Crehan on October 18, 2019, where the Minister of Manpower specifically asked for support to further develop the Ministry's new concept for Community BLKs. When Minister Hanif Dhakiri was replaced by Ida Fauziah, Mitra Kunci continued its communication and coordination with the special staff and new officials so the program continued to receive positive responses from MoM.



Minister of Manpower Hanif Dhakiri, in May 2019, received the US Ambassador to discuss Mitra Kunci support for inclusive workforce development programs in Indonesia.

Mitra Kunci's approach to collaboration with MOM over time

Communication and Initiation	Technical Assistance	Coordination on Strategic issues
- May 2019. Mitra Kunci met the Indonesian Minister of Manpower Hanif Dhakiri to explain the inclusive employment program. - June 2019, meeting with the special staff of the Minister of Manpower, on joint activities to support inclusive employment. - June 2019 meeting with the Secretary General of the Ministry of Manpower. - September 2019, meeting with Minister of Manpower Hanif Dhakiri, to discuss the a more inclusive learning scheme	- August 2019, Mitra Kunci provided inputs on the capacity of the Indonesian MoM staff related to policy on inclusive employment policies. This included senior MoM officials. - June 12, 2020, met with the Director of Binapenta on an inclusive employment manual. - December 3-5, 2020, presented road map and model business for BLK community at the Community National Coordination Meeting in Padang, West Sumatera. - December 10-12, 2020, presented road map and model business for BLK community at the	- May 2019, a meeting between the Minister of Manpower M Hanif Dhakiri and US Ambassador to Indonesia H. E. Joseph R. Donovan Jr. and Director of Human Capacity and Partnership Thomas P. Crehan on October 18, 2019. The Minister of Manpower specifically asked for support to develop Community BLKs. - December 24, 2019, Mitra Kunci signed an MoU in Kendal, Central Java with Minister Ida Fauziah. - July 23, 2020, meeting with the Head of BNSP (Badan Nasional Sertifikasi Profesi) Kuntjung Masehat, at the

for the ministry's BLKs and Community BLKs. • October 2019 attended the handover of the position of Minister to Ibu Ida Fauziah. • January 28, 2020, as part of connecting the world of business and industry, helped invite the Minister of Manpower to visit the United Tractors school. • January 30, 2020, meeting with the MoM team, designing a joint activity. • April 1, 2021, met with the Director General in Banyuwangi, field visits and discussions related to the support of Mitra Kunci for BLK Banyuwangi conducted by SAUJANA.	Community National Coordination Meeting in Makassar, South Sulawesi. • December 16-18, 2020, present road map and model business for BLK community at the Community National Coordination Meeting in Samarinda, East Kalimantan. • December 21, 2020, joint FGD with MoM to develop an independent BLK Community strategy, in Bekasi, West Java. • February 27-28, 2020, a workshop with MoM to design a roadmap and business model for the Community BLK, in Bogor • March 30, 2021, a meeting with the talent hub of MoM and brainstorming regarding the possibility of developing Cooperation to support P&V youth in several areas that are part of the Mitra Kunci program. • August 4-5, 2021, attended the online FGD for the development of a roadmap for independent BLK communities throughout Indonesia. Mitra Kunci submitted a draft road map. • June 2-29, 2021, started workshops on community BLK roadmaps and business models in East Java and West Java	BNSP office to discuss the need for inclusiveness to be included in the SKKNI competency scheme. • January 28, 2021, a meeting with MoM expert staff to discuss plans for activities with Community BLK in West Java, Central Java and East Java. • February 23, 2021, online meeting with MoM staff identified the need for support to encourage the application of inclusion principles in training institutions. • February 26, 2021, met with the deputy head of BNSP regarding the importance of the SKKNI scheme to include the principle of inclusiveness. • February 18, 2020, attended the NGO coalition discussion to encourage MoM and its new Minister to be more inclusive. • June 8, attended the online meeting for national consultation on vocational and entrepreneurship and the inauguration of the 2020 Community BLK, Mitra Kunci was appointed as one of the expert teams in the Community BLK National Communication Forum • May 24, 2021, presentation of work plan with the Director General of Binalovotas, consultation and synchronization of activities so that they can be integrated with the strategy of the Indonesian Ministry of Manpower
---	---	---



Minister of Manpower of the Republic of Indonesia, Ida Fauziyah at the National Meeting of Community BLKs, at Kendal, Central Java, December 30, 2019.

2.3.3 SUSTAINABLE RESULTS IN BLKS

Strategic achievements in collaboration with the Ministry of Manpower

The Mitra Kunci Inclusive Workforce Development (IWD) program made several strategic achievements in support of the Ministry of Manpower of the Republic of Indonesia (MoM). These include a series of meetings and joint activities which built up to MoM's adoption of ideas or concepts that had been drafted and proposed by Mitra Kunci to the Director General of Binalatas/Binalavotas (Vocational and Productivity Training Development) and Director General of Binapenta (Manpower Placement Development and Employment Opportunity Expansion). The strategic and collaborative work with MoM has contributed to the project's achievements, providing capacity development support to 167 BLKs, 226 Community BLKs and 43 other training centers (LPKs). Several have already adopted an improved workforce training curriculum.

Advocacy with the Ministry of Manpower led to a Road Map for more inclusive

Community BLKs. Mitra Kunci pursued a long and intense series of meetings and exchanges with the Indonesian Ministry of Manpower which led to the formulation of a National Road Map for the development of Community Work Training Centers (BLK-K) to provide training for youth in rural areas who face difficulty accessing skills training institutions. Community BLKs include religious institutions such as Islamic boarding schools, seminaries, damaseka (Hindu), pasramans (Buddhist), and communities, and trade unions/labor unions in 34 provinces of Indonesia.

Support to Community BLKs means that Mitra Kunci support has been scaled up. Based on the data from June 2021 there are 2,127 Community BLKs in operation, all of which have access to the Road Map, and the opportunity of support from the MoM budget for building construction, training facilities, preparing training instructors, and funding training packages twice a year, over two years.

The process of developing the concept took time and effort. On March 10, 2020, Mitra Kunci submitted a draft document for the Community BLK road map to the Head of the Sub-Directorate for Partnership Development and Funding of the Indonesian Ministry of Manpower,

Yustianto. On June 7, 2020, Mitra Kunci re-sent the document to the MoM Directorate of Education and Training Institutions as a draft document in an internal ministry meeting related to the Community BLK development scenario. In addition, on December 3, 10, and 16, 2020, Mitra Kunci presented the draft concept at the BLK-Community national meetings held in Padang, West Sumatra, Makassar, South Sulawesi, and Samarinda, Kalimantan Timur in front of MoM officials and the participants of the national meeting. After the meeting, Mitra Kunci was involved in a FGD on the development scenario of Community BLK on December 21-22 in Bekasi, West Java. On June 8, 2021, Mitra Kunci joined the online Community BLK national vocational and entrepreneurship meeting. There, the Minister of Manpower announced Mitra Kunci as then one of the institutions trusted to be on the expert team to support the Community BLK national coordination forum.

One of the primary agendas of the new Community BLK Coordination forum was to ensure the BLK-Community program is sustainable. It was agreed to develop a comprehensive national BLK-Community road map by involving more actors with a focus on manpower issues, such as community representatives, private sector, CSOs, professional associations, and universities. Hence, the Ministry of Manpower held a hybrid workshop combined with online and offline discussion to ensure the preparation of the community BLK road map on August 4-6, 2021. MoM invited Mitra Kunci as one of the resource persons and active participants. The workshop involved more complete participants with various backgrounds, including representatives from the Ministry of Manpower, trade unions, ILO, INFID, UI, IPB, and other community representatives.

Mitra Kunci contributed to the agenda of the Ministry of Manpower through several of its products. The Director General of Binapenta printed and published an inclusive employment guideline for the private sector using the MoM budget. The Guideline for Equality and Inclusion in the Workplace was compiled as a practical guide for companies, showing how to carry out inclusive employment management for employees, and is described in later sections of this report.

Mitra Kunci also developed simple worksheet-based tools for databases and monitoring and evaluation of GESI for Community BLKs.

Through this system, Community BLKs can:

1. Input basic institutional information related to the number of training staff, equipment, legal status of the institution, training schedule, and contact information for youth to register for the training.
2. Obtain a Gender Equality and Social Inclusion (GESI) score based on an independent assessment carried out by the Community BLK, so that it can be used as a baseline to increase the inclusiveness of Community BLK in terms of management, instructors, facilities, and teaching systems.
3. Monitor and track the number of people who have been trained, completed the training, increased in competence, and got a job or worked independently after attending training at the community BLK.

This simple system has been used by Mitra Kunci as training material for Community BLKs in West Java, and East Java, and was enthusiastically adopted by participants of the training. The independent assessment of the GESI score has also been disseminated through online training for all district/city and provincial BLKs, in Central Java, East Java, and West Java.

Other Mitra Kunci products include:

An inclusive training guide for BLKs (Balai Latihan Kerja) under government and LPK (Lembaga Pelatihan Kerja) managed by the private sector. This handbook was developed by Mitra Kunci, and the DPO YAKKUM Yogyakarta through a series of FGDs with practitioners, representatives of the manpower office, the ministry of manpower, persons with disabilities, and the private sector. It is a practical guidebook for BLKs and LPKs intended to help them ensure that

training programs are designed and managed in accordance with inclusive principles.

Guideline for Inclusive Community BLKs

Mitra Kunci worked with Elsam, an NGO focusing on organization policy advocacy, to develop this Guideline for Community BLKs. Informed by the principles in the Guideline for Equality and Inclusion in the Workplace, this Guideline is fully aligned with the priorities of the Ministry of Manpower to support the implementation of Law 8/2016 which requires private companies to employ a minimum of one percent of employees with disabilities. The document is also in line with the establishment of Disability Service Units under the Ministry of Manpower for every province and district/city Manpower Office throughout Indonesia. The Ministry of Manpower launched the Disability Service Unit program in December 2020 under Government Regulation No. 60 of 2020.

2.4. TASK IV: PARTNERSHIP ENGAGEMENT AND KNOWLEDGE SHARING

Task IV focuses on partnership engagement and knowledge sharing, learning, and coordination between Mitra Kunci partners, GOI and private sector partners, as well as between other USAID and other donor-funded activities.

2.4.1. DESIGN OF MITRA KUNCI KNOWLEDGE MANAGEMENT

Communicating, Collaborating, Learning and Adaption (CCLA) is a key aspect of Mitra Kunci's technical approach. USAID's vision for Kunci was that Mitra Kunci and the six PIs would collaborate, share resources, learn from each other and ultimately strengthen and enhance each other's results. Taken as a whole, Kunci would strengthen the entire workforce system resulting in increased access to higher quality training and employment opportunities for at least 200,000 P&V beneficiaries. Effective coordination and collaboration, however, is time-consuming in part because it requires trust and teamwork, which can only be built by working together.

A key aspect of the Mitra Kunci's approach was to help facilitate and support collaboration and coordination not only between and amongst Kunci partners, but with key private sector and GOI counterparts. In order to strengthen GOI and private sector engagement, Kunci instituted a monthly coordination meeting that provided a valuable forum for sharing information, discussing areas of mutual interest and collaboration and problem-solving common issues. Mitra Kunci added a provincial-level Kunci coordination meeting as program activities intensified with multiple partners, and this bore fruit in terms of increasing connections between partners over time.

Mitra Kunci monitored and reported on these instances of collaboration and any intended or unintended benefits achieved as a result. For example, PI EOE-SAKU used soft skills modules developed by Plan International and certified by the Ministry of Manpower to train their beneficiaries. Mitra Kunci invited Ayo Inklusif! staff to attend a SINERGI event to learn how they were working with BLKs to be more inclusive of youth with disabilities.

Mitra Kunci placed an increased emphasis on opportunities for Kunci partners to learn from each other, from private sector partners, GOI counterparts and other experts. Mitra Kunci ensured that after each activity, there was a chance to debrief and share lessons learned and identify opportunities to improve the next activity. This was also shared amongst all Kunci partners. Mitra Kunci more explicitly linked its project implementation functions with corresponding counterparts in each PI so that Mitra Kunci staff could mentor and develop the capacity of their counterparts.

Adaptation refers to the ability of Mitra Kunci and PIs to be able to monitor, assess, analyze and respond to the barriers and opportunities in the external environment. Mitra Kunci understood that PIs need to become familiar with USAID grant rules so they knew how to apply them while also responding to developments and adapting their programming. They also needed to gain a sense of which decisions required consultation and approval by Mitra Kunci. A good example of adaptation in practice is when the Sukabumi government requested EOE to support tourism development around the Geopark. During a Year 3 planning retreat, the Mitra Kunci team discussed this opportunity with EOE and agreed on ways to adapt or transform their activities to take advantage of this new opportunity.

2.4.1.1. DESIGN AND IMPLEMENTATION OF THE MITRA KUNCI COMMUNICATION STRATEGY

At the beginning of the project, Mitra Kunci’s communications strategy was designed as a part of Mitra Kunci Communications, Outreach, and Knowledge Management Plan.

The Mitra Kunci team recognized that its primary role was to coordinate, cultivate partnerships, collaborate and play a supportive role in PI concept implementation – it is, after all, the PIs’ innovative approaches that largely drive the achievement of USAID/Indonesia’s results. However, to accommodate the changes as Mitra Kunci began to do some direct implementation activities, the project also started to take this matter to its own hands in Year 3.

The groups that Mitra Kunci focused on are divided based on analysis of their opinion regarding inclusive workforce development for youth and their ability or power to influence change, see below.

Table 3 Matrix of Target Audiences

High Opinion Low Power	High Opinion High Power
This group has a positive opinion on youth issues yet does not have significant power or authority to do anything about it Who: Project Implementers (PIs), Civil society organizations, P&V youth	This group has the power and authority to influence and drive program implementation, scalability and sustainability and already has a positive opinion of the project Who: Ministry of Manpower, Ministry of Higher Education, Research and Technology, USAID
Low Opinion Low Power	Low Opinion High Power
This group does not have power or authority and may have a negative opinion or no interest in the project and youth issues. Who: P&V youth and their family members, people with disabilities	This group potentially hinders implementation and success of the project through its negative opinion but perceived authority. Who: Private sector, local governments, vocational training centers, including BLK and private training centers

In communicating with target audiences, Mitra Kunci focused on three key messages to answer the questions below.

- **Why:** Indonesia and the U.S. recognized that a growing number of P&V Indonesian youth between the ages of 18 and 34, including women and people with disabilities, want to enter the job market or start their own businesses but lack the relevant skills and access to opportunities to participate in Indonesia’s growing economy so are unable to do so.
- **How:** USAID/Indonesia worked with Mitra Kunci to support key stakeholders composed of civil society organizations, the private sector, and national and sub-national levels of government to equip poor and vulnerable Indonesian youth with a range of job-ready skills. It fully engaged poor and vulnerable youth, implementing innovative concepts addressing their inability to actively participate in Indonesia’s growing economy.

- **What:** With support from Mitra Kunci, poor and vulnerable youth will be more job-ready and project implementers will have the capacity to apply directly for sources of support and funding to scale up and sustain their proven concepts.

Key messages were then tailored to the different audiences as below.

Table 4 Key Messages for Target Audiences

Target Audience	Key Messages
Project Implementers	If PIs concepts are proven and implementation is done successfully, they can reduce poverty and improve resilience of P&V youth through targeted capacity building, life and entrepreneurial skills development, employment and improved livelihoods.
Poor and Vulnerable Youth	If skills and education are improved, Indonesian's P&V youth will be better prepared to fully participate in Indonesia's growing economy, thereby reducing poverty and improving resilience.
Gol	If USAID/Indonesia-funded interventions are successful, these partnerships can lead to better ownership of Mitra Kunci activities by local government institutions, help identify best practices for engaging and ensuring local level accountability and set the foundation for sustainable, replicable partnerships.
Non-Government Organizations (Local Communities, Local Leaders, Academia)	If USAID/Indonesia-funded pilot activities are successful, they will benefit other indirect beneficiaries in the local areas; this includes, but is not limited to, schools, community-based organizations, local NGOs, parents and families, local government institutions and private sector companies. In designing interventions, PIs will take into consideration local actors and contexts to ensure buy-in, scalability and sustainability of their activities.
Private sector	If the private sector is fully engaged, commits resources and, most importantly, commits leadership to expanding employment and training opportunities, then leveraging the resources of time, intellectual input and funding from these private sector sources will ensure that targeted beneficiaries have access to sufficient opportunities and acquire competitive skills to become gainfully employed or entrepreneurs in the private sector.
USAID	If Mitra Kunci Initiative activities are successful, USAID/Indonesia will achieve its workforce development target and could use the program as an example of best practices and lessons learned for possible replication in other USAID/Indonesia-funded programs.
Donor institutions-funded activities	If Mitra Kunci Initiative activities are implemented closely with other USAID/Indonesia-funded activities within the Kunci Program and with other USAID/Indonesia funded activities, then goals and outcomes can be leveraged for best possible outcomes.
Media	If PIs, with Mitra Kunci's support, are engaged with the media, then it will raise people's awareness about positive youth development, including for women and people with disabilities and hopefully can open access to more job opportunities.

As Mitra Kunci moved from pilot to full implementation in mid-2019, the table above was also updated to accommodate changes in the project, such as those who played the role of PI and who they were engaging with, how Mitra Kunci engages with poor and vulnerable youth and media, and to what extent these key messages support the implementation of penta-helix collaboration which involves the government, academia, private sector, communities, and media.

Shift from working with a limited set of partners to wider communication and media engagement

Initially, Mitra Kunci focused on working with a specific set of PIs and other partners. Mitra Kunci expected that both would foster relationships with their communities, youth, community-based organizations, parents, the private sector and any other relevant stakeholders interested in strengthening initiatives and efforts to achieve sustainable and scalable outcomes targeting P&V youth.

However, in the full implementation phase, most of the PIs were no longer in the form of consortia (with the exception of SINERGI). Other PIs are single organizations such as Saujana with its PROGRESIF (Pro Generasi Kerja Inklusif) Program that focused on job-preparedness trainings and APINDO (Employers' Association of Indonesia) for private sector engagement. Moreover, as the project started to directly implement the Employment and Economic Empowerment of Persons with Disabilities (EEE PWD) program in East Java, Mitra Kunci also played the role of PI in disseminating the key messages, and that included engaging with the media directly, especially in Year 5.

Key message development and use of a range of channels

Meanwhile, to reach their specific target audiences, the team used a variety of products and tools and disseminated them through a range of communication channels.

Table 5 Matrix of Communication Channels Selection for Specific Target Audiences

Objectives	Target Audience	Communication Channels/ Tools/ Products	Activities	Outputs by September 30, 2021
Document and share successful project impact	All project stakeholders	Success stories	Each consortium to write or inform Mitra Kunci on success stories. Mitra Kunci will assess the stories based on its own success story criteria. Each consortium to submit at least 1 success story.	Beneficiary success stories from SINERGI and KKN-TKWU at UNEJ are featured on USAID Indonesia's YouTube and Exposure. Others have garnered media exposure: EOE-Saku and Ayo Inklusif!, and PROGRESIF are featured in Mitra Kunci's social media channels
Document and share activity updates from all PIs	All project stakeholders	Activity updates	PIs to write or inform Mitra Kunci their activity updates after completing activities.	Activity updates were documented in every Quarterly and Annual Report
Communicate information about the project or an event	Between PIs	e-Newsletter	Every three months. Include links to activity updates, success stories, upcoming events, and any announcements.	e-Newsletters were produced during the pilot phase
Facilitate communications amongst and between all Kunci stakeholders	All Kunci/Mitra Kunci stakeholders	Mitra Kunci Facebook Group and Page	Posts include upcoming activities, when activities are completed, photos, media (if any), presentation materials, human interest stories, links to the Jawa Pos dedicated column for youth development	Since the end of pilot phase, Mitra Kunci's Facebook group s no longer in use, while the page was revived in November 2019 as a public outreach initiative
Give beneficiaries a voice in sharing how the project	All project stakeholders	Beneficiary testimonials	All consortia to nominate at least one beneficiary per year and write stories on impact of the project	Beneficiaries' testimonials are featured in Mitra Kunci's quarterly and annual reports as well as social media

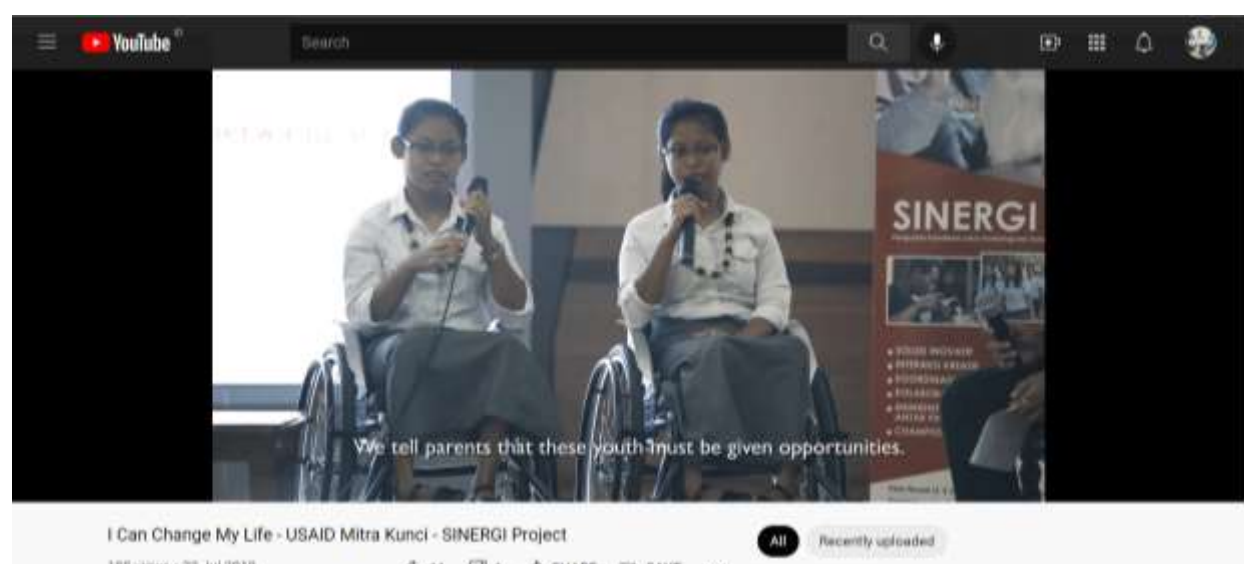
has improved their lives				channels, developed by Pls as well as Mitra Kunci
Provide stakeholders with an opportunity to observe project impact firsthand	Government, private sector, key counterparts	Site visits	Make sure in every important visit, communication materials are available.	Site visits were arranged by Pls throughout pilot phase and pre-pandemic implementation phase. Mitra Kunci was responsible for the quality control of the communication materials prepared by Pls.
Engage media in discussions on relevant issues, inform media of major events/successes to broaden impact	Media organizations and project stakeholders	Media interviews, and if possible, press releases and press conferences	Pls made decisions to invite media. Mitra Kunci will support Pls on drafting press releases and speaking points.	Media engagement done by Pls in Year 1-4. In Year 5, Mitra Kunci organized two media gatherings to showcase its work on inclusive workforce development and KKN-TKWU.
Professional photography	All project stakeholders	Professional photography	Ensure all photos taken adhere to USAID/Indonesia photography guidelines	Several activities were documented with professional photography services, such as SINERGI's job fairs and EEE-PwD's training in BLKs.
Capture project success stories in video form	Public	Videos	One video in five years. The video production must be based on USAID/Indonesia's preferred documentary style and subject to budget availability	Mitra Kunci's success stories published on USAID Indonesia's YouTube channel. Oct 2021: Videos in production and to be published on iYouTube channel.
Showcase USAID/Indonesia and Mitra Kunci identity	All project stakeholders	Banner/conference posters	Ensure all banners and posters are produced based on USAID/Indonesia Branding and Marking guidelines and photography rules	Mitra Kunci is responsible to oversee the use of branding and marking by Pls for every event, coordinating with USAID for clearance
Guidelines to write and structure the story	Pls and Mitra Kunci	Success story and activity update templates	Due June 2017	Guideline produced for story writing for HEI partners (<i>Panduan Penulisan Cerita Perubahan</i>)
Train journalists/Pls to write about PYD	Journalist and Pls	"Journalist" workshop	At least twice in five years	In Year 5, Mitra Kunci worked with AJI Indonesia to conduct a media workshop on disability-friendly reporting.

Another shift in communication strategy during full implementation in response to the pandemic

As Mitra Kunci entered its full implementation phase, some of the project's priorities had shifted, and this was reflected in how the project developed and disseminated its communications and knowledge management products compared to the initial plan in the table above. The shift became more apparent with the onset of the COVID-19 pandemic in early 2020, which limited the possibility for site visits to capture the project's success stories, beneficiaries' testimonials, or implement activities such as trainings that may gather a large number of attendees.

Success story development by partners and program

Mitra Kunci has produced a number of success stories in narrative and audiovisual formats, both initiated by the Pls or developed by Mitra Kunci, including the ones featured by USAID/Indonesia. More of these success stories will be highlighted later in the report.



A success story video initiated by SINERGI. Available on https://www.youtube.com/watch?v=AoltcAx_xnY&ab_channel=RajawaliFoundation

With reference to Table 5, by the end of the program, Mitra Kunci had developed success stories (which included beneficiaries' testimonials), conducted and documented site visits and activities in photos and videos (some of which were professionally taken and produced), initiated internal workshops such as one on Branding and Marking, ensured the adherence of USAID Branding and Marking Guideline in the project's events and publications, and held media outreach initiative such as media advocacy training in collaboration with the Alliance of Independent Journalists (AJI) as well as two media gatherings.

Media engagement is discussed separately in this report.

Content Creation and Social Media

Over the years, Mitra Kunci has created content in-house as well as in collaboration with Pls, external consultants, and USAID/Indonesia. Most of the content is published through the project's social media outlets, which grew over time to comprise Twitter, Facebook, Instagram, YouTube, and Medium.com.

- Mitra Kunci's Twitter account was created in March 2018. The account garnered almost 40 followers in its first year, mostly in October when the project held an event on inclusive workforce at @america. The account then went on a hiatus due to the absence of dedicated communications/social media personnel and started tweeting again in late November 2019. The following month, Mitra Kunci's tweet impressions (the number of times the tweets has appeared on a timeline as they continue to be liked and shared) reached 9,494, which was the highest that year.
- A Facebook account was created in September 2018, with the Facebook page followed in November 2019.
- In late November 2019, Mitra Kunci created Instagram and Medium accounts, as well as a Google account used for its YouTube channel. The initial goal was to update the channels regularly, with special content to commemorate national or international important days. For example, the articles posted on Medium in December 2019 covered World AIDS Day on December 1, International Day for Persons with Disability on December 3, and Human Rights Day on December 10. The channels were managed by the Communications Officer for nearly a year, before Mitra Kunci later hired a Social Media Consultant in November 2020 as the demands for content creation increased and required dedicated social media personnel.



Article on a PROGRESIF beneficiary on Mitra Kunci's Medium page to commemorate International Youth Day 2020, at https://medium.com/@mitra_kunci/ilmu-inklusi-dan-inspirasi-pengalaman-anak-muda-dengan-disabilitas-bersiap-bekerja-lewat-a78602493438

Increasing social media presence and impact

Mitra Kunci's online presence has flourished, posting more regularly across platforms in the last two years in particular. Engagement (number of times a user takes action on the content they see) rates and number of followers also continued to improve. For example, in December 2020, Mitra Kunci garnered 21,500 tweet impressions, saw a 1.2 percent increase in Facebook reach (the total number of accounts who see a content), and a 129.8 percent increase in Instagram reach.

Reach generally continued to increase throughout 2021, and despite occasional slight drops, the project's followers increased steadily through the use of tactical measures to amplify impression, reach, and engagement. Thanks to more collaborative activities with partner organizations, social media performance rose significantly in May 2021, proving the viability of partnering with more established organizations as an audience-growing strategy.

In July 2021, USAID Mitra Kunci's social media accounts gained significant numbers of new followers thanks to Content for Change Bootcamp event in late July, which incorporated a social media engagement strategy. The trend continued when Mitra Kunci opened registration for the Inclusive Award from July 29 to September 10, as part of the National Conference in October 2021.



Mitra Kunci's most popular post on Facebook (left), Instagram (center), and Twitter (right), from July to September 2021.

Meanwhile, when the pandemic worsened significantly in Jakarta in July and August 2021 it directly affected the communications team. During this time, EEE-PWD team members contributed most of the new content and held weekly Instagram Live sessions.

International profile via USAID Indonesia Exposure story

In August 2021, Mitra Kunci supported USAID/Indonesia in the development of a success story from a beneficiary of the Student Community Service on Entrepreneurship (KKN-TKWU) program in Jember, East Java, which was later published on USAID/Indonesia's Exposure page.



Article on Mitra Kunci's beneficiary of KKN-TKWU program on USAID/Indonesia's Exposure page, available at <https://usaidindonesia.exposure.co/beyond-good-grades> (English) and <https://usaidindonesia.exposure.co/lebih-dari-sekadar-nilai-mata-kuliah> (Bahasa Indonesia)

By September 2021, all content creation activities focused on publication materials to be featured in the project's three-day National Conference in October. These included the production of five-minute videos to be showcased in four sessions on KKN-TKWU, private sector engagement, Mitra Kunci's work in Central Java and East Java, and overseeing quality control and adherence to USAID's Branding and Marking guideline for existing publication manuscripts in general, as the project came to an end.

Media Engagement

At the beginning of the project, Mitra Kunci's media engagement initiatives were done through PI activities. Mitra Kunci did not invite media to events; however, PIs could invite media to selected activities. This included representatives from print and online media, radio, and TV. PIs were required to report to Mitra Kunci when they were going to invite the media, obtain approval from Mitra Kunci and USAID/Indonesia for any press releases, report to Mitra Kunci on any publication, and provide media tracking.

During the pilot phase, Jawa Pos Institute of Pro-Otonom of the Ayo Inklusif! consortium, or JPIP, offered to provide a dedicated, bi-weekly column for any Mitra Kunci stakeholders to write stories, ideas, opinions, constructive critics, or news on people with disabilities. JPIP also equipped journalists with insight into the daily lives of people with disabilities through visits and by sharing knowledge of] disabilities.

As Mitra Kunci conducted more direct implementation activities, it started to do more direct media engagement initiatives, particularly in its final year. The first media gathering in April 2021, which featured representatives from Ministry of Manpower (MOM) and APINDO, was followed by another one in June 2021, which talked about the achievements of the KKN-TKWU program with representatives of Ministry of Education, Culture, Research, and Technology (MOECRT) and Mitra Kunci's seven higher education institution partners. Representatives of USAID/Indonesia also attended both events and delivered remarks.

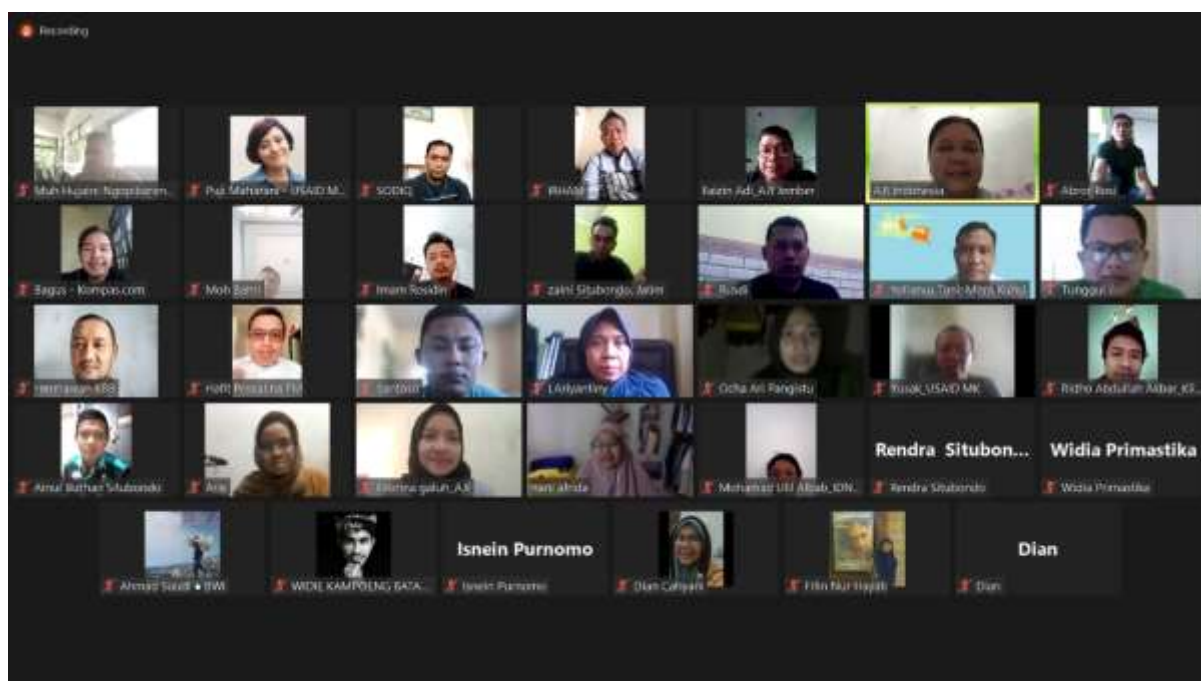


Peter Novak, USAID Indonesia's Deputy Director of the Office of Human Capacity and Partnership (bottom right) greeted Prof. Ir. Nizam, MOECRT's Director General of Higher Education, Research, and Technology (top right), during Mitra Kunci's second media gathering.

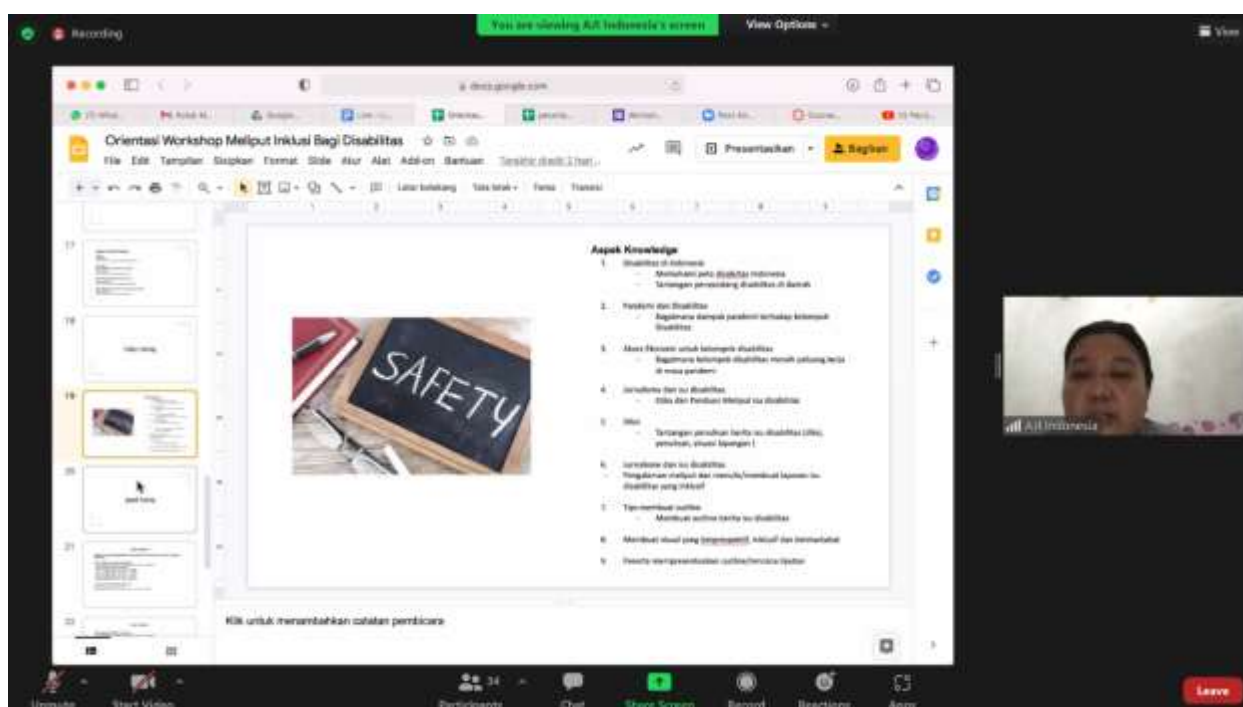
Media Advocacy workshop for disability-friendly reporting in East Java

Leading up to the project's National Conference in October 2021, Mitra Kunci held a media advocacy workshop on disability-friendly reporting for East Java-based journalists. The five-day workshop in mid-August was attended by 75 journalists, 15 of whom were later selected to produce their own news in seven cities/districts in East Java. As a result, 26 online articles and four audio-visual pieces were published and broadcasted on national and local media outlets, and a few more are on the way. All of the produced news pieces would later be compiled with disability-friendly

features and be disseminated to persons with disabilities through Disabled People's Organization (DPO) KamiBijak's network.



On Friday, August 20, 2021, 25 journalists from Jember, Situbondo, and Banyuwangi Districts, East Java, attended an orientation session for the five-day online media advocacy workshop with Mitra Kunci and AJI Indonesia.



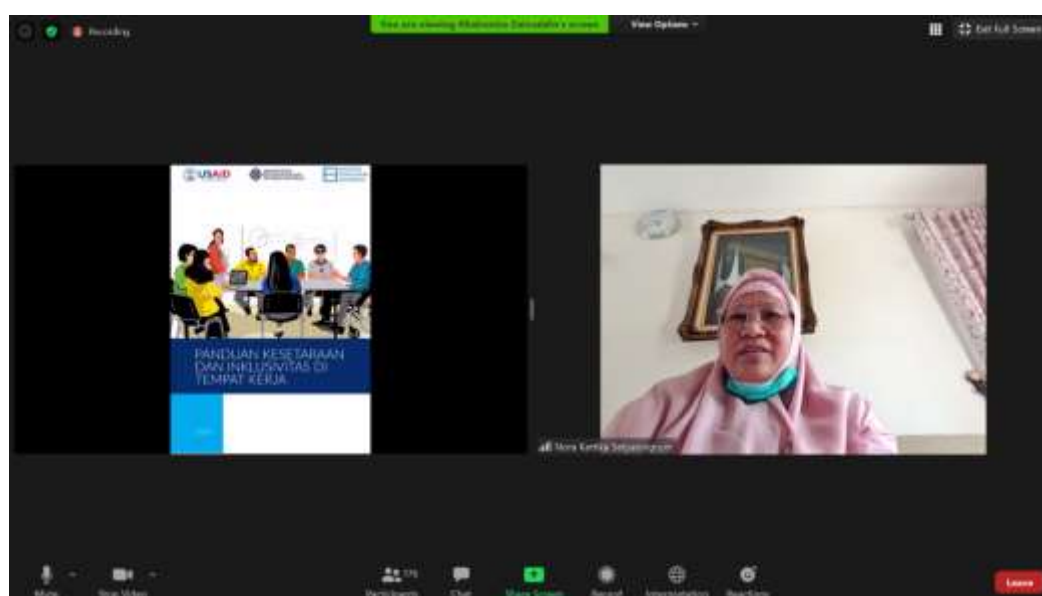
A representative of AJI Indonesia explained the material of media advocacy workshop held in collaboration with Mitra Kunci in August 16-27, 2021.

With direct media engagement initiatives, Mitra Kunci was able to not only increase its media coverage, but also build stronger relationships with the media, journalists' associations such as AJI, and the project's stakeholders, such as the Ministry of Education, Culture, Research and Technology (MOECRT) Media Relations section.

2.4.1.2. MITRA KUNCI PRODUCTS AND ADOPTION BY PARTNERS

The assumption of Mitra Kunci's work by its partners is a strong indicator of sustainability. While some of Mitra Kunci's products were already under development during the pilot phase, such as four books and a module on student entrepreneurship and community experience (KKN-TKWU), most started to be adopted by partners as the project entered its full implementation phase and the products were being finalized. These products were developed in collaboration with key stakeholders such as higher education institutions and APINDO company members.

Most are knowledge management products, such as *Panduan Kesetaraan dan Inklusivitas di Tempat Kerja* (Guide on Equality and Inclusivity in the Workplace), which was co-developed with APINDO and launched in September 2020.



MOM's Acting Director of Domestic Labor Placement Nora Kartika Setyaningrum expressed her support for the Guide on Equality and Inclusivity in the Workplace during its launch.

Meanwhile, several products were adopted by Mitra Kunci's higher education partners, including MOECRT. The most recent ones were the four books and module on KKN-TKWU, launched in August 2021. The latter has also been adapted into e-learning content, accessible on MOECRT's online learning system, SPADA, or "Sistem Pembelajaran Daring Nasional."

In 2020, Mitra Kunci also developed *Panduan Penulisan Cerita Perubahan* (Guideline for Writing Stories) for Mitra Kunci's higher education partners as a form of technical assistance for the development of one of their deliverables for the Fixed Amount Award (FAA) Agreement on KKN-TKWU program with Mitra Kunci.



A student of Jember State Polytechnic (POLIJE) presented the Tree of Hope canvas from her group's discussion during a training on KKN-TKWU modules in January 2020. The modules are now accessible online as e-learning content at SPADA.

The following table summarizes Mitra Kunci knowledge products.

Table 6 Mitra Kunci Key Knowledge Products

Products	Description
Modules and books for Ministry of Education, Culture, Research and Technology 	These modules and books serve as the main content for Entrepreneurship and KKN-TKWU courses for university students. They include case studies and capture lessons learned and best practices from the frontline. Titles include: • Modul Kuliah Kerja Nyata Tematik Kewirausahaan (Module on KKN-TKWU) • Buku Sumber Mata Kuliah Kewirausahaan (Entrepreneurship Course for Students) • Buku Acuan Pusat Karir di Perguruan Tinggi (Guide for Higher Education Career Development Centers) • Buku Sumber PKMB (Entrepreneurship Program for Scholarship Awardee Students). • Compilation of 25 Case Studies on KKN-TKWU Implementation by Seven Universities. Mitra Kunci, its seven university partners and MOECRT developed an e-learning module on KKN-TKWU, available on the national online learning system (Sistem Pembelajaran Daring Nasional/SPADA, https://spada.kemdikbud.go.id/course/view.php?id=2995).

Products	Description
 	The e-learning modules in SPADA comprise seven courses (sub modules) under the title LMS Kuliah Kerja Nyata Tematik Kewirausahaan (KKN-TKWU): - Module 1 Etika, Moralitas, dan Pengembangan Diri (Ethics, Morality and Personal Development) - Module 2 Profil Lokasi KKN (KKN Location Profile) - Module 3 Perancangan Strategi dan Pengembangan Program Usaha (Strategic Design and Business Program Development) - Module 4 Manajemen SDM dan Lembaga (Human Resources and Institutional Management) - Module 5 Pengembangan Nilai Tambah dan Jejaring Usaha (Value Added Development and Business Networks) - Module 6 Literasi Keuangan (Financial Literacy) - Module 7 Pemantauan dan Evaluasi (Monitoring and evaluation)
Guidebook on Equality and for Inclusion in the Workplace 	APINDO, MOM, and Mitra Kunci developed this Guidebook on Equality and Inclusion in the Workplace. The writers are business leaders, advocates of inclusive employment, members of the disability community and Mitra Kunci. They share their perspectives and experiences to assist company leaders and other stakeholders in adopting inclusive employment policies and practice.
Guideline for Inclusive BLKs	Informed by the Guidebook on Equality and Inclusion in the Workplace that was developed in collaboration with APINDO, Mitra Kunci worked with MOM and the BLK network to develop guidelines for inclusive training programs. This guide will act as a reference for all types of BLK. It offers technical information for developing an accessible physical and social learning environment, as well as information about the types of training that are appropriate for individuals with specific disabilities.
Roadmap of Inclusive Workforce Development in Indonesia	The Director General of Manpower Placement and Expansion of Employment Opportunities (Binapenta) adopted the Roadmap of Inclusive Workforce Development as a starting point for implementing inclusive employment policies in Indonesia, with a particular emphasis on people with disabilities.
Guideline for Inclusive Community BLKs	Guidelines of inclusive community BLK will be used by MOM in planning, implementing and evaluating community BLK programs. In this guide, BLK community managers can obtain

Products	Description
Assessment and M&E Tools for Partners	information on the development of inclusive BLK communities in terms of facilities, curriculum, recruitment process and training implementation. <u>Community BLKs</u> As part of the effort to support MOM's monitoring needs for the BLK community's development, Mitra Kunci aided MOM in developing this tool for assessment and monitoring. Community BLKs can use this tool to undertake an independent evaluation to ascertain their current situation and establish strategies. This tool's monitoring component supports the BLK community in documenting the process and highlighting accomplishments. <u>Private Sector</u> Mitra Kunci collaborated with H&M and their production units to develop tools for conducting independent assessments of each company's inclusion status. The outcomes of this self-evaluation assessment assist companies in developing inclusive workforce plans. Additionally, methods were developed to solicit feedback from employees regarding their workplace's application of the idea of inclusivity. Management can use this tool to see whether their inclusive workplace program is being felt by employees.
Rapid Assessment under EEE program	The rapid assessment document contains the results of the mapping of people with disabilities (PWD) and disabled people organizations (DPOs) that can be involved in the EEE program in East Java. This activity was carried out through a series of FGDs as well as meetings with a number of parties in each working district/city.
Compilation of Journalistic Articles	A compilation of journalistic works by participants in an advocacy media program on inclusion and employment opportunities for people with disabilities on July – September 2021. This program is part of EEE PWD activities, implemented by Aliansi Jurnalis Independen (AJI) Indonesia which covered journalist and media from three cluster working areas EEE PWD at East Java. There were 75 journalists selected to be trained and then AJI selected 15 journalists to get funding support for field reporting, coaching and mentoring, and publish their works in their media. This book compiled 34 published journalistic articles which included written articles and audio visual broadcasts through television.

2.4.2. PARTNERSHIP AND ENGAGEMENT OF DEVELOPMENT PARTNERS

2.4.2.1 KUNCI COORDINATION MEETING

The Kunci program consisted of several linked projects in addition to Mitra Kunci itself, as mentioned earlier in this report. JAPRI was implemented by IIE, RWAP by RTI and YEP by FMI. Since the projects started in 2017, KUNCI members had bi-monthly coordination meetings as a forum for discussion, sharing knowledge, lessons learned and best practices. It was a networking opportunity and platform for collaboration on work plans and field implementation as well as for developing bi-annual reports to provide to partner provincial governments.

Prior to the pandemic, each organization took turns hosting in-person meeting in their offices, however during the pandemic, all meetings had to be conducted online. The USAID COR of each program attended along with implementing partners or grantees. In addition to activity updates and sharing of plans, USAID representatives also provided updates and strategic guidance. The meetings were therefore also an opportunity for Kunci partners to get on the same page regarding new developments.

At a Kunci Coordination meeting held in February 2020, USAID shared their consultations with key GOI stakeholders regarding the new Indonesia Country Development Cooperation Strategy (CDCS). Much of the discussion focused on understanding and adjusting to the new strategy, with key issues and questions concerning the new direction from GOI on accreditation and cross-disciplinary learning under the new Campus of Freedom (Kampus Merdeka) policy, including internships in international organizations, donor organizations and private companies. Other topics included the interest of MOEC in learning how to engage second tier HEIs and link them to the private sector for internships and employment, and how to prepare youth to be ready to work in high technology, digital skills and industry 4.0 sectors.

At the beginning of the pandemic, on June 18, 2020, KUNCI partners discussed work from home policies and how to adjust program activities and monitor them effectively in response to the challenges of COVID-19. USAID then requested a more specific meeting of partners to gather and learn from each other on digital transformation for their respective programs and partners and to explore potential collaboration.

At this time, USAID conduct a Kunci Performance Evaluation, managed by Social Impact, with the purpose of investigating and determining the effectiveness of the coordinated Kunci work and the effectiveness of the coordinated project design, management, and implementation. Each partner provided a list of resource people among their teams, partners, grantees and beneficiaries to be interviewed by the Social Impact team.

The evaluation report included a set of recommendations. In term of program design, it was recommended that USAID should more actively steer the collaborative design process to avoid the structural challenges experienced under Kunci. In the area of inclusive workforce development, Social Impact recommend that given the positive stakeholder response to Inclusive Workforce Development (IWD), the increasing focus on inclusivity at national and provincial levels, and the expressed interest from the private sector in soliciting support to comply with inclusivity requirements, USAID should re-affirm its commitment to targeting programming to poor, and especially, disadvantaged populations. GoI issued regulations for inclusivity requirements and provided funding to various Workforce Development actors (e.g., Balai Latihan Kerja [BLK], agencies, schools), many of which reported struggling with compliance. USAID was recommended to identify and engage with key actors to leverage existing investments through capacity building and TA.

Below is an excerpt of adjustments made by Kunci partners to adapt to the impact of the COVID-19 pandemic included the following:

- Adjustment in training delivery, including development of videos and other interactive online learning tools (Mitra Kunci, JAPRI and YEP).
- Use of video calls for coaching and mentoring services for young entrepreneurs to ensure that visual cues can still be registered (JAPRI and PROGRESIF)
- Use of a range of online platforms reflecting partners and beneficiaries' needs, location, internet and connectivity (All partners).
- Use of online surveys through Google forms, file sharing technology (PROGRESIF).
- Monitoring and quality control by phone, WhatsApp chats and calls (JAPRI, Mitra Kunci, YEP).

In Year 5, Mitra Kunci and JAPRI were awarded additional funds to manage inclusion projects in East Java. During an online meeting coordination on November 19, 2020, both organizations shared updates:

- JAPRI conducted an assessment for their disability fund program in two districts in East Java, Blitar and Trenggalek, to map people with disabilities, training locations and reasonable accommodation for each training location. JAPRI engaged one new member for its consortium, the local DPO Himpunan Wanita Disabilitas Indonesia (HWDI).
- Mitra Kunci shared how the EEE PWD program had started in East Java and identified some overlapping working areas between Mitra Kunci and JAPRI including Surabaya, Sidoarjo and Malang. USAID and partners agreed on the need for close coordination.
- While YEP had been focusing on East Java, working directly with universities both formally and informally, using their alumni network to offer online training on financial literacy. Their focus was to finish providing capacity building for students, SMEs, and private sector partners.

2.4.2.2. PROVINCIAL KUNCI COORDINATION MEETINGS

Mitra Kunci committed to close collaboration with the Government of Indonesia (GOI) at the national, provincial, and district levels. To put this into practice, Mitra Kunci, JAPRI, YEP, and RWAP initiated a series of Kunci coordination meetings with the provincial government.

Provincial Kunci meetings, Year 1

In August and September 2017, as part of the Kunci coordination meetings, Mitra Kunci met representatives of the West Java Provincial Government along with USAID/Indonesia, JAPRI, and YEP. A provincial meeting with Provincial Government of East Java, involved JAPRI, RWAP, and USAID/Indonesia, introducing Kunci and its implementing partners and discussion preparation of an MoU with the provincial government. Mitra Kunci along with SINERGI, and RWAP conducted an initial Kunci meeting with the expert staff of the Central Java Governor in Semarang, followed up on September 19, 2017, with USAID/Indonesia staff (Rizky Atina), Mitra Kunci, SINERGI, RWAP, Expert Staff of the Central Java Governor, and representatives from related Central Java government institutions. As a follow-up, Mitra Kunci then developed an MoU with the provincial government of Central Java.

Connecting across Kunci projects, Year 2.

Mitra Kunci encouraged PIs such as EoE in West Java, SINERGI in Central Java, and AYO Inclusion in East Java to communicate directly with JAPRI (Jadid Pengusaha Mandiri), YEP (Youth Win Through Economic Participation) and RWAP (Ready-To-Work Accelerator Program) in each province, related to support for strengthening networking, implementing technical activities, and avoiding overlapping activities.

Based on this, EOE-SAKU used and modified YEP and JAPRI modules with their beneficiaries in Sukabumi to develop tourist guides for the Geopark. In East Java, Mitra Kunci youth facilitators and JAPRI and Ayo Inklusif! collaborated on the youth camp held in Surabaya in January 2018.

Deepening provincial collaboration, Year 3.

Mitra Kunci organized a meeting with Central and East Java provincial governments. On August 13, 2019, Mitra Kunci and JAPRI, RWAP, and SINERGI organized a meeting hosted by the Head of the Central Java Provincial Office of the Development Planning (BAPPEDA) Prasetyo Ariwibowo. They discussed the opportunity for budget collaboration between the provincial government and the Kunci project. Two days later, Mitra Kunci, JAPRI and YEP initiated a similar meeting with the East Java Provincial Government. Mitra Kunci collected information from all Kunci partners included in MOUs with the respective provincial governments and submitted reports to ensure that the government was aware of the results of the activities conducted in their province and could take a lead in developing them further.

Integrating vertically with local service delivery units, Year 4

As part of Kunci's provincial coordination and advocacy for provincial budgeting, Mitra Kunci initiated a discussion with the BAPPEDA of Central Java involved JAPRI, YEP, and RWAP on November 14, 2019, which focused on opportunities for integrating Kunci activities with each technical service delivery unit (SKPD).

Pandemic led to fewer meetings

The only notable provincial meeting in Year 5 was the October 2021 meeting organized by the Provincial Development Planning Agency (BAPPEDA) of East Java. Mitra Kunci and JAPRI participated with representatives of all international partners working in East Java Province including project representatives from USAID, GIZ (Germany), DFAT (Australia), and other donor-funded programs, to discuss improved coordination under provincial leadership.

2.4.2.3. PARTICIPATION IN REGIONAL PLANNING AND BUDGETING PROCESSES

In Year 4, Mitra Kunci coordinated with East Java Provincial Government and Central Java Provincial Government through the Development Planning Agency at the sub-national level (Badan Perencanaan Pembangunan Daerah or BAPPEDA) to establish ways to sustain program initiatives through provincial plans and budgets. BAPPEDA understood the urgency of improving inclusive workforce development and directed Mitra Kunci and other Kunci partners to coordinate directly with the relevant service delivery units. They noted, however, the challenge of adjusting pipeline plans and budgets once they had been issued.

The Central Java Province Medium Term Development Plan (RPJMD) for 2018-2023 had been approved and ratified by the Central Java Regional House of Representatives in February 18, 2019, and the East Java Provincial RPJMD in August 12, 2019. Opportunity remained at the level of annual work plans, however, according to BAPPEDA East Java and BAPPEDA Central Java, and they were quite open to being actively involved in budget preparation through the relevant agencies, or through hearings with the DPRD.

In July 2020, Mitra Kunci met with the chairperson of the Commission E of the Central Java DPRD to seek support in budgeting for the program. Strengthening budget advocacy efforts, on August 5, 2020, SINERGI also submitted a concept and strategy for integrating the Inclusive Workforce Development program into the 2021 Regional Government Work Plan into the Central Java Provincial BAPPEDA, and the Manpower Office. However, the follow-up to direct communication and coordination with stakeholders for budget advocacy was hampered by COVID-19 restrictions on in-person meetings and the tightening of provincial budgets related to the pandemic.

Mitra Kunci has pushed for IWD at provincial level, the awareness and interest exists in both East and Central Java, however these efforts have been overtaken with the push to complete activities delayed by the pandemic.

2.5. TASK V: LEVERAGE PUBLIC AND PRIVATE SECTOR RESOURCES

Task V is focused on leveraging public and private sector resources and how Mitra Kunci and Pls can contribute to the Journey to Self-Reliance (J2SR) and scale-up by effectively leveraging the resources, capacity and commitment of the public and private sector to achieve outcome-based results.

2.5.1. EQUIPPING UNIVERSITY STUDENTS WITH ENTREPRENEURSHIP SKILLS

An initial brainstorming meeting between USAID/Indonesia representatives and the Director of Learning and Director of Students of the Ministry of Research, Technology and Higher Education (Kemristekdikti) was held on July 25, 2017 reaching a consensus to design activities and implement a collaborative program. The initiative aimed to support programs under the Directorate General of Learning and Students i.e., the BIDIKMISI (scholarship program for poor students), Student Community Service program (Kuliah Kerja Nyata or KKN), Career Development Center (CDC), and Entrepreneurship course.

As a follow up of the initial discussion, USAID representatives met with the Director General of Learning and Students (“DirGen”) on August 15, 2017 and reached agreement to collaborate. The DirGen stated his support for USAID KUNCI Workforce Development Initiative to collaborate with the Directorate General of Learning and Students. He gave a note to Secretary of Directorate General (Sesditjen) to amend the existing Individual Agreement between USAID and Kemristekdikti to add KUNCI Initiative into the Agreement.

On January 9, 2018, USAID/Indonesia, represented by the Director of the Education Office, and Kemristekdikti, represented by Secretary of Directorate of Higher Education Prof. Dr. Ainun Na'im signed an Exchange Letter on the implementation of a set of activities to engage Higher Education Institutions (HEIs) in the three provinces in West, Central and East Java. Kemristekdikti identified the HEIs which would partner with USAID Mitra Kunci. As many as 240 lecturers of 57 HEIs were engaged to develop four reference books/modules and training programs for the following four programs:

- Student Community Service (*Kuliah Kerja Nyata/KKN*)
- Career Development Center (CDC)
- Entrepreneurship course
- Entrepreneurship program for BIDIKMISI scholarship recipients (“BIDIKMISI program”).

Both USAID Mitra Kunci and Kemristekdikti agreed to further the objectives of HEI entrepreneurship programs by specifically strengthening the KKN program. A new thematic KKN program as a result of new design is expected to be able to reach thousands of poor and vulnerable youth to equip them with entrepreneurship skills that will make HEI graduates have better access to employment or become entrepreneurs. Afterward, Mitra Kunci worked with partner HEIs to integrate entrepreneurship into a Thematic Student Community Service on Entrepreneurship (officially named as KKN Tematik Kewirausahaan abbreviated as “KKN-TKWU”) to be conducted by students in target villages. To prepare the students to work to create a program with the community in the village, the students are trained using Thematic KKN on Entrepreneurship (KKN-TKWU) modules.

At the National Workshop on Entrepreneurship on 14-15 February 2018 organized by USAID Mitra Kunci and the Ministry of Education at the time, four teams of creators of reference books/modules were formed.

Each team represents a theme agreed previously. A series of following activities were planned to achieve the goal:

- Assessment of existing curriculum and entrepreneurship models in HEIs
- Development of books and modules to create relevant materials for the KKN-TKWU program CDC Entrepreneurship course and BIDIKMISI program
- Dissemination of the four program components
- Testing and finalization of four reference books/modules
- Signing of MOUs between USAID Mitra Kunci and partner HEIs
- Training of Master Trainers on Thematic KKN on Entrepreneurship
- Training of Trainers on KKN-TKWU modules for lecturers and students to support implementation of KKN-TKWU in target provinces of West, Central and East Java
- Intensive workshop on reference books and modules of KKN-TKWU, CDC, Entrepreneurship subjects and BIDIKMISI entrepreneurship program.

On June 10, 2019 Mitra Kunci signed MOUs with ten universities at the Kemristekdikti office to implement the Thematic KKN program on Entrepreneurship (KKN-TKWU). The ten Universities were: Universitas Padjadajaran (UNPAD), Universitas Pendidikan Indonesia (UPI), Universitas Diponegoro (UNDIP), Universitas Jember (UNEJ), Universitas Negeri Surabaya (UNS), Universitas Pembangunan Nasional “Veteran” (UPN) Jawa Timur, Universitas Muhammadiyah Malang (UMM), Universitas Siliwangi (UNSIL), Universitas Kuningan (UNIKU), dan Universitas Suryakancana (UNSUR).

2.5.1.1. DESIGN OF INTERVENTIONS FOR HIGHER EDUCATION

Agreements with Higher Education Institutes (HEIs) toward student entrepreneurship

On June 10, 2019, Mitra Kunci signed Memoranda of Understanding (MOUs) with ten universities in the Ministry of Education and Culture (as was) to implement a student entrepreneurship program as part of the community service element of every student’s university experience. Mitra Kunci’s support to the Student Community Service Program on Entrepreneurship (KKN-TKWU), aimed to strengthen universities as service providers to Indonesian youth, including the poor and vulnerable, and thus to support the students of all these universities gain skills and knowledge towards a more successful and productive working life in the future. This program was underpinned by Positive Youth Development and inclusiveness principles.

University and polytechnic partners

The initial ten Universities collaborating with Mitra Kunci included: Universitas Padjadajaran (UNPAD), Universitas Pendidikan Indonesia (UPI), Universitas Diponegoro (UNDIP), Universitas Jember (UNEJ), Universitas Negeri Surabaya (UNS), Universitas Pembangunan Nasional “Veteran” (UPN) Jawa Timur, Universitas Muhammadiyah Malang (UMM), Universitas Siliwangi (UNSIL), Universitas Kuningan (UNIKU), dan Universitas Suryakancana (UNSUR). This group reduced to seven after three of the original 10 HEIs were unable to commit to the program

Mitra Kunci then expanded the KKN-TKWU program to polytechnics in the West, Central, and East Java provinces. The three Polytechnics include Bandung State Polytechnic (POLBAN), Semarang State Polytechnic (POLINES), and Jember State Polytechnic (POLIJE), added in August 2020 through the signature of an MOU.

By Year 5, Mitra Kunci was working with seven Universities and three Polytechnics to reach 38,284 students. Institut Pertanian Bogor joined in June 2021. The seven includes the universities of Jember,

Padjajaran, Siliwangi, Kuningan, Muhammadiyah Malang, Surabaya, and Suryakencana which all signed MOUs and formal FAA agreements in August 2021.

2.5.1.2. DEVELOPMENT OF BOOKS AND GUIDELINES FOR HIGHER EDUCATION

Key workshops and meetings with the Ministry

In February 2018, the Ministry of Education, Culture, Research, and Technology (MOECRT) hosted a national workshop to bring together inputs from partners working on entrepreneurship courses, Thematic Student Community Service on Entrepreneurship (KKN-TKWU), those in Career Centers in Higher Education, and Entrepreneurship Programs for scholarship students. A drafting team was set up to develop a series of products:

- Entrepreneurship Course Resource Books,
- Entrepreneurship Program Resource Books for scholarship students,
- Reference Books for Establishing and Developing Career Centers in Higher Education, and
- Modules for Entrepreneurship Thematic Student Community Service (KKN-TKWU)



Rahma (pictured, a student of Bandung State Polytechnic) co-facilitated a session led by Ms. Diana Sari Ph.D. in the Workshop to Develop Entrepreneurship Training Module. She noted, “The consultation meeting and workshop was very useful, especially when students were facilitating in front of lecturers. It improves character building and creates bonding and relationships. I couldn’t imagine that we could build partnership between students and lecturers in this way. This knowledge and skill is really helpful.”

Working on the module with seven universities on the entrepreneurship (KKN-TKWU) and three polytechnics (PKL TKWU) in West Java, Central Java, and East Java the team then discussed how to develop guidelines for offline and online Thematic Student Community Service on Entrepreneurship (KKN-TKWU) through several meetings with the Ministry of Education and Culture, with the aim of launching an e-learning module. This would be a way for Mitra Kunci to help the Ministry to reduce barriers to education as it would be accessible for students across the country, at no charge.

In April 2021, Prof. Nizam (Acting Director-General for Higher Education, Research, and Technology of MOECRT) and Professor Aris Junaidi (Director for Learning and Student Affairs of MOECRT) attended a meeting with USAID Indonesia, Mitra Kunci, and partner HEIs to introduce the Merdeka Belajar Kampus Merdeka (Independent Learning Freedom Campus) policy. They discussed the possibility of incorporating the KKN-TKWU program into this Ministry policy which encourages students to explore study programs outside their faculties for three semesters with activities such as village-level community projects, humanitarian initiatives, or entrepreneurship

endeavors. USAID Director of Human Capacity and Partnerships Thomas Crehan and Contracting Officer Representative for Mitra Kunci, Ester Manurung, participated and reaffirmed USAID's commitment through Mitra Kunci to support the KKN-TKWU program.

During the meeting, Prof. Nizam delivered a keynote speech on Merdeka Belajar Kampus Merdeka (MBKM) Policy and Prof. Aris Junaedi presented the integration of KKN-TKWU into MBKM Policy implementation. In his remarks and presentation titled Merdeka Belajar - Kampus Merdeka, the Director General of Higher Education (DIKTI) applauded USAID's contribution to the KKN-TKWU program and agreed that it should be integrated into the Ministry's Freedom Campus program.

Principles and approaches for KKN-TKWU course design development

Mitra Kunci aimed to ensure that the module for KKN-TKWU would be a joint product of its HEI partners, meeting their needs and being used by them after project end. The team therefore adopted the following principles and approaches:

Design thinking: Focusing on transformative learning that would empower students and making it easier for users to solve various problems by utilizing local resources and rooting the solution in the needs of the local community. This approach promotes innovation.

User-friendly: Making it more accessible to students and staff through its layout and language.

Design Better Business approaches: Including Community Context Mapping, Value Chain Analysis, and Business Model Canvas.

Collaborative: Using a Pentahelix approach to bring together academics, community, business, government, and media to maintain business sustainability.

Incorporating Gender and Social Inclusion: Learned from the Guideline for Equality and Inclusion in the Workforce content and approach.

Focusing on Positive Youth Development: In addition to being informed by PYD, the training was also developed and tested with youth inputs from the partner universities.

Design thinking in theory and practice for community-based student entrepreneurship

Design thinking combines analytical and intuitive thinking that can break down complex problems into simpler ones so that they are easy to solve, through several stages including Empathy, Observation, Synthesis, Brainstorming, Decision-making, Business Launch, and Impact evaluation.

Empathy: students try to understand and feel the problems the community is and think about their dreams

Observation: identifying the resources available in the village that might be the basis for building a business to overcome the problems the community is facing. Students can use a Business Canvas to frame this in a collaborative way.

Synthesis: identifying potential businesses that meet local needs.

Brainstorming: an opportunity for the community to convey their ideas and consider ways to leverage support and think more widely about them.

Decision-making: what to focus on, considering how to obtain raw materials, develop the products and add value as a basis for a business launch.

Monitoring and evaluating impact: this helps communities and students, Field Supervisor Lecturers (DPL), and all parties in the village to monitor and evaluate changes and positive impacts which on the welfare of rural communities.

The KKN-TKWU module

The KKN-TKWU course involves a semester of classroom study on entrepreneurship with a value of two credits followed by two to six weeks (depending on the HEI) of hands-on application of project-based learning with community-based enterprises at the village level. Student participation in KKN-TKWU is contingent on completion of the entrepreneurship course and achievement of two credits.

E-learning modules of KKN TKWU

The final online module uses hand-outs and canvases to describe problems in the field, downloaded to a computer, and used directly in the KKN-TKWU site. There is a Discussion Forum to discuss case studies relevant to problems in the field. A Summative Quiz provides cognitive questions from the modules used to measure students' knowledge of the modules studied. Ready-to-print canvases are available for participants, including a video explaining the use of the canvas. Each of the seven universities collaborated to produce videos of KKN-TKWU teaching materials (per module) including practice questions and case studies for participant self-assessment.

Currently, the e-learning module of KKN-TKWU is available on the Ministry's learning platform, SPADA, and is accessible by other universities across Indonesia.

<https://spada.kemdikbud.go.id/course/view.php?id=2995>



A group of lecturers from University prepared their video material on KKN-TKWU for e-learning module. Pictured above, from left: University of Muhammadiyah Malang (UMM) and University of Jember (UNEJ), both are located in East Jawa. Bottom, from left: University of Kuningan (UNIKU), University of Padjadjaran (UNPAD) and University of Suryakencana (UNSUR), located in West Jawa.

2.5.1.3. IMPLEMENTATION OF ACTIVITIES WITH HIGHER EDUCATION INSTITUTIONS

Collaboration on module development

Following a formal agreement between USAID/Indonesia and the Ministry of Research, Technology and Higher Education (MORHE, the previous incarnation of what is now MoECRT) in January 2018, Mitra Kunci supported several events involving participants from higher education institutions (HEIs) in the three provinces of West Java, Central Java and East Java. MORHE identified 60 higher education institutions as potential Mitra Kunci partners.

Mitra Kunci continued to support the development of a new and innovative student community service program focused on entrepreneurship, working with university lecturers to develop, test and refine the concept, module and training program. This was a coordination challenge, combining inputs through 24 entrepreneurship champions, and each university had its own perspective and focus. Mitra Kunci played a role in finding key shared principles and useful and relevant content that all would be interested to include.

By Year 3 of the program, HEIs across Java were ready to implement what became known as the student service program (KKN) Thematic on Entrepreneurship (KKN-TKWU). On June 10, 2019, Mitra Kunci met with ten universities at an event in the Ministry to sign MOUs. .

Good practice sharing

On June 16, 2021, Mitra Kunci held the second National Media Gathering with the theme Entrepreneurship and Youth Development for Inclusive Employment attended by the Director-General for Higher Education, Research, and Technology of MOECRT. This activity is part of the coordination meeting between Mitra Kunci with MOECRT and HEIs to strengthen and sustain KKN/PKL TKWU. In this event, seven of Mitra Kunci's university partners shared the best practices and challenges they faced in implementing the TKWU KKN program during the pandemic era. They also demonstrated the innovations made by universities and how they dealt with the limitations due to pandemic situations.

Training for lecturers and student mentors for KKN-TKWU

Implementing the KKN-TKWU requires training for the KKN-TKWU module trainer (TOT) for lecturers as field supervisor and students as mentors in the community during the KKN-TKWU. By implementing the TOT model, the KKN-TKWU can reach hundreds of field supervisor lecturers (DPL) and thousands of students participating in the KKN-TKWU. Trained lecturers and students were then able to deliver training for fellow lecturers and students (cascade) at their respective campuses.

Training of Trainer courses on entrepreneurship took place at Jember State Polytechnic in East Java, the State Polytechnic of Semarang, and the State Polytechnic of Bandung for 43 lecturers and 20 students each, in total 129 lecturers and 60 students.

2.5.1.4. HIGHLIGHTS OF RESULTS

Mitra Kunci's collaborative approach to collaboration with universities and polytechnics under the leadership of the Ministry of Education, Culture, Research and Technology has allowed it to impact the lives of a large number of students in a short time. It will take time for the impacts of the scale-up of the KKN-TKWU programs to be seen, however the table below shows some immediate results, with 38,284 students completing the program, 35,762 stating that they have improved their skills, and 1,154 indicating that they had gained new or better employment as a result.

Tabel 7 Reach and Impact of the KKN-TKWU Program, as of September 2021

UNIVERSITY	No. of Students Who Completed the KKN-TKWU Program	No. of Students Who Have Improved Skills Upon Completing the KKN-TKWU Program	No. of Students Who Get New Employment or Self-Employed Upon Completing KKN-TKWU Program
University of Padjadjaran (UNPAD)	5,308	5,202	144
University of Siliwangi (UNSIL)	4,925	4,759	48
University of Kuningan (UNIKU)	2,260	2,256	423
University of Suryakencana (UNSUR)	1,790	1,773	120
Muhammadiyah University of Malang (UMM)	7,037	7,037	102
University of Jember (UNEJ)	7,149	7,077	142
State University of Surabaya (UNESA)	8,658	7,247	175
Bandung State Polytechnic (POLBAN)	70	0	0
Semarang State Polytechnic (POLINES)	139	92	0
Jember State Polytechnic (POLIJE)	738	274	0
Universitas Pendidikan Indonesia (UPI)*			
Universitas Diponegoro (UNDIP)*	95	0	0
UPN Veteran Jawa Timur*	70	9	0
	36	36	0
Total	38,284	35,762	1,154

*These three universities were not FAA recipients but participated in activities as they were part of ten universities signed MoU with Mitra Kunci, hence the data is not complete

In addition, tracer studies by student entrepreneurs started to show strong results.

The results of the tracer study for university students who completed the KKN-TKWU program in seven universities show 4,049 student responses to the tracer surveys (out of a total of 37,127 students completing KKN-TKWU activities, or a response rate of approximately 11 percent). Of those students, 15 percent have since gained employment (note, the survey includes graduates and current students), 13 percent have started their businesses, a total of 28 percent have therefore gained employment or started a business since following the KKN-TKWU activities, and of these, 52 percent are female. Both graduates and current students alike are more likely to start new businesses than to enter employment, and 87 percent have micro-enterprises with assets below IDR 10 million, with only three percent having assets of over IDR 50 million. Those who have found jobs have mainly gone into the education sector, services, trades, and a third have permanent jobs, with two-thirds on the contract or part-time. One percent of those who have started businesses or found work are People With disabilities (PWD). Meanwhile, tracer studies related to new and better employment (2.4) will also take time to show results as the participating students have not graduated yet.

2.5.1.5. ANALYSIS ON KKN-TKWU IMPACT AND ITS RELATION TO MBKM

Alignment with the Ministry's program: Freedom to Learn, beyond your field of study and beyond your campus

In 2020, the Ministry of Education, Culture, Research and Technology through its Directorate General of Higher Education introduced its Freedom to Learn, Campus of Freedom (Merdeka Belajar, Kampus Merdeka Program – MBKM program), which was followed by the publication of the MBKM implementation guidebook in the same year. The MBKM program encourages students to equip themselves with knowledge from activities outside their field of study, outside their campus

(up to a maximum of three semesters). The implementation of the MBKM program is under the umbrella of Ministerial Regulation No. 32020 concerning National Higher Education Standards.

Universities are building the KKN-TKWU program into MBKM

The seven Mitra Kunci partner universities for KKN-TKWU are currently reviewing the weighting of the implementation of KKN, referring to the weights in the 2020 MBKM guidebook which allows 20 credits for one semester, or 40 credits if completed in one year. It is a challenge for LPPM (Lembaga Penelitian dan Pengabdian kepada Masyarakat/research and community service institutions) and field supervisors to design micro, small and medium enterprise assistance activities for students that are carried out for more than a semester, as significant time amount is required for proposal preparation, site/partner studies and pre-course debriefing. When enterprises need longer term assistance, the activities in the mentoring program are more diverse and structured and can be coupled with an evaluation and mentoring process that allows a continuous improvement process.

Positive impacts on students

Students participating in KKN-TKWU are generally advanced semester students who have previously attended entrepreneurship courses in their respective study programs. Armed with the theory from their entrepreneurship classes, coupled with pre-KKN training of trainers, students are trained to explore, collect, summarize problems and other information and then combine this with the potential possessed by MSMEs/villages, before putting it into practice as an innovative targeted activity/recommendation. KKN-TKWU activities encourage students to broaden their perspective with a multi-disciplinary approach and be more independent and collaborative. For example, students of Communication can assist communities by helping them to design promotional materials, while students of Economics are able to help with costing and other business calculations.

2.5.1.6. SUSTAINABILITY AND ADOPTION OF MK PRODUCTS BY UNIVERSITIES AND MOECRT

A sustainable outcome. Working directly with universities with the support of the Ministry of Education and Culture through existing structures and mechanisms can ensure the sustainability of KKN-TKWU. At the same time, it can expand the range of KKN-TKWU implementation in the future. The evidence-base that successive teams of students will build by monitoring and evaluation will improve the implementation of KKN-TKWU in communities. Through this, Higher Education Institutions can measure their contributions to local and national development quantitatively and qualitatively, under their mandate of supporting community development.

The Ministry launched the e-learning module as an online module for all students. On August 24, 2021, the KKN-TKWU e-learning module and three accompanying books developed by a team of lecturers from various universities and polytechnics were launched as official publications of MOECRT. Mitra Kunci converted these books into e-publications to be more widely used, in line with Mitra Kunci's goal to scale up activities and as part of the Ministry's Merdeka Belajar (Independent Learning) policy.

2.5.2. ENGAGING THE PRIVATE SECTOR TO IMPROVE GESI AND INCLUSIVE EMPLOYMENT

2.5.2.1. DESIGN OF INTERVENTIONS FOR PRIVATE SECTOR PARTNERS

Strategic collaboration with the Indonesian Employer's Association, APINDO

Mitra Kunci collaborated with the private sector via the Indonesian Employers' Association's National Executive Board (DPN-APINDO). This helped to expand the program's reach and ensure its sustainability, as it is Indonesia's largest employers' association, with a diverse range of

entrepreneurs ranging from international corporations to national and local businesses to small and medium-sized enterprises. Along with the APINDO, collaboration was initiated with professional and business organizations in the three provinces, including the Central Java Human Resource Development Forum, the West Java Indonesian Hotel and Restaurant Association (PHRI), and the East Java Provincial APINDO.

A shared agenda: inclusive workforce development

The corporate and professional groups with whom Mitra Kunci worked shared concerns about gender equality and inclusiveness. APINDO and organizations such as ILO had also collaborated on other disability-related activities, so its commitment was clear.

Connecting the actors

APINDO's framework for collaboration with the private sector is based on an inclusive employment model previously created by Mitra Kunci. Mitra Kunci's concept connects three domains that have rarely been able to connect and share information. The three domains include community (in this case, Disabled People's Organizations and social entrepreneurs), vocational training institutes, including Job Training Centers (BLK) or Job Training Institutes (LPK), as well as provincial and regency/city governments, and academia, including both universities and polytechnics. Employers or the private sector, as represented by associations of entrepreneurs and professionals, constitute the third domain.

2.5.2.2. IMPLEMENTATION OF ACTIVITIES WITH THE PRIVATE SECTOR

Mitra Kunci's activities with the private sector were designed with the goal of ensuring that results of collaboration became common property and met the needs of the private sector, so that they could be easily adopted in the future. Activities ranged from initial evaluation and assessments, capacity building, and mentoring to conducting job satisfaction surveys in several enterprises, as well as the development and publication of a Guideline for Equality and Inclusion in the Workplace, which was taken up by the Indonesian Employer's Association, APINDO and by the Ministry of Manpower.

Table 8 Activities with APINDO

No	Activities Process	Time	Participants
1	FGDs for Developing Inclusive Workforce Guidelines	November 2019, February 2020, March 2020	APINDO, Accor Hotel Group and H&M. The FGD consisted of representatives from APINDO, PT. JOTUN, PT. Kalbe Farma, PT. Adis Dimensions Footwear, PT. United Tractors, PT. Trans Retail Indonesia and PT. Dayalima Adisatya.
2	Coordination meeting and review of the draft	April 2020, and June 2020	APINDO Disabled People's Organizations (DPOs); Yakkum and Sapda (Yogyakarta), Bilic (Bandung), Bank Central Asia (BCA) and PT. Dayalima Abisatya, and MoM.
3	Dissemination and launching	September 2020	Keynote speakers, Indonesian Minister of Manpower, Ida Fauziyah, and Nora Directorate of Domestic Labor Placement Kartika Setyaningrum the Head of APINDO, Hariyadi B. Sukamdani, Peter Novak, Acting Director of Human Capacity and Partnerships USAID Indonesia, Bahrul Fuad, Commissioner, National Commission on the Elimination of Violence against Women. 200 participants from Companies, Disabled People's Organizations (DPOs) and Non-Government Organizations (NGOs), national and local government, universities, and mass media

Starting point: Gender and Social Inclusion (GESI) assessments

Mitra Kunci conducted an initial assessment of GESI in the Indonesian workplace to understand which actions would be most appropriate for collaboration with the private sector. Through these assessments and small pilot activities, the team identified gender gaps in the workforce ecosystem at the national and provincial levels. The initial analysis concentrated on publicly available workforce statistics from the Indonesian Bureau of Statistics (BPS).

Key findings: Gender disparities and inequalities were evident throughout the workforce, mainly in the form of:

- A significantly lower rate of labor force participation for women compared with men;
- Significantly greater responsibilities placed on women to take care of and manage the household, which hampers them from being more active in the labor force;
- Occupational segregation by gender; and
- Over-representation of women in the most vulnerable employment areas.

Exploration of shared agenda through the Indonesian Employers Association

Mitra Kunci and APINDO National Executive Board initiated a focus group discussion at the APINDO office on September 3rd, 2019. Representatives of 23 companies (including Pertamina, Freeport, Kalbe Farma, Accor Hotel Group, BCA, Nike, Carrefour, Wismilak, Denso, Indocement, Nestle and Jotun), and the Ministry of Manpower (MOM) to discuss inclusive workforce development and to share experiences of implementing inclusive workforce. Areas of mutual interest emerged:

- The companies wanted to comply with Law no. 8/2016 which requires companies to hire of once per cent of workers with disabilities. They indicated a desire to comply but lacked the tools to identify opportunities, market them to people with disabilities (PWD) and recruit them, nor did they know what constituted reasonable accommodation and how to fulfil it.
- Companies were concerned with the cost of complying with the law and were concerned it might be expensive and difficult. They were looking for solutions that would not require a lot of financial resources.
- Human Resources staff recognized the important of GESI but often needed to convince top management to implement it in their companies, for some of the reasons above.

Mitra Kunci saw these challenges as entry points to collaboration, in line with its goals of building institutional capacity to practice inclusive workforce development (IWD), which would ultimately lead to new and better employment for poor and vulnerable youth.

Capacity building for private sector partners

According to the findings of the series of FGDs for Developing Inclusive Workforce Guidelines mentioned above, the majority of the private sector partners consulted did not employ individuals with disabilities; for example, the primary reason was that they do not have proper understanding about disability concerns. On the basis of these facts, a series of private sector capacity building activities was conducted. The following are only a few of the capacity-building activities that Mitra Kunci has initiated with APINDO:

GESI Workshop

Mitra Kunci led a series of workshop to develop private sector capacity related to GESI, starting with a joint workshop on GESI in the Workplace in the City of Bandung on September 26-27, 2019. 26 participants from 19 companies as well as APINDO national, province and district chapters attended. Participants were expected to begin developing GESI Action Plans at company level following this activity, which could include:

- Self-assessment of GESI status of each company
- Adoption of reasonable accommodation in company infrastructure
- Communication of the initiatives to the decision makers in the company

- Participate in the finalization of GESI guidelines of APINDO
- Development of inclusive HR policies
- Workshop on GESI for the company management
- Identification of the actual positions in the company that can be filled by people with disabilities
- Implementation of apprenticeship and recruitment of people with disabilities through collaboration with non-government organizations.

In the course of following up with APINDO and its member companies after this workshop, it became clear that companies needed more concrete guidance, particularly in terms of disability inclusion. Mitra Kunci saw a role for itself in supporting this.

Developing a GESI Guideline

Alongside training exercises targeted at human resource managers in firms, participants were encouraged to discuss their own experiences with inclusive employment. USAID Mitra Kunci collaborated with APINDO and company representatives to prepare a manual on workplace equality and inclusion in response to the needs identified during focus group meetings by private sector representatives.. This guidebook was created to assist businesses in establishing inclusive working practices.

To begin producing the GESI Guideline, Mitra Kunci convened a series of Focus Group Discussions (FGDs) with APINDO member companies to solicit their input on how the Guideline may be most beneficial and relevant. These meetings were held at the APINDO office and also at the offices of APINDO member companies until COVID-19 mandated that all meetings be conducted online. The business sector partners covered the costs of the in-person meetings as part of their contribution to the partnership.

Taking shape: deciding on principles for the Guideline

Mitra Kunci hosted the first of a series of focus group discussions (FGDs) on Developing Inclusive Workforce Guidelines in November 2019 with APINDO, Accor Hotel Group, and H&M. APINDO, PT. JOTUN, PT. Kalbe Farma, PT. Adis Dimensions Footwear, PT. United Tractors, PT. Trans Retail Indonesia, and PT. Dayalima Adisatya were represented at the FGD. The management of PT. Jotun volunteered to pay and arrange the meeting, which resulted in a set of principles for developing guidelines:

- Technically and practically focused
- Concise and easy to understand and apply in a company setting
- Provide implementation activities for different levels of management in the form of a book
- Include a section for senior management focusing on legal and compliance matters and Sustainable Development Goals (SDG) social impact
- Interventions framed as simple, easy to carry out and include contextual options/alternatives
- Include sections on the benefits of inclusivity, Do's and Don'ts, Crisis center information, how to access or set up support groups, success stories from companies/cases studies, information on relevant stakeholders: CSOs, communities of people with disabilities, relevant government departments and other organizations.

The second focus group discussion took place on February 20, 2020. USAID Mitra Kunci and APINDO invited Indry Supomo and Bahrul Fuad to serve as experts on the guidance book's content. On March 11, 2020, PT Kalbe Farma held and moderated the third FGD, which was attended by around ten private sector representatives. It was created to solicit feedback on the technical components of this book. The course covered topics such as how to handle situations with PWD, security, safety, and welfare, and communication.

By the time of the final meeting in April 2020, the final document had been completed and was ready for final edits. On June 26, during a meeting with members of the Indonesian Employers

Association (APINDO), the focus was on developing a guideline on GESI in the workplace and how the guidelines should incorporate a response to COVID-19, as the current situation necessitates innovative approaches to assist the private sector in empowering vulnerable groups, including people with disabilities. APINDO and Mitra Kunci commissioned Bahrul Fuad to serve as the resource person responsible for authoring this supplemental guidance.

Consultations with Disabled People's Organizations

Mitra Kunci held a video conference on June 24 to consult a number of disability groups on the draft GESI Guidelines. Attendees included representatives from various APINDO members, as well as Mitra Kunci's new partners from Disabled People's Organizations (DPOs) including Yakkum and Sapda (Yogyakarta), Bilic (Bandung), and a number of young disabled people from Bank Central Asia (BCA) and PT. Dayalima Ibu Nora Kartika Setyaningrum, Head of the Directorate of Domestic Manpower Placement's Sub-Directorate of Special Manpower Placement, and Suhardi, Head of Domestic Manpower Placement for People with Disabilities, also attended the meeting.

Gender perspective

The team engaged a gender expert throughout the FGDs to ensure that gender perspectives were properly integrated into the GESI Guidelines, and because the expert is also a PWD, she was able to further enrich the draft with her own experience and share ideas that private sector managers could use. Nurul Saadah, Director of Sapda, made significant contributions on how gender analysis may be used to explain workplace discrimination and how the Guide could be better by focusing on the unique requirements of women workers with disabilities.

Training for GESI Facilitators in the Private Sector

USAID Mitra Kunci, APINDO, and representatives from businesses developed a Training Module to be used in conducting training. The GESI Guidance Book serves as the primary source of reference for this training program. The training to establish a team of private sector GESI facilitators took place between May 27 and 30, 2021, and June 2-4, 2021. This online exercise drew 50 participants from 25 companies over four days, rather than the three-day in-person event originally intended.

The training course's objective was to develop facilitators among APINDO's business partners who would be capable of advancing company inclusion objectives. The course covered both the philosophy and practice of equality and inclusiveness in the workplace. Additionally, it taught participants how to create appropriate accommodations for workers and how to consider both physical and non-physical difficulties, as well as how to communicate inclusively and how to respond to an emergency scenario at work.

Guideline dissemination activities

Launch, September 2020: On September 29, 2020, the "Guideline for Equality and Inclusivity in the Workplace" was launched via webinar with nearly 200 participants from businesses, disabled people's organizations (DPOs), and non-governmental organizations (NGOs), as well as national and local government, universities, and the media. The Indonesian Minister of Manpower, Ida Fauziyah, was represented by Nora Kartika Setyaningrum from the Directorate of Domestic Labor Placement, the Head of APINDO, Hariyadi B. Sukamdani, and Peter Novak, Acting Director of Human Capacity and Partnerships at USAID Indonesia. Other speakers included Dadan Sukma Saputra (PT Dayalima Abisatya), Intan Permata Hati from PT Ad

Spreading the word

- Following its launch in September 2021, USAID Mitra Kunci sponsored a webinar series to continue the Guideline on Equality and Inclusivity in the Workplace's distribution. Mitra Kunci and DPN APINDO conducted the initial distribution at the MM2100

Industrial Estate on November 5, 2020. Over 150 individuals attended, representing human resource departments from businesses in the MM 2100 Industrial Estate. PT. Pan Pacific, a garment firm, highlighted their experiences hiring persons with disabilities. By highlighting the Pan Pacific experience, it is intended that these businesses would develop a better understanding of the process and build confidence in hiring persons with disabilities. Mitra Kunci also invited representatives from Saujana's [kerjabilitas.com](https://www.kerjabilitas.com) platform to assist in connecting partners with PWD. The MM2100 Industrial Estate Operations Manager declared his goal to promote the guideline to all industrial estates in Indonesia, with the hope that businesses in each industrial estate will consider hiring individuals with disabilities and practicing workplace inclusion.

- On November 24, 2020, a second dissemination took place. The workshop, which was attended by 99 regional offices and BCA Group subsidiaries throughout Indonesia, included a session in which a representative of disabled workers from Bank BCA shared his experiences from his day-to-day work in order to provide participants from human resource departments with a more complete picture of how to support workers with disabilities. Additionally, the DPO ThisAble participated in this exercise and is establishing relationships with BCA as a result.
- The third dissemination event took place on December 3, 2020, in conjunction with the commemoration of International Day of Persons with Disabilities. Mitra Kunci, DPN APINDO, and Hotel Accor Group organized this program, which drew participation from 130 Accor Hotels throughout Indonesia. Mitra Kunci demonstrated how Permout Hotel Jakarta has implemented inclusive employment practices by not only recruiting individuals with disabilities but also providing appropriate physical and non-physical accommodations for its employees throughout the recruitment and promotion processes. All of these hotels were able to learn from one another through the exchange of experiences connected to the application of inclusive employment. Mitra Kunci invited DIFALINK, a Bali-based disability organization that provides services nationally, to share their experience linking job seekers and employers, as well as practical suggestions on employing disabled employees. Following this event, Accor Hotels Indonesia established a framework for frequent monitoring and evaluation in each hotel. Their GESI Action Plans included the establishment of apprenticeship opportunities for disabled individuals.

Establishing a dialogue with the Indonesian Ministry of Manpower, CEOs, and business leaders to promote workplace inclusion

Mitra Kunci recognized that inclusive employment cannot be implemented without the assistance of a company's top management. As a result, it was critical to raise this issue with CEOs and other company executives. Mitra Kunci successfully organized a high-profile online Interactive Dialog on February 24, 2021, which drew over 200 private sector participants from the APINDO network, including 30 CEOs.

This event showcased progress toward Inclusive Workforce Development (IWD) made possible by Mitra Kunci's relationship with APINDO and the Ministry of Manpower. It asked MoM to strengthen its commitment to IWD and identify strategies to accelerate IWD implementation to all APINDO member companies in the country. Additionally, the event allowed USAID to underline its commitment to assisting the Indonesian government in establishing an inclusive workforce through private sector engagement efforts.

The lengthy conversation that ensued focused on the critical importance of the private sector meeting its mandate of 1% PWD in the workforce and the available support and incentives, including capacity development and mentoring. Additionally, it discussed ways to facilitate appropriate accommodation for PWD in the workplace. It also discussed the possible role of the MoM in encouraging the development of productive and skilled PWD to fulfill industry needs. The

conference concluded with an agreement to establish a Working Group (Pokja) comprised of representatives from the MoM, DPN APINDO, and disability organizations to draft a plan for inclusive workforce development. Additionally, it recommended the establishment of a Special Desk for IWD inside APINDO's national headquarters and regional offices.

Assistance to Companies in Implementing Inclusive Employment

Mitra Kunci conducts the mentoring process for businesses depending on their specific needs, and so the type of help differs from firm to company. Numerous enterprises have benefited directly from USAID Mitra Kunci aid, including the Hotel Accor Group, PT. Kalbe Farma, and H&M Indonesia. Several activities were conducted as part of this assistance, including a GESI assessment, a variety of training, and a survey of employee representatives involved in the implementation of inclusive employment policies in their organizations.

H&M Indonesia

H&M Indonesia is one of the companies supported by Mitra Kunci that takes an active role in the mentoring process, from introducing the concept of inclusive employment to developing action plans, implementing them, and surveying the results of action plans through job satisfaction surveys. This was done twice during the period of cooperation. H&M Indonesia used the existing handbook and converted it into its own WIN Project during the second year of partnership to ensure the program's viability.

Mitra Kunci began assisting H&M Indonesia in 2019. At the start of the engagement, USAID Mitra Kunci and H&M Indonesia co-hosted a workshop to explain the concept of workplace inclusivity to eight garment factories that are subsidiaries of H&M Indonesia. At the conclusion of the discussion, each organization developed an action plan for fostering inclusivity throughout their organization.

Additionally, to ensure that action plans are implemented in each company, a survey was done regarding the implementation of inclusiveness in the eight-production unit, as well as the degree of employee job satisfaction. The survey tools were developed in collaboration with Better Work Indonesia (BWI), USAID Mitra Kunci, and H&M Indonesia. This poll covers solely the implementation of each company's action plans following the October 2019 to September 2020 workshop. The following are the results of the survey:

In the last year of intervention, H&M has hired eight people with disabilities. Some businesses have begun to provide reasonable accommodations, such as parking for individuals with disabilities, disabled-access bathrooms, and ramps at the factory entrance and in places of worship located within the factory environment. Some have developed standard operating procedures (SOPs) for working with PWD. One has integrated subject material on equality and inclusiveness into its employees' usual training.

After observing the huge benefits to employees of implementing an inclusive strategy at the company, H&M Indonesia expanded this relationship in 2021. Previously, eight companies were involved; in 2021, that number expanded to seventeen.

Prior to initiating this collaboration, another survey was done to ascertain the additional needs of each organization in terms of implementing inclusive employment. The survey results served as the foundation for H&M Indonesia's development of the Project Workforce Inclusive (WIN Project), and it was via this activity that H&M Indonesia, in collaboration with USAID Mitra Kunci and BWI, carried out the following activities:

August 2021, Sign Language Training

Training on Reasonable Accommodation, September 2021

September 2021 training on story writing for GESI in the workplace

October 2021: Monitoring and evaluation of the joint program on GESI to determine its influence on the workplace and on the workers themselves.

H&M Indonesia aims to conduct another survey, this time on the influence of inclusive employment on staff productivity.

PT. Kalbe Farma TBK

Kalbe Farma took the initiative to arrange a one-day workshop to present GESI and Inclusive Workforce development to their internal group of enterprises following their participation in Mitra Kunci's GESI Workshop in September 2019. There were 55 participants from 15 Kalbe Farma enterprises.

One of the action goals developed by PT. Kalbe Farma TBK following the last training was to make gender Equality and social inclusion the primary focus of the company's biannual in-house training. Additionally, PT. Kalbe Farma Tbk. conducted in-house training in March 2021 to promote GESI in the workplace. This event, which was part of the regular program at Kalbe Farma, drew 100 participants from 15 factories throughout Java. Mitra Kunci chaired the debate and provided professional feedback on GESI in the workplace and also connected industry partners and disability organizations, which should result in additional collaboration and potential recruitment of PWD.

Hotel Accor Group

The mentorship process for Accor Hotels Group began in December 2019 with the completion of an Inclusive Employment Self Assessment at nearly all Accor hotels in Jakarta. The survey included 38 Accor hotels in Jakarta. According to the assessment's findings, 30 Accor hotels wanted to hire employees with disabilities. Accor Jakarta required a total of 53 persons and welcomed those with various forms of disabilities, including disabled, deaf, and mute. Additionally, as indicated in the self-assessment, these hotels provide positions ranging from Housekeeping, Back Office, Administration, Laundry, CCTV, Operator, to Culinary.

Additionally, following the survey, Accor planned to conduct a link and match process to address the needs of Accor Hotel Group employees with disability. However, as a result of the COVID outbreak, USAID Mitra Kunci and Accor Hotel Group were obliged to cancel this engagement. Mentoring continued through numerous discussions and also through the distribution of guidebooks to all Accor hotels throughout Indonesia. Because the hotel industry was severely impacted by COVID-19, Accor Hotels' central management ordered its members to begin supporting the adoption of inclusive policies in their respective workplaces, despite the fact that they were currently unable to recruit personnel. To address this requirement, USAID Mitra Kunci facilitated conversations and dissemination of the equality and inclusivity guidebook in the workplace in collaboration with 130 hotel accord groups around Indonesia. Additionally, Mitra Kunci provide comments as needed on program implementation in each hotel.

Link & Match among P&V youth, vocational training providers, and employers

Mitra Kunci facilitated connections and matches between the private sector and job training providers and disability organizations. This was a significant development for the corporate sector, as few companies have previously partnered with disability organizations and job training providers.

USAID Mitra Kunci purposefully paired disability organizations with industry representatives as resource persons through the distribution of Guidebook on Equality and Inclusivity in the Workplace. USAID Mitra Kunci hosted the session to allow representatives from the two institutions to discuss their experiences with various initiatives promoting workplace inclusion. As a result, each of these institutions' stance on workplace inclusivity has shifted.

The private sector partners had tended to keep a distance from non-governmental organizations such as DPOs, and this has shifted as a result of these interactions. Similarly, the perspective of DPOs, which also tend to believe that businesses are hesitant to hire people with disabilities, shifted as they gained a better understanding of the private sector's challenges.

Mitra Kunci facilitates further interaction through multi-stakeholder meetings and training sessions, bringing together a diverse range of participants included officials from the Manpower offices, representatives of different ministries/institutions, job training centers/institutions, universities/polytechnics, and business. These forums continued to take place in the provinces of West Java, East Java, and Central Java through September 2021.

This link and match activity was conducted not only to meet workforce recruiting demands, but also to promote the establishment of a CSR program aimed at empowering P&V youth, including those with disabilities. It also helped to inform new training curricula that met labor market needs and prepared graduates for entry into the workforce.

As a result, numerous corporations have partnered with disability organizations to organize in-house training, such as PT Kalbe Farma and Klability.com. Additionally, the Accor Hotel Group engages with Difalink on recruitment initiatives. Along with hiring, one of Accor's hotels in East Java and the Job Training Center collaborated to host an exhibition of paintings by mentors with disabilities. In West Java, prospects for collaboration between restaurant and hotel owners and disability organizations such as BiliC for the recruitment of disabled workers are also abundant, according to a Human Resources Manager who was present at the June 2021 meeting convened by Mitra Kunci.

2.5.2.3. HIGHLIGHTS OF RESULTS

The following highlights some of the collaborations between Mitra Kunci and the Private Sector.

- Mitra Kunci has promoted connectivity between the private sector and disability organizations and social entrepreneurship that can empower and prepare workers with disabilities and improve their jobs.
- It has also enabled connectivity between the private sector and vocational training providers within the framework of cooperation for workforce placement as well as initiating entrepreneurship and empowerment for P&V youth.
- Several companies, including 17 H&M production unit companies in Indonesia, PT. Kalbe Farma, and Accor Hotel Group, have introduced inclusive policies in their own workplaces.
- There is a willingness on the part of the private sector that has never previously recruited workers with disabilities, to begin recruiting, for example PT. Kalbe Farma.
- APINDO's National Executive Board established a special desk for inclusive employment that will provide assistance to its member companies seeking to implement inclusiveness in the workplace. This commitment was demonstrated through the following activities:
 - Forming a Facilitator Team for the implementation of inclusive employment by corporate representatives
 - Conducting sign language training for representatives of APINDO member firms
 - Collaboration with ministries/agencies to promote the government's involvement in initiatives by various enterprises to achieve inclusivity in the workplace.

2.5.2.4. SUSTAINABILITY AND ADOPTION OF MK PRODUCT BY PRIVATE SECTOR AND MOM

In addition to a strong commitment to build a dedicated desk for inclusive employment within APINDO's DPN, the current General Chair of APINDO has encouraged numerous member companies to begin implementing inclusive employment practices. This is demonstrated by the frequency with which the Chairman of the APINDO DPN discusses inclusivity in many national and international venues, one of which being the United Nations Global Compact meeting in early September 2021 in Multi-stakeholder Dialogue on Business and Human Rights Series XIII organized by the Indonesia Global Compact Network (IGCN). The event addressed the topic "10 Years of Progress and Challenges of Business and Human Rights in the Private Sector.

Certain businesses have begun to address the issue of workplace inclusivity. Several companies, including PT. Kalbe Farma, PT. Jotun Indonesia, and Accor Hotels Group, are now actively discussing this issue. and including the topics of social inclusion and gender equality during in-house training.

At H&M Indonesia, adaption was accomplished through the establishment of the "Workforce Inclusive (WIN) Project." H&M Indonesia urged its 17 manufacturing units, garment factories in Central Java, to embrace workplace inclusivity by revising employment policies, providing adequate accommodations for workers with disabilities, and promoting people with disability recruitment.



The Guideline has since become part of APINDO's discourse on inclusive workforce development.

2.5.3. ENGAGING YOUTH CHAMPIONS

2.5.3.1. DESIGN OF INTERVENTIONS IN ENGAGING YOUTH CHAMPIONS

Meaningful engagement with youth

As a project that uses Positive Youth Development (PYD) approach, Mitra Kunci always ensured that engaging youth is at the heart of its work. Throughout the project the team put effort into meaningfully engagement with young people through various platforms, these included the creation of Youth Support Network (YSN) by SINERGI, the involvement of 564 youth facilitators to lead various KKN-TKWU trainings, and PYD training for PIs so that they could integrate this approach to their interventions.

A new, diverse youth network with an advocacy role.

One of the highlights of the program's youth engagement was the creation of Youth Network for Decent and Inclusive Work (Jaringan Orang Muda untuk Kerja Layak dan Inklusif / JARUM KAYU), which was created in the fifth year to take forward youth advocacy for a more inclusive workforce in the country. This is in line with Mitra Kunci's Market-based Inclusive Workforce Development Model that put communities and supporting groups as one of important elements in the IWD ecosystem.

...co-designed with youth and informed by Positive Youth Development approaches

PYD guides interventions to focus on improving young people's assets, agency, contribution and enabling environment for them to thrive. These also guided Mitra Kunci's process of creating the advocacy network, especially to make sure we provided relevant skills and safe spaces so that young people can exercise their agency to advocate a better workforce, and using a co-design process.

Co-designing of JARUM KAYU

- Collaboration with youth organizations
- Regional discussions with youth-led organizations
- Open invitation to youth activists



Co-designing of JARUM KAYU's Advocacy

- Learning workshops
- Advocacy & Policy Brief training
- Survey creation

Intervention design of MK's Youth Advocacy Network

Co-designing JARUM KAYU: Collaboration with Emancipate Indonesia and Koneksi Indonesia Inklusif (KONEKIN)

Mitra Kunci collaborated with two youth-led organizations, namely Emancipate Indonesia and KONEKIN throughout Year 5 to ensure the network creation process is youth-led. Emancipate is an organization that focuses on issues related to modern slavery and decent work for young workers, while KONEKIN focuses on the issue of disability inclusion. Mitra Kunci formalized cooperation with the two organizations through an MoU in early 2021. Throughout the collaboration, it was proven that their expertise and perspective has helped the program to make it more relevant for engaging poor and vulnerable youth in the regions.

Consultations

The co-design process of the network started with an initial series of discussions (titled NGELOKER) with youth activists in the three provinces that Mitra Kunci co-led with the two organizations. Learning from around 45 activists (including SENERGI's YSN members) who joined the discussions, the team learned that stigma, discrimination, and limited access to workforce are still experienced by marginalized young people. The discussion reinforced the need for a supporting group to tackle these issues. Mitra Kunci, Emancipate and KONEKIN agreed to continue with the initial plan to invite youth activists, establishing a network together by identifying a team of 15 youth leaders who would be network founders.

Recruitment

In the recruitment process, both Emancipate and KONEKIN expanded the reach to more youth-led and disability-focused organizations. This resulted in more than 175 youth activists in the region applying for the opportunity. Founder members were selected with respect to inclusivity, and they are a diverse group. 15 founding members (18-29 years old) include young people with disabilities (sensory, physical, and cognitive), young mothers, transgender as well as young workers from various backgrounds (Human Resources staff, consultants, labor union advocates, students, law clinics, UN staff and marginalized group organizations). In the first meeting the 15 founding members agreed to name the group JARUM KAYU.



Thella, the founder of KONEKIN (Left) and Amel, Program Director Emancipate Indonesia (right) presenting their insights on decent work and IWD for young people during NGELOKER events

Engaging JARUM KAYU Founding members

The co-designing process also extended to the making of JARUM KAYU's advocacy agenda. All the 15 founding members have a say on what is important for them by facilitating a series of workshops where they can share and reflect stories and experience on issues related to IWD.

Mitra Kunci also invited PUSKAPA (Center on Advocacy and Research on Child Protection and Wellbeing) to provide a session on advocacy and policy brief writing workshop so that JARUM KAYU's advocacy focuses can be sharpened.

In the co-designing process, Mitra Kunci provided opportunities for JARUM KAYU to decide their preferred mode of activities for the advocacy. Through a series of internal discussions, they chose to conduct a focus discussion with marginalized group organizations and to develop a public survey to gain a better grounding on the current situation of marginalized young workers.

These activities also aimed to support JARUM KAYU in crafting recommendations for IWD in Indonesia. Mitra Kunci, Emancipate and KONEKIN facilitated the whole process while also bringing various other stakeholders (government, private sector) to participate.



JARUM KAYU Activities: Policy Brief Writing Workshop with PUSKAPA (left) and Discussion with President of Republic of Indonesia's Special Staff and various marginalized group organizations focusing on young people, decent work and inclusive workforce development (right)

2.5.3.2. YOUTH ENGAGEMENT ACTIVITIES

Overall, JARUM KAYU's initial activities can be grouped into four main activities: Learning Workshops; Stakeholders Discussions; Survey and Digital Engagement. These activities were fully facilitated by Mitra Kunci, Emancipate and KONEKIN.

Content for Change Bootcamp: Equipped Student for KKN-TKWU Program

Mitra Kunci hosted a BootCamp to equip students going on their KKN-TKWU community activities with field reporting, story writing, photography, video making, and content creation for social media, and gave them fund raising ideas for the village enterprises they were going to work with.

Content for Change was a virtual bootcamp or online training initiative launched by USAID Mitra Kunci to discuss and learn from experts, particularly social-oriented content experts. Participants in this activity included students from the KKN-TKWU program who were starting in 2021, as well as

several KKN participants who had begun their projects and were in the process of developing their business.



Content for Change Bootcamp was conducted online on July 2021

This Content for Change activity took place over two days on July 27 and 28, 2021, and was attended by 148 young people from university partners such as POLINES, UNSIL, POLBAN, POLIJE, UNIKU, UNEJ, UNSUR, and UNESA, as well as several representatives from Jarum kayu and the Mitra Kunci program network. The event, which was opened by Bp. Prof. dr. Aris Junaidi, Ph.D., Director of Learning and Student Affairs, Directorate General of Higher Education, Research and Technology, Ministry of Education, Culture, Research and Technology, and COR USAID Mitra Kunci, Mrs. Ester Manurung, featured several speakers, including:

1. Jajang Jamaludin, Chief Editor of Koran Tempo
2. Photographer Tatam Syflana from the Associated Press (AP)
3. Tunggal Harwanto, the founder of the Indonesian Literacy House – Banyuwangi as well as the District Focal Point EEE PWD in Banyuwangi.
4. Suwarjono, the Chief Editor of Yoursay.id, and
5. Iqbal Hariadi, the Kitabisa.com Head of Brand Communication.

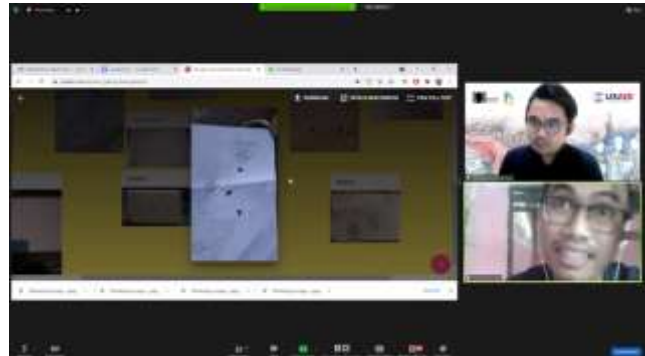
Oky Wiratama from Jarum Kayu, Amalia Suri, Program Director of Emancipate Indonesia, and Marthella Sirait, founder of KONEKIN, were also present in the closing session to discuss a Social Campaign and Digital Advocacy for Young People.

Learning Workshops

As a group of individuals brought together to form an advocacy network, it is essential that everyone share their expectations, stories, and values before moving forward. Learning Workshops was designed to provide such an avenue for the founding members of JARUM KAYU. Three workshops were conducted, include one in which JARUM KAYU designed their advocacy activities and FGDs with various stakeholders.

The River of Life sharing exercise

One of the highlights of these workshops was a session called ‘*Sungai Kehidupan*’ (translated as ‘Rivers of Life’). In this session, each founding member was asked to draw their life history as if it was a stream of a river and present the drawing to the group. This exercise stimulated deep



Survey: Youth and Decent and Inclusive Work



Multistakeholder discussions with senior government officials

USAID.GOV

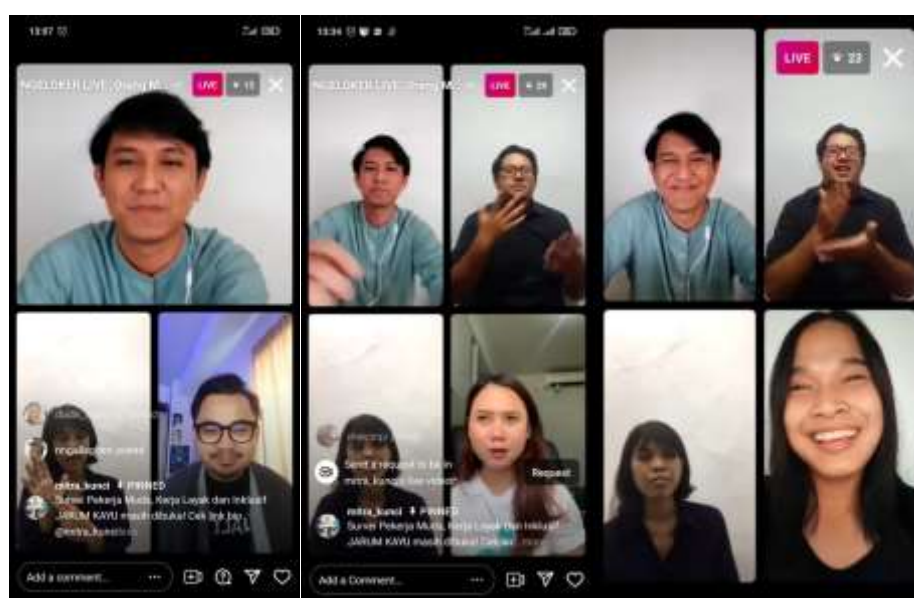
Ministry of Manpower, Indonesian Chamber of Commerce (KADIN) and various marginalized group organizations during the workshops, also to share their recommendation from the Survey. JARUM KAYU also joined various meetings such as Mitra Kunci's discussion with Ministry of Manpower and National Coordination forum of Community TVET on BLK Roadmap and the Discussion on the drafting of the Guideline for Inclusive Community TVET. JARUM KAYU also had chance to connect with the KKN-TKWU student groups as they led a session on advocacy and social campaign at Mitra Kunci's #ContentforChange Bootcamp.



JARUM KAYU Engaging Stakeholders: Izka presenting survey result and recommendation to representative of KADIN Indonesia and Ministry of Manpower (left); Nurma, Rahma and Agung attending MK's Discussion on Inclusive BLK Guideline (middle); Oky presenting Advocacy 101 to KKN-TKWU student groups in MK's #ContentforChange Bootcamp (right).

Digital Engagement

Mitra Kunci's effort to increase JARUM Kayu's visibility also extended online. One highlight was an introductory Instagram Live session for JARUM KAYU which featured Amanda, a transgender youth activist who is actively voicing out the issue related to equality. Mitra Kunci, Emancipate and KONEKIN also published content related to JARUM KAYU to amplify their message to a wider youth community.



Instagram Live Session to Introduce JARUM KAYU: Diva (KONEKIN), Amanda (JARUM KAYU) and Margianta (Emancipate Indonesia) were answering audience's questions on JARUM KAYU, young workers, and decent & inclusive work.



MK, Emancipate and KONEKIN's social media posts featuring contents related to JARUM KAYU

2.5.3.3 HIGHLIGHTS ON RESULTS: A WORKING MODEL FOR YOUTH ENGAGEMENT AND OUTREACH

Amplified youth voices and opinions

Reflecting on the progress of JARUM KAYU since its inception, it is clear that this youth engagement model worked well in terms of amplifying a wider youth voice into IWD conversations. At the closing of Mitra Kunci project, more than 200 young people across Indonesia conveyed their interests to join JARUM KAYU (the number was gathered from written confirmations of young people who initially applied to be founding members, and the ones who participated in the JARUM KAYU survey). The survey that JARUM KAYU conducted also well-received with over 200 young people from 19 provinces in Indonesia participating.

Speaking out about inclusion in the workplace

Bringing young people with various disabilities and gender expressions together also strengthened the credibility of JARUM KAYU to be at the forefront to speak about the rights of marginalized groups in the workforce. In August 2021, JARUM KAYU was featured in an in-depth media coverage by *solider.id* (an online media specializing on inclusion issues) to speak about access to the workforce for young people with disabilities and transgender people. In the two articles, the coverage also highlighted how JARUM KAYU has become 'the pioneer of youth network in Indonesia that speaks out about workforce issues.'



Members of JARUM KAYU showing a sign of 'JARUM KAYU' to solider.id reporter during an interview for the article on JARUM KAYU, Young People and Access to Workforce

JARUM KAYU also kept themselves busy with various requests for speaking engagements and collaborations on the IWD issues. To name a few, JARUM KAYU was featured as main speaker on a discussion on inclusivity hosted by Peace Leader Indonesia and supported the Peace Literacy Class by Generasi Literasi and Mulia Raya Foundation.

A collaboration was also agreed between JARUM KAYU and Deaf to Dev, an initiative to provide a web development class for deaf young persons. In the collaboration, JARUM KAYU accepted the request from the organization to provide them with capacity building sessions to further familiarize Deaf to Dev's team on how to engage with young people with disabilities. In their regular engagement, JARUM KAYU also actively supports many other external advocacy initiatives such as the civil society advocacy on Indonesia's Omnibus Law on Workforce and the draft law on the prevention of sexual violence.

2.5.3.4 SUSTAINABILITY OF OF YOUTH ENGAGEMENT

During conversations with Emancipate and KONEKIN, both organizations agreed to continue providing technical assistance for JARUM KAYU moving forward. In the last weeks of the project, Emancipate and KONEKIN also stepped up in facilitating several JARUM KAYU meetings.

- Equipping JARUM KAYU with a strong internal mechanism is also another key element to JARUM KAYU's sustainability. Since the initial inception of JARUM KAYU, Mitra Kunci has always encouraged JARUM KAYU to establish a strong governance system. These efforts resulted in a clear division of labor that JARUM KAYU already has so that they can divide their focus equally on program management, as well as resourcing efforts for the organization's sustainability. JARUM KAYU is also already in the process of applying for several grants and is exploring collaboration with many other organizations.
- To further boost its visibility, JARUM KAYU has created its own logo and social media accounts. JARUM KAYU has also started a series of Instagram Live to further spread the message on IWD advocacy.



JARUM KAYU's Social Media Accounts and Snapshots of JARUM KAYU's first Instagram Live session on IWD

2.6. PROJECT IMPLEMENTER RESULTS

2.6.1. SINERGI AND MITRA KUNCI ACTIVITIES IN CENTRAL JAVA

SINERGI worked with the local government and private sector to advocate inclusive workforce development and coordination among the four pillars (4P): Government, Private Sector, Youth and Capacity Provider (Pemerintah, Perusahaan, Pelatihan, Pemuda). The SINERGI full implementation phase grant ended on September 29, 2020. All field activities ended in July 2020, and the SINERGI office in Kota Semarang was closed. The team conducted beneficiary tracking of more than 7,000 young people after the series of inclusive job fairs in Kebumen, Solo Raya and Rembang. Tracking involved a series of self-assessments, education classes in the inclusive job market, and direct interview sessions from SINERGI partner companies carried out jointly by the entire SINERGI team and the Youth Support Network (YSN) team in the field.

By the end of its program, the SINERGI grant had achieved the following results:

Table 9 SINERGI Target and Contribution

No	Mitra Kunci indicator	Mitra Kunci target	SINERGI contribution
2.1	Number of individuals accessing the Mitra Kunci Program Activities increase	55,000	20,145
2.2	Number of individuals who complete USG-assisted workforce development programs	27,577	1,197
2.3	Number of individuals with improved skills following completion of USG-assisted workforce development programs	24,325	1,079
2.4	Number of individuals with new or better employment following completion of USG-assisted workforce development programs	6,491	1,615
3.1	Amount of resources leveraged from public or private sector partners for Kunci workforce development programs	IDR 750,000,000	IDR 303,800,000
3.2	Number of workforce development partnerships developed	105	41

The table above shows that the SINERGI grant made significant contributions to the achievement of Mitra Kunci's target, particularly by contributing nearly half of the target for individuals accessing program activities, nearly half of the resources leveraged from public or private sector partners and workforce development partnerships and over half of the companies participating in workforce development programs. Most outstandingly, the SINERGI grant helped Mitra Kunci surpass its target of publication of skills development and employment opportunities, exceeding the overall target by more than 13 times.

In terms of gender equality and social inclusion (GESI) in the SINERGI grant program,

- Of the 13 YSN members who attended the YSN reorientation activities, eight were women (61.53%). One of the 13 YSN members who attended was a PWD.
- Of the 106 young people who were successfully reached offline (limited visits), 59 were women (55.66%), and eight of them were PWD.
- Of the 138 young people who were reached online by YSN, 60 were women (43.47%)

POKSI

The provincial government saw the POKSI action forum initiative as a way to bring together public and private sector parties with a shared interest in inclusive workforce development and acknowledged that this helped bridge between its own departments as well.

Meanwhile the USAID Monitoring and Evaluation Support Project (MESP) Scalability Assessment found that there were too many POKSI members and not enough of them were decision-makers, so while POKSI met and discussed key issues, it was not able to act on the information or solutions presented. Therefore the second stage of SINERGI was referred to as SINERGI 2.0 as it streamlined POKSI and focused on specific actions to increase the number of poor and vulnerable youth who had access to quality training and employment opportunities.

Mitra Kunci continued supporting this collaboration with the government driving activities by making use of the Youth Support Network and systems set up by the SINERGI grant. This bridging role was also valued by private sector partners who saw how it helped them to connect with PWD as potential employees.

Youth Support Network

The Youth Support Network was a voluntary youth group supported by SINERGI that reached out to youth, alerting them to job fairs and training opportunities and supporting them as they go through training and seek employment. The contribution of the Youth Support Network (YSN) to inclusive workforce development was recognized by the Governor of Central Java, Ganjar Pranowo

and his Team for Development Acceleration (TGUPP) worked with the Provincial Office for Youth, Sport, and Tourism to obtain a budget allocation and other support to utilize the YSN for inclusive workforce development programs after the SINERGI project ended.

YSN was part of the POKSI forum, see below, along with other member such as private sector representatives, training centers and workforce related local government offices. YSN representatives offered their perceptions and suggestions regarding the needs of youth at one of the POKSI meetings in early 2020. They noted that assessments that help youth recognize their strengths are critical for young people and especially P&V youth because they often lack self-knowledge so can have a hard time finding jobs that they are qualified for. Following the shift to online work in July, the SINERGI team re-orientated the Youth Support Network (YSN) team and developed a new outreach plan to provide access to work information. They also refreshed their knowledge of the YSN modules on ten topics (see below for more about this guide). The YSN leaders also acted as facilitators for youth at the event to provide motivation and direct them to companies that matched their interests and talents.

Re-orientation of the Youth Support Network



Ruki **Riandhini**, Team member of YSN SINERGI: "It's great that SINERGI is present in Rembang, because young people in Rembang really need access to information on employment. I hope that young people can get a job, thereby reducing unemployment and they can be more productive. "



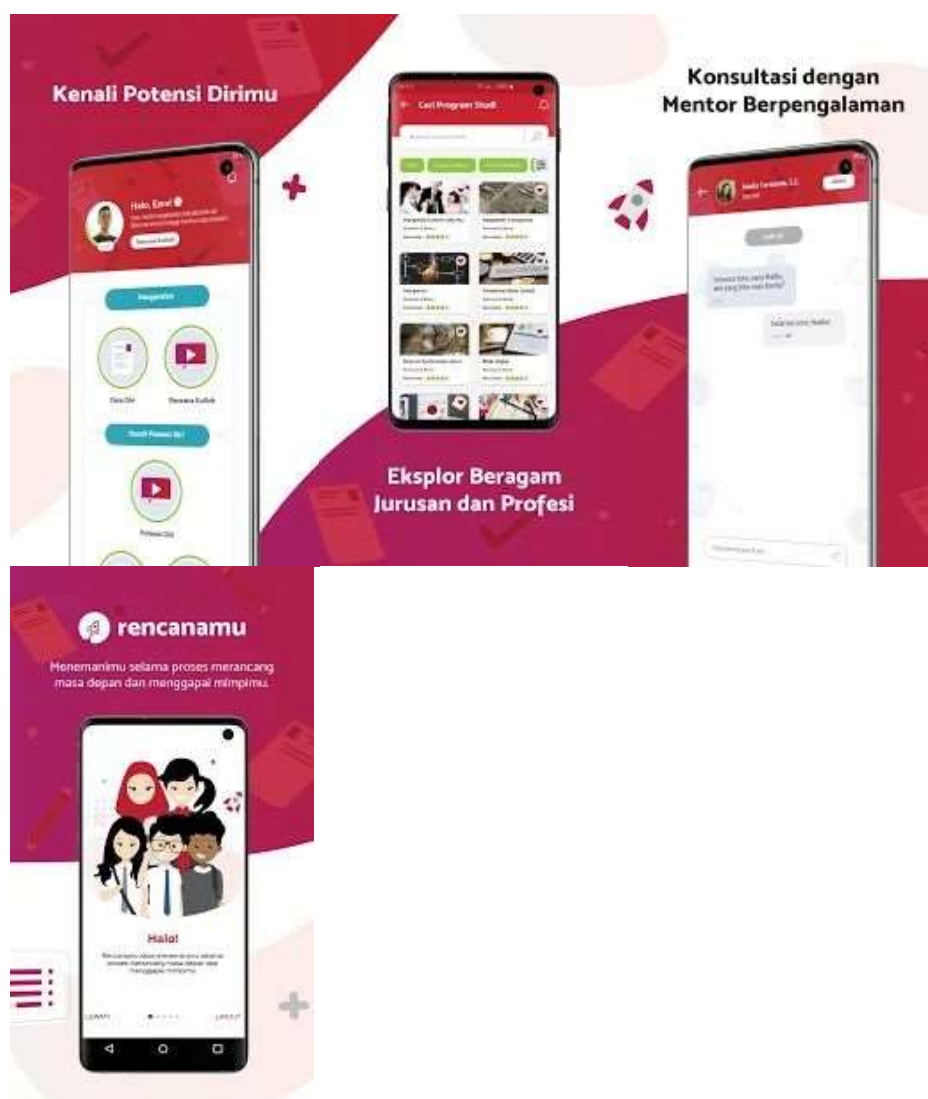
One of the youths assisted by YSN noted that "When we talk to them it is like chatting with your own friends, we can ask questions freely".
Soim Ramadhan, Semarang District

To support the YSN, the SINERGI team developed a guide for YSN members containing ten modules on Interests and Talents; Gender; Social Inclusion and PYD; Working readiness; Entrepreneurial Readiness; Work Card; Corporate and Entrepreneurial Work Culture; Strengthening Positive Character; Building Success; Work Ethics; and Submitting Job Opportunity Information. The content was developed with inputs from multiple sources including youth participant in SINERGI activities, and SINERGI coached the YSN team on how to use it with P&V youth.

Rencanamu app

As a result of coordination with SINERGI, the local Manpower department showed enthusiasm to use the Rencanamu platform (a talent assessment and recruitment platform that help increase students and graduates employability and connect them to various job opportunities) for that

purpose. Manpower planned to integrate Rencanamu into existing applications such as ayokitakerja.kemnaker.go.id and bursakerja.jatengprov.go.id.



Youth were invited to register and assess their skills in the Rencanamu portal. In total, 5,311 job seekers signed up on Rencanamu (1,900 in Kebumen and 3,411 in Solo). There were two talk shows and educational sessions on topics including: preparing to enter the work world, preparing CVs, interviewing, and how to access capital for businesses. More than 120 companies and training providers in the field of manufacturing, textiles/garment, logistics, tourism, telecommunication, financing etc. participated in the festival, with of the ten companies already categorized as being inclusive.

Advocacy for J2SR

On August 5, SINERGI officially submitted a concept and strategy for the integration of Inclusive Workforce Development (IWD) into the Central Java Province planning document (provincial government work plan or RKPD 2021) to BAPPEDA and the Office of Manpower.

The SINERGI online Debriefing Meeting on August 19, 2020, included representatives of stakeholders in Central Java, including government representatives and YSN. They concluded that follow up needs to support the continuation of POKSI as a valuable multi-stakeholder platform, integration of IWD concepts and strategies into regional planning (RKPD 2021), and the potential to adopt the Rencanamu system. The provincial government would also like to bring the YSN network under the wings of its social welfare volunteer program.

Mitra Kunci Activities after the Closing of SINERGI

The USAID Mitra Kunci operations in Central Java Province between October 2020 and September 2021 were a follow-up activities after the closing of SINERGI.

Based on the accomplishments of SINERGI's activities, USAID Mitra Kunci followed up on several recommendations by advocating for and coordinating closely with the Central Java Province's Office of Manpower and Transmigration in encouraging the development of an inclusive workforce through the updating of the Online Job Exchange application (E-Makaryo) in order to support investment and development in the Central Java region, as well as the industrial sector.

Development of the Online Job Market Application (E-Makaryo) is a piece of software that can be used to store and process employment data (job search). The construction of the manpower placement application portal serves as data management systems and data reports, with the goal of making it one of the government's tools to reduce unemployment in Central Java. The Central Java Job Exchange (E-Makaryo) program evolved into a portal for data and information management systems related to the implementation of unemployment alleviation activities in Central Java, including users from all districts/cities in Central Java. E-Makaryo was initially created as an application/platform to provide information of available jobs online and facilitate registration, applications by job seekers, job fairs, access to people with disabilities, and overseas work. The app includes a monitoring mechanism for workforce placement.

Adding value to the E-Makaryo app

Additionally, based on the outcome of an in-depth discussion with USAID Mitra Kunci and the Office of Manpower and Transmigration of Central Java Province's Placement (Penta) of Manpower and Transmigration, which had been ongoing since December 2020, it was agreed to collaborate on the development of the E-Makaryo application (<http://bursakarya.jatengprov.go.id/>) in terms of adding psychometric features that will be fully owned by the Central Java Province. This feature is a type of service for job-seeking young people (Pencaker). As a psychometric feature, this acts as an initial screening stage for job seekers and enables employers to pick qualified candidates from the start, so decreasing the work required during the recruitment and selection process, which is typically lengthy and costly.

Psychometric characteristics are based on fundamental psychological principles that place a premium on cognitive abilities when selecting employees. The following factors influence the selection of this measuring instrument:

1. A psychometric feature that does not require participants to respond to questions in the form of language or arithmetic. This is to account for the variability of participants from diverse backgrounds and to ensure that tests that do not require language are easier to respond to and serve as a benchmark for one's response ability.
2. The minimum level of cognitive criteria can be established from the start, when the seeker processes his application and then enters a more specific test stage to obtain a profile of a person's fundamental abilities.

The psychometric test results reveal a profile of job seekers' self-potential, interests, and abilities in relation to available employment prospects. Psychometrics can assist in connecting adolescents, job seekers, and businesses in a sustainable manner, based on both parties' potential and needs.

E-Makaryo psychometric feature development activities involved intensive consultation and assistance from a team of experts comprised of psychologists and information technology experts, as well as input from relevant stakeholders (industry/companies, job seekers, and persons with disabilities) with the following stages:

1. Problems and System Data Analysis
2. System Design/Design
3. Developing/creating features for talent interest assessment in applications

4. Data import
5. System security
5. Application Implementation
6. Reporting

Putting E-Makaryo to use: data from September 2021

Table 10 E-Makaryo Data Recapitulation Period July 2020-September 2021

Job Seeker	BKK	Employer	Job Offered	Number of Position	Placement
183,972	1,168	537	1,744	75,663	153

Table 11 Job Offer of the 20 Industry in E-Makaryo

No	Industry	Jobs Available	Number of male employee needed	Number of female employee needed
1	Garment / Textile Industry	292	3,567	20,773
2	Manufacture	193	635	4,914
3	Other	41	662	3,547
4	Logistics / Transportation	82	1,7997	1,949
5	Service	57	982	1,334
6	Electronics	71	661	1,241
7	Leather Industry	1	100	900
8	Telecommunication	57	1,069	882
9	Financial Institutions / Banks	109	782	841
10	Consultant	45	789	707
11	Hospitality	27	693	700
12	Machinery / Equipment	4	6	602
13	Repairment/ Service	8	394	500
14	Accountant / Auditor	40	431	405
15	Computer / Information Technology /	25	181	307
16	Education	15	208	285
17	Insurance	20	190	264
18	Consumer Products	12	145	263
19	Health	104	202	246
20	General trading	64	428	245

2.6.2. PROGRESIF

Advancing disability inclusive employment in East Java

The Progresif program was implemented by Saujana from October 2019 - September 2020, with an NCE to December 2020. Progresif was designed to advance disability inclusive employment systems in East Java through:

- Technical assistance and training (TOT for 40 instructors) for two state-run BLKs
- 75 private companies become more inclusive
- Improved skills and job opportunities for 150 youth with disabilities through *Kerjabilitas.com*

Lembaga Saujana is the former Mitra Kunci grant Ayo Inclusive! Saujana is the institution that developed and managed *Kerjabilitas*, inclusive job services for persons with disabilities. The PROGRESIF project aimed to improve the disability-inclusive employment system in East Java through increasing the inclusiveness of the two Balai Latihan Kerja (BLK) / Work Training Centers under the Ministry of Manpower, as well as providing technical assistance for employers in East Java so as able to recruit job seekers with disabilities. Assistance focused on raising awareness of inclusive employment. Parallel to that, PROGRESIF also worked to increase the capacities of youth with disabilities, through training, coaching and mentoring, focusing on work preparedness.

By the end of August 2020, PROGRESIF had trained 118 out of its target of 150 youth with disabilities, and 37 had begun work, 21 in the formal sector and 16 informally. Two of those who gained formal employment used *kerjabilitas.com* to apply for the jobs.

Table 12 Progresif Indicators: Targets And Achievements

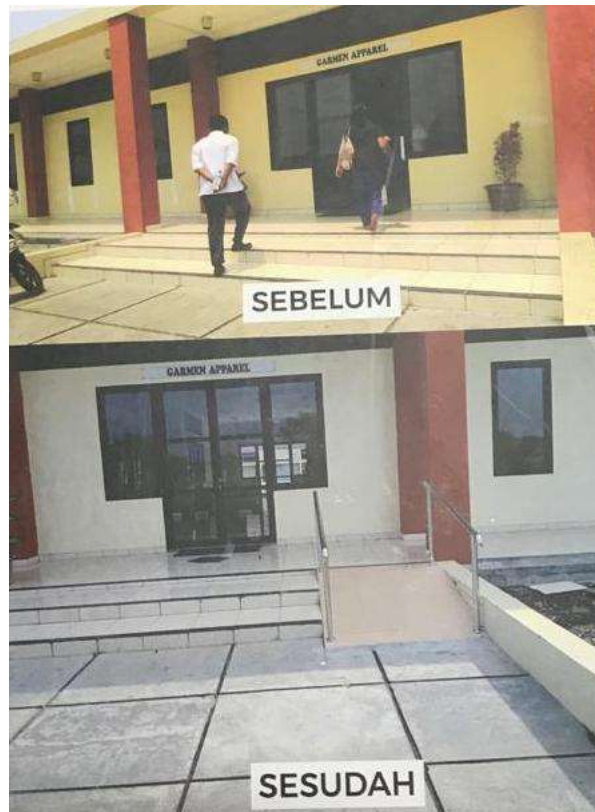
Indicator	Target	Achieved	Differences
1.1 Number of service providers trained who serve vulnerable persons	40	40	0
1.2 Number of institutions adopting improved workforce development training curriculum (USAID New)	2	2	0
2.1 Number of individuals accessing the Kunci Program Activities increase	265	236*	-29
2.2 Number of individuals who complete USG-assisted workforce development programs (EG 6.3)	150	155	+5
2.3 Number of individuals with improved skills following completion of USG-assisted workforce development programs (EG 6.2)	120	144	+24
2.4 Number of individuals with new or better employment following completion of USG-assisted workforce development programs (EG 6.1)	60	52	-8
4.1 Number of Skills Development and Employment Opportunities publicized	n/a	387	-
5.1 Number of youth reporting increased self-efficacy at the conclusion of USG-assisted training/ programming (Youth power)	120	148	+28
6.1 Number of companies participating in workforce development programs (USAID New)	75	181	+106

*The actual achievement is 297, however, only 236 of them have complete data (gender, age)—there are 61 without gender and age data, hence we only reported 236 in the PITT

More accessible BLKs

By December 2020, PROGRESIF had succeeded supporting two BLKs under the Ministry of Manpower, BLK Sidoarjo and BLK Banyuwangi, to become disability-inclusive and able to train students with disabilities. The BLKs improved physical and non-physical accessibility, opening training for participants with disabilities, and training students with disabilities.

In terms of physical accessibility, BLK Sidoarjo and BLK Banyuwangi BLK built ramps and renovated toilets to make them wheelchair accessible, using the BLK's own funds. In terms of non-physical accessibility, instructors and staff at both BLKs joined training in conducting disability inclusive training. This included security guards and registration officers who could be expected to be first encounters for PYD coming to the BLKs.



Example of reasonable accommodation at BLK Sidoarjo, before and after

PROGRESIF also facilitated a meeting of regional DPOs and private sector partners with each BLK, attempting to jointly improve physical accessibility, and further develop inclusivity through follow up joint action. The project also involved BLK Surabaya, which trained two youth with disabilities who wanted to join training at BLK Sidoarjo, following PROGRESIF efforts to ensure their inclusion.

Impacts of the pandemic

Four months after it started, the COVID-19 pandemic affected the PROGRESIF project. Employers who would normally be expected to begin hiring PWD were having to lay off staff. The project pursued its target and conducted outreach to 238 employers who were able to open 459 job and internship opportunities for youth with disabilities. Internship opportunities were offered in anticipation of the low interest in employers to add staff during pandemic. Of the total employers, 31 were located in East Java. Technical assistance provided by PROGRESIF included physical visits, online technical assistance, job matching with vacancies, and physical and virtual job fairs.



TVET Engagement Officer and Employer Engagement Officer observing the practice of making a bed by Devi, a youth with disabilities, accompanied by Head of Implementation, Mr. Sri

Supply side: support to potential employees

PROGRESIF also worked on the supply side in inclusive employment systems, supporting job seekers with disabilities. Job and Preparedness Training (JPT), Coaching Career Online (CC Online), and

Hard Skill Training were conducted with BLKs, though not mandatory for all, and were customized to the needs of youth with disabilities. By the end of project, 50 youth with disabilities had participated in JPT and 100 youth with disabilities had participated in CC Online. Of the 50 participants who took part in JPT, 12 were then trained at the BLK. In addition, five youth with disabilities were also supported at the job matching stage. 50 were able to obtain new or better employment. Their various disabilities are physical and sensory disabilities.



Example of online career coaching

Engaging partners to take the work forward

The process of implementing JPT and CC Online was carried out by involving DPO representatives, youth with disabilities who are already working, local governments, BLK instructors, and job providers. This ensured that each element in the inclusive employment system has a fairly close understanding of the reality of disability issues, and the perspective of employers in recruiting people with disabilities. CC Online was expanded to reach all classes rather than being in person, due to the pandemic. However, this ultimately opened wider opportunities, not only for youth with disabilities in East Java, but also those in other cities in Indonesia.

The job matching process through Kerjabilitas continued, even during the pandemic. For youth who received new jobs, employment was in both the formal and informal sectors, such as online businesses or home businesses. Paid internships have also started with Kerjabilitas partners. Some paid internships for PWD are also carried out using a Work from Home (WFH) model. PROGRESIF has also widened opportunities by not only doing job matching for employers in East Java, but throughout Indonesia.

2.6.3. AYO INKLUSIF

Boosting awareness of the challenges faced by youth with disabilities through the media

"We are inspired by the Ayo Inklusif! program. Currently, the Social Service Office has replicated the program by creating inclusive villages in Blitar Regency and Situbondo Regency. Situbondo Regency has developed a batik center involving the disability community, which now exports products to Thailand and Japan."

Ronny G

**Head of Disability Section of the East Java Province Social Service Office
during a coordination meeting with the East Java Provincial Government
on August 15, 2019.**

An early pilot with small scale but important results

Ayo Inklusif! was led by the Jawa Pos Institute for Pro-Otonomi (JPIP) in East Java and focused on increasing awareness of the challenges and opportunities of youth with disabilities through media campaigns, serial training (soft and hard skills training and internship programs) and private sector partnerships. Ayo Inklusif! closed in March 2019. While Ayo Inklusif! was not selected for scale-up, two of its partner organizations, Saujana and United Tractors, submitted unsolicited applications.

Of the 50 youth with disabilities who participated in the pilot program, 49 completed the program and had improved skills and 13 received new or better employment. Ayo also published 35 bi-weekly columns in the Jawa Pos newspaper with testimonies from the beneficiaries about how the project has impacted them, and also implemented four radio talk shows and 4 TV talk shows to raise awareness about challenges faced by people with disabilities. 229 companies participated in the project of which 92 registered and posted 142 job opportunities on Kerjabilitas.com, the project partners and online job-matching platform for people with disabilities. Lastly, as part of the Jawa Pos Good Practices Award four private companies and 13 government institutions won awards for innovation in disability and inclusion.

Focus in two major cities in East Java

The Ayo Inklusif! pilot phase was carried out in two clusters in East Java: Greater Surabaya and Greater Malang and wand period of performance was from November 17, 2017, to February 16, 2019. The Greater Surabaya Cluster covers Surabaya, Sidoarjo, Gresik, and Mojokerto. The Greater Malang Cluster covers Malang, Batu, and Pasuruan. In order to increase awareness and equip youth with disabilities with the skills and networks they need to be competitive in the job market, Ayo Inklusif! carried out a series of activities encompassing:

- a) media campaigns
- b) comprehensive training for youth with disabilities, and
- c) building private sector partnerships.

Media campaign

The media campaign aimed to increase public awareness regarding the challenges faced by persons with disabilities. The media campaign included bi-weekly media coverage by Jawa Pos Daily (through its Ayo Inklusif! column), orientation for local journalists in Surabaya and Malang, and a Coordination Hub between the stakeholders such as the government, private sectors, Disabled People's Organizations (Organisasi Penyandang Disabilitas/OPD), universities and media. In addition, Jawa Pos held radio and TV Talk Shows to discuss the issue of inclusive employment. Ayo will also research and disseminate good practices on inclusion by the government and private sector through Inclusive Disability Awards.

Skills training

To address the employability needs for youth with disabilities, the youth are offered both soft and hard skill training, and an internship as part of a comprehensive training model described further below. In addition, Ayo Inklusif! strengthened both the supply and demand aspects of the labor market for youth with disabilities. On the one hand, it improved the soft, hard and on-the-job skills for youth with disabilities (strengthening the supply); on the other (on the demand side), Ayo Inklusif! engaged with the private sector through regular quarterly meetings under the ASTRA Group and invited, as well as supported, employers to become inclusive companies.

There were three main objectives:

- Objective 1: Persons with disabilities access to workforce system increased
- Objective 2: Employers which provide access to job opportunities for persons with disabilities increased
- Objective 3: Improved Public Practice on Inclusive Disability Workforce

The following is a summary of the highlights of the Ayo Inklusif!

Objective 1: Persons with disabilities access to workforce system increased.

Training

Ayo Inklusif! designed serial training targeted youth with disabilities. The serial training component consisted of a Youth Camp, Soft-Skill Training, Hard-Skill Training, and Internship. The Serial Training was conducted in sequence, started with Youth Camp in March 2018, and completed with

Internship by end of November 2018. In addition to the Serial Training, Youth-driven Activities (YDA) complimented these four activities. Ayo Inklusif! has targeted 50 youth with disabilities – sensory and physical – in Greater Surabaya and Malang (30 males and 20 females; 28 youth with physical disabilities, 12 deaf, and 10 blind). Out of the 50 beneficiaries, 49 completed training and 13 got new or better employment as a result.

The softskills curriculum was designed as a three-day course, which was too short and also did not address the diversity of backgrounds and disabilities of the participants. For the Hard-Skills Training, all youth was given an opportunity to choose the unique skills they want to learn. The majority of beneficiaries received hard-skill training in BLK Singosari, which provided training such as business administration, hospitality, and basic computer skills. To accommodate youth who wanted to pursue skills in other areas, Ayo Inklusif! cooperated with other institutions or even individual to provide the training. In total, Ayo Inklusif! cooperated with 16 training providers to accommodate 27 different interests. One of the lessons learned from this was to base skills training on market demand and available training in government training center rather than trying to accommodate the needs and interests of individual youth. It also became very difficult to work with each training provider to accommodate the needs and requirements of the youth and their disabilities.

Internships

Beneficiaries were given a chance to intern in one of the 39 companies partnering with Ayo Inklusif! for 40 days. In facilitating the internship, Ayo Inklusif! tried to “match” their hard-skill training with the possible intern opportunities in the partnering companies but this was challenging because the hard-skill training did not always match with the available positions in the private sector (mainly focused on business administration, graphic design, IT, and several other back-office positions).

Youth-driven activities

To boost the youth confidence, Youth-driven Activities (YDA) were added in-between the Serial Training. Initiated, designed, and implemented by youth (beneficiaries), eight activities were conducted by youth groups in Surabaya, Gresik, Tuban, Malang, and Situbondo. The various activities included introduction to deaf language (BISINDO) in Gresik and Malang, Youth Camp in Situbondo, Disability Awareness in Surabaya and Malang, Documentary Video Making and Screening in Tuban, and Hydroponics planting in Malang. Additionally, one youth activity focusing on disability awareness conducted by Sempurna Group in two high schools in Malang in which 453 high school students attended. Later on, Radio Jeje FM in Surabaya invited the members of this group to share their stories regarding their youth activity in Malang, and their story was broadcasted in December 2018 to commemorate International Disability Day.

Objective 2: Employers which provide access to job opportunities for persons with disabilities increased

Engaging with the private sector

In the Pilot Phase, Ayo Inklusif! engaged private companies to be more inclusive through several activities such as Private Sector Mapping, Quarterly Private Sector Sharing Experiences Meeting, and Kerjabilitas.com. In addition, internships provided private companies experience in how to become an inclusive company by hosting internships for Ayo Inklusif!’s beneficiaries. Through these activities, Ayo partner United Tractors reached 90 employers and Saujana reached 92 employers to register in Kerjabilitas.Com and open 142 job opportunities to job seekers with disabilities.

During the private sector mapping activity, United Tractors found out that in general, the issue of inclusive employment was not well known or popular amongst the private companies. They also underlined that the government had not informed them of Law 8/2018. Therefore, most of them were also unaware of the obligation to employee 1 percent of the employees from people with disabilities in the private sector; and 2 percent in the public sector.

Publishing inclusive job opportunities via kerjabilitas.com

Ayo Inklusif! did not only encourage private sector companies to be more inclusive through the media, but also to be more inclusive in practice by publishing inclusive job opportunities on Kerjabilitas.com. Once a company lists the job opportunities in Kerjabilitas.com, job-seekers with disabilities, including Ayo Inklusif!'s beneficiaries, can access the information. If they want to apply for the position offered, they need to register and become a member. In total, 142 job opportunities were published in Kerjabilitas.com from companies in East Java and were open to job seekers with disabilities. For example, a beneficiary who is now working with Helen Keller Foundation (HKI) in Bogor applied to a position after seeing it on Kerjabilitas.com.

Objective 3: Improved Public Practice for a Disability Inclusive Workforce Focus on journalists

In addition to targeting 50 youth with disabilities, Ayo Inklusif! also targeted 50 journalists in the area, as well as local governments in East Java. Led by JPIP, Ayo Inklusif! focused on raising awareness through the media. Activities related to raising awareness included TV and Radio Talk-Shows, Bi-Weekly Column in Jawa Pos, Local Journalist Orientation, Coordination Hub for Multi-stakeholders, Good Practices Awards for Public and Private Sector, and the production of documentary video and e-book.

Articles promoting inclusion

Ayo Inklusif! bi-weekly columns are published in the Jawa Post national edition. These articles are dedicated to these issues and highlight Kunci activities. The Jawa Post Group is in 10 provinces ensuring Mitra Kunci activities and inclusive workforce issues will garner a wide readership. During Year Three, Jawa Post published 35 articles.

AYO INKLUSIF

Pembuktian Difabel Menumbuhkan Kemampuan di Dunia Kerja

Beri Kepercayaan, Buka Kesempatan

Memahami dan menghilangkan hambatan bisa menjadi kunci penyandang disabilitas untuk maju. Termasuk kepercayaan diri untuk kerja. Berikut laporan **Ahmad Fatrin Karimi** dari Ayo Inklusif!

FATRIHULLAH Budi Hartono memandang hidup lebih cerah. Penyandang disabilitas dia ini berhasil melampaui coba-coba. Peremuannya dengan proyek Ayo Inklusif! mengubah semuanya. Dia yang awalnya minder jadi lebih percaya diri yang awalnya belum punya kemampuan memadai akhirnya punya kompetensi. Dan, kini dia diterima bekerja di Nyota, tabloid mingguan hiburan dan gaya hidup, sebagai *dayot* atau *dan* grafis.

Fatrihullah yang tergabung dalam 50 kader progress mendapatkan serangkaian pelatihan dari Ayo Inklusif yang dibarengi *trial*. Agar lebih percaya diri dan kompetitif, mereka mendapatkan pelatihan *soft skill*. Sedangkan untuk membekali penyandang disabilitas dengan kemampuan teknis, kemudian Ayo Inklusif! memberikan pelatihan mereka dari memberikan pelatihan sesuai minat itu. Secara berurutan, juga dilakukan pemetaan terhadap perusahaan yang mau menerima magang pemuda dengan disabilitas yang dilatih Ayo Inklusif!

Dari studi awal kader pemuda asal Tajirana, Malang, ini dimulai. Dia memilih *magang* desain grafis dan magang di tabloid Nyota. Setelah magang, dia divalidasi dan memiliki kompetensi memadai untuk menjadi *dayot* atau *dan* di media yang berkecukupan di Jalan Darmo 107, Surabaya, itu.

"Terus terus aja ya, kalau ada yang mau, silakan aja, bekerja dengan banyak orang" ujar pria 30 tahun itu kepada Ryan Washburn, wakil direktur USAID yang datang ke Nyota (4/3). Nyota, selaku tabloid hiburan yang sudah ada dan mampu menerima tantangan bekerja di lingkungan inklusif.

Bahmatullah juga merasakan hal yang sama dengan Fatrihullah. Pemuda asal Jawa Tengah ini juga sangat bersyukur bisa mendapat kesempatan membina diri.

orang dengan disabilitas itu sangat mungkin. Dan, perlu ditunjukkan bahwa hal ini bukanlah bentuk *charity*," ujar Ryan yang juga dipersonasi senior.

Mengapa itu, Adhena Nindyadani, pemimpin redaksi tabloid Nyota, mengatakan bahwa pendatangannya kepada Fatrihullah dan Bahmatullah memang sepenuhnya profesional, bukan berdasar rasa kasihan dan *charity*. "Jadi, memang redaksi membutuhkan tenaga *designer* grafis. Kalau mereka memiliki kompetensi itu. Saya juga sampaikan kepada mereka bahwa kami ini sudah bukan lagi *magang* karena ini ya benar-benar harus memberikan *input* kepada perusahaan," ujar pemimpin yang sudah bekerja di tabloid Nyota selama 15 tahun tersebut.

Memperkenalkan orang dengan disabilitas memang tidak perlu membedakan. Selain penyediaan tenaga kebidanan difabel dalam menjalankan pekerjaan, hal lain harus dibuat sama. Target, *deadline*, sampai *back* baik pekerja dengan disabilitas juga harus sama dengan pekerja nondisabilitas. Dengan melakukan hal semacam itu, akan terbentuk lingkungan kerja yang inklusif.

Ayo Inklusif! adalah konsensus proyek pengkaderan dan pelatihan pemuda disabilitas yang dilandasi USAID. Di dalamnya ada The Jawa Pos Institute of Pro-Otonomi (JPIP), CIM Indonesia, Pusat Studi dan Layanan Disabilitas (PSLD) Universitas Brawijaya, dan United Trainers (UT). Dari grup inilah yang bergabung Ayo Inklusif!, sedangkan 15 orang berhadapan dengan perekrutan.

Tahun ini memasuki peringatan 70 tahun kemerdekaan Amerika Serikat dan Indonesia. Selama beberapa dekade, USAID telah bekerja sama membantu dengan masyarakat Indonesia dan pemerintah untuk memastikan akses dan kesempatan yang sama untuk kehidupan yang sehat dan produktif bagi orang Indonesia dari semua lapisan masyarakat.

"Kemampuan menggaribawakan pemahaman bersama tentang kontribusi berbagai yang dapat dilakukan para pemuda terhadap perekonomian Indonesia jika mereka diberi akses dan kesempatan yang sama ke sumber daya dan keterampilan yang mereka butuhkan," ujar Ryan. (<http://ayoinklusif.id/2018/06/04/>)

KERJA NYOTA: Ryan Washburn, wakil direktur USAID, menyimak pengantar Fatrihullah dan Bahmatullah di kantor tabloid Nyota di Surabaya kemarin (4/3). Tercat mendampingi Adhena Nindyadani (Pemimpin Redaksi Nyota), juga hadir dan Selly Andini dari tim USAID.

Dia memilih pelatihan *hard skill* yang sama, pemagangan yang sama, dan akhirnya diterima bekerja di tempat yang sama dengan Fatrihullah.

"Program (Ayo Inklusif!) ini membantu para penyandang disabilitas untuk berani keluar dari rumah mereka. Kami bisa menunjukkan bahwa penyandang disabilitas itu mampu bekerja dan berprestasi sebagaimana yang lain," terang lulusan S-1 Ilmu Matematika Universitas Nusantara Kediri itu.

Kepada Fatrihullah dan Bahmatullah, Ryan berpesan agar tidak menganggap pencapaian kerjanya saat ini adalah akhir, tapi justru awal dari perjuangan. "Selamat, Perjuangan ini adalah awal perjuangan. Masih banyak hal yang bisa dipelajari, jangan berhenti berproses dan jangan berhenti percaya diri kalian!" pesan mantan bidang ekonomi pembangunan internasional dari Yale University tersebut.

Menurut Ryan, masuknya pekerja dengan disabilitas ke sebuah lingkungan kerja inklusif tidak hanya memberikan pengalaman dan pelajaran berharga kepada penyandang disabilitas itu. Tapi, juga akan menjadi *lesson learned* bagi keseluruhan pegawai. Bagaimana membuat pemenuhan, akomodasi, hingga komunikasinya. "Kalau mereka masuk



Jawa Post article highlighting the visit of Deputy Mission Director Ryan Washburn to Tabloid Nyota and the story of how two Ayo Inklusif! beneficiaries secured employment with the support of USAID.

Ayo Inklusif! held four **TV Talk Shows** in Year Three. The “Sorot” talk show on JTV (1) provided orientation to the public – especially employers – that people with disabilities have the ability to work and have the same rights to gain access to employment opportunities, and (2) highlighted experiences, good practices, and success stories from employers who have hired people with disabilities. The program broadcasted documentary footage taken from the Ayo Inklusif! internship preparation and orientation events. The talk show included stakeholders represented the private sector, education institutions, development projects, and youth with disabilities.

Ayo Inklusif! also held four **Radio Talk Shows**. The first Radio Talk Show focused on internships in the private sector in Surabaya and Malang. Three female speakers were featured, representing youth with disabilities, a private company that was hosting an internship program. The second talk show included four female participants represented two private companies and two youth with disabilities. The dialogue focused on the experience of youth with disabilities during the training and internship program organized by Ayo Inklusif! These two youth with disabilities successfully completed their internship and are now working. Before the talk show Ayo Inklusif! advertised the event through Facebook and Instagram for 4 days (December 14-18). On Facebook 20,003 people accessed the advertisement while 81,869 people accessed the advertisement on Instagram.

The **Good Practice Awards** were held on October 22, 2018, at the Hotel Shangri-La Surabaya, and consisted of two simultaneous events – a summit in the morning and award ceremony in the evening. The Good Practices events started with the “Innovation Summit” which disseminated good practices – from both nominees and winners – to facilitate the replication process by new actors in other areas. Of the over 40 submissions, there were 17 winners, 4 from the private sector (PT Wangta Agung, PT Young Tree Industries, Hotel Mercure Grand Mirama and Auto 2000 Pecindilan) and 13 from the public sector. PT Wangta Agung is a pioneer in inclusive employment issues in Surabaya and East Java. The company started to employ people with disabilities in 2010 and currently has employed 100 people with disabilities (85 deaf, and 15 with physical disabilities).

Lessons Learned

- One of the key lessons learned from the Ayo Inklusif! pilot phase was the importance of engaging the government and/or private sector in the recruitment and training of its beneficiaries. It initially focused on providing customized training based on the expressed interests of their beneficiaries. While this made the training more relevant to the youth, it was not necessarily based on available jobs and the process was time consuming, costly and not easily replicable by GOI or private sector partners.
- Unfortunately, Ayo Inklusif! had not designed a mechanism to measure the number of people reached by these awareness raising activities or whether their perceptions and behaviors had been impacted as a result. However, Ayo staff did receive positive responses from local government and private sector companies there were interested in implementing inclusive employment policies. For example, after the Good Practices Awards (GPA) for Public and Private Sectors, Situbondo District– one of the local governments winning the award in Inclusive Category – has shown their interest to collaborate with Ayo Inklusif! in implementing inclusive employment program in the area. PT Wangta Agung – one of the winners of an award in the private sector category – offered to become a mentor for other private sector companies that wanted to become inclusive.
- In addition, while JPIP was quite successful in writing articles (35 in total) and including them in the Jawa Pos as well as conducting four TV Talk Shows and four Radio Talk Shows, they did not systematically measure the degree to which awareness was raised or people’s minds or behavior had changed as a result of their activities. It was evident that Ayo Inklusif! made an impact on its beneficiaries and on individuals and companies within the government and private sector, but the activity was costly, not sustainably or easily adopted by partners and there was no direct evidence indicating that the awareness raised led to more youth becoming employed or employable.

- Ayo was quite successful in getting the private sector to participate in every phase of the project, in large part due to the efforts of partners United Tractors which used its network with the Astra Group to bring a lot of companies to the table and Saujana, which used its job-matching platform, Kerjabilitas.com, to prepare and match youth with disabilities to employers willing open their jobs to people with disabilities. JPIP, however, did not fully utilize these partners or expand on their important contributions. United Tractors' role was to bring private sector to the table but United Tractors, the largest provider of heavy farm machinery in Indonesia and a key member of the Astra Group of Companies, wanted to build on its already successful efforts at building the capacity and resources of government training centers (mainly vocational high school or SMK) to provide better quality graduates to meet the specific needs of industry. Saujana, which already successfully engaged with BLK Surakarta to help it become inclusive and matched youth with jobs through its job matching platform Kerjabilitas.com, was not offered a substantive role in the full implementation phase and eventually withdrew from the consortium.

Close-out

Ayo's initial pilot period was from November 17, 2017, to February 16, 2019, but was later extended until March 17, 2019, to allow time to complete pilot phase deliverables and prepare and submit a full implementation proposal. Towards the end of the Pilot Phase, Ayo Inklusif! faced a challenging situation regarding decision on how to move forward with the next phase given that several key organizations in their consortium (Saujana and the University of Brawijaya/PLSD) dropped out and decided not to continue in the next phase. In addition, resource partner Christian Blind Mission (CBM), which was not able to directly sign a grant agreement with JPIP due to its status as an Indonesian non-profit organization (Yayasan), could not step in to fill the gap. While JPIP did submit a proposal for the full implementation phase, the MESP Scalability Assessment and Mitra Kunci's own assessment of Ayo's performance during the pilot phase both concluded that while a few aspects of their program or full implementation proposal were scalable and/or met USAID's requirements for J2SR and outcome-based results (namely the work done by Saujana and United Tractors), JPIP's plan and team was not feasible and did not meet USAID's requirements. As a result, Mitra Kunci decided not to modify and extend the grant and it officially ended on March 17, 2019.

2.6.4. EOE-SAKU AND MITRA KUNCI ACTIVITIES IN WEST JAVA

Using community libraries in West Java to share information about opportunities for P&V youth

EOE sought to increase the capacity, skills and confidence of P&V youth, while actively engaging the private sector and local governments in supporting job-ready workforce initiatives, and enhancing the role of the Sukabumi district library, with support from a network of village libraries which consisted of 7 village libraries (Perpus Sukamantri, Batununggal, Warnajati, Sundawenang, Cicantayan, Cikembar and Ciwaru), to empower youth and help facilitate their access to employment and/or entrepreneurial opportunities.

Led by the Coca-Cola Foundation Indonesia (CCFI) in West Java (Sukabumi) and the Dompot Dhuafa Republika Foundation (Dompot Dhuafa). CCFI led the consortium with their network of libraries providing physical locations necessary to recruit participants and provide a portfolio of training modules designed and tested over the years by Dompot Dhuafa. The EOE grant and pilot phase was from February 13, 2018, to May 12, 2019.

Program design

There were three main objectives:

- Objective 1: Increased knowledge, skills and attitudes for P&V youth in Sukabumi district through improved coordination between and among local level private sector companies, local government and local training institutions facilitating access to quality training and internship activities.

- Objective 2: Sukabumi district library functioning enhanced, multi-purpose community learning center providing relevant training, career services information and related support for youth.
- Objective 3: Improved capacity of local trainers to provide integrated workforce development training on soft and hard skills for P&V youth.

Below is a summary of the activities and results of EOE:

Objective 1: Knowledge and skills of P&V youth increased through improved coordination

EOE beneficiaries were not able to complete the full series (serial training) of soft skills, hard skills and internship/apprenticeship in the pilot phase but as noted in the text box above, 257 youth completed soft skills training of which 131 completed hard skills training and 28 completed internships. Despite not having completed the serial training, 56 EOE trained youth were able to secure new employment by the end of the pilot phase.

Soft skills training

EOE delivered soft-skills training for the 257 youth (65 female and 192 male) in nine classes from October to November 2018. The soft-skills module acts as a foundation for the job readiness training.

Hard skills training

EOE started hard-skills training on December 3, 2018, which included programs on graphic design, automotive repairs, welding, computer network operation, basic office skills and garment making. Other skill development programs were added in mid-December. EOE also met with Telkom Company (PT Telkom), one of the largest telecommunication company in Indonesia. PT Telkom requested EOE to provide fiber optic training, as they planned to install fiber optics in several districts in West Java and need employees with the necessary skills to do this. To respond to this request, EOE added fiber optic contents into the computer network training module.

Through January 2019, 131 youth participated in hard skills training on mobile phone repair, driving and computer (graphic design, computer repair and office skills). Three training courses were not finished: welding, automotive repair and sewing/fashion. Three other training courses had not been started, namely tour guide, food processing and beauty/cosmetic. The BLK in Sukabumi agreed that the food processing training participants would be invited to join training provided by BLK. Dompot Dhuafa planned to complete the beauty/cosmetic training as well as applying soft skill and entrepreneurship modules to their target community within Sukabumi District.

Building a focus on tourism development with the local government

In response to a request from the Sukabumi local government to support the development of the Geopark Ciletuh as a new and priority tourism destination in Sukabumi District, EOE focused on developing tourism modules and tour guides. EOE then started to identify key competencies needed for a Geopark Tour Guide by conducting a two-day workshop on November 2018. The workshop included tour guides, tour operators as well as experts on Geopark tourism from the Bandung Institute of Technology (ITB). Previously, experts from ITB had developed a draft of Standard of Competence (SKKNI) for Geopark Tour Guides which they were in the process of finalization. The process was led by Ministry of Tourism and Ministry of Manpower and involved consultation with tourism actors, experts and representatives from the private sector. EOE used this draft as the basis for the training module development. The training module on Geopark Tour Guide was finished in the third quarter of Year Three. While the ToT was not completed, the Ministry of Manpower district office committed to use the Tour Guide Module for their own workforce training program the following year, using their own budget.

Focusing also on youth entrepreneurship

To develop appropriate entrepreneurship training, EOE and MK explored various resources from JAPRI and ILO. MK and EOE also visited JAPRI in Bandung to explore whether their approaches and methods could be applied to the P&V youth. Based on this visit and discussion, EOE developed the module based on good practices shared by Dompot Dhuafa. Dompot Dhuafa has developed business challenge events for P&V youth designed to build their motivation and character for business start-up. Following the development of the module, EOE conducted Training of Trainers (TOT) for entrepreneurship. EOE recruited trainers from Dompot Dhuafa to deliver a four-day TOT on business challenges and motivation. Participants went into the market to explore new business ideas and generate income. During the training, the participants also had opportunities to exercise training facilitation for P&V youth. EOE then recruited a consultant to translate this experience into training modules. It was expected that the trainers from universities, public and private training centers and vocational schools would use the module to equip themselves with basic skills in facilitating entrepreneurship training for the youth. The final module of entrepreneurship training for P&V youth was then used in a 3-day training for 257 youth.

Objective 2: Sukabumi Library functioning as a community learning, training and support center for P&V Youth

EOE worked to improve opportunities for Poor and Vulnerable (P&V) youth to access quality, relevant workforce training and information through an enhanced, multi-purpose Sukabumi district library, with support from a small network of 7 villages libraries (Perpus Sukamantri, Batununggal, Warnajati, Sundawenang, Ciantayan, Cikembar and Ciwaru) where youth would be exposed to and acquire new skills better equipping them to seek employment or start their own businesses. Unfortunately, this objective was not really achieved as the district library faced difficulties fulfilling their role as community empowerment center. Limited human resources was the main challenge. EOE tried to adjust the strategy by limiting the role that the library would play to match their current capacity and resources but was not successful which ultimately delayed and influenced the whole implementation cycle. The core role and function of the library was therefore not realized.

Objective 3: Improved capacity of local trainers to train P&V youth

The Government of Sukabumi recommended EOE to prioritize soft-skills training to the local government staff and public training center's instructors before providing soft-skills training to the youth. Those trainers were expected to promote soft-skills training as apart of building good attitude among youth to be ready to enter the job market. Out of 53 local trainers that were selected to receive training, 44 local trainers from various training centers were certified to train P&V youth. The trainers came from various backgrounds, namely: National Training Centers (BLK), NGOs, Vocational Training Centers (LPK/LKP) Lecturers, Vocational School Teachers, Entrepreneurs, Integrated Business Service Centers (Pusat Layanan Usaha Terpadu/PLUT), Managers of Village Owned Enterprises (BUMDES), village libraries (Perpusdes or Perpustakaan Desa), regional libraries (Perpusda) and volunteers. The capacity of the trainers was improved as a result and they were able to deliver training to P&V youth, but this did not prove to be scalable or sustainable.

Lessons Learned

There were several lessons learned during EOE's implementation. EOE's model was based on the repurposing and utilization of a network of community libraries developed under a previous grant from the Gates Foundation as community information and training centers for poor and vulnerable youth to access information about training and job opportunities. Unfortunately, EOE over-estimated the commitment, capacity and resources of the libraries to become employment information and training centers and they also overlooked the fact that this function was already included in the mandate of training centers under the Ministry of Manpower. EOE's partner, Dompot Dhuafa, a large, Indonesia NGO that does vocational education and training, develops and provides customized training for youth, but this was not sustainable and duplicated what was already or could be provided by the GOI in their own training centers.

Rather than continuing this training, Mitra Kunci directed EOE to engage the government training centers and the private sector but this was done late and EOE was not able to secure their buy-in and support. When EOE submitted its proposal for the full implementation phase, there was no foundation for scale-up and/or achievement of USAID's intended results. When Mitra Kunci met with members of the Board of Directors of the Coca-Cola Foundation Indonesia (CCFI), which were the leading implementers of EOE, this became clear and both parties agreed that EOE should not be continued into the full implementation phase. Mitra Kunci worked with CCFI to effectively close-out the grant, document lessons learned and hand-over as many activities as possible to government and private sector partners.

A pilot that was not scalable

The project sought to pilot and prove that a network of community libraries could become community learning centers to provide relevant training, career services information, and related support for poor and vulnerable youth. Unfortunately, the libraries did not prove to be scalable, but through the project, over 1,000 youth accessed information through the libraries, 257 poor and vulnerable youth completed soft skills training and 56 got new or better employment as a result. EOE was officially closed on May 12, 2019. Although the project was not selected for scale-up, it did achieve some results under J2SR as several government offices agreed to use training materials, modules and certified trainers to continue the work after the project closed.

Close-out

The EOE program was officially closed-out on May 12, 2019. At the pilot project closing meeting with stakeholders, Sukabumi Regency Regional Secretary (Sekda) Iyos Somantri asked all the relevant regional government working units (Satuan Kerja Perangkat Daerah or SKPD) and regional offices of government (Organisasi Perangkat Daerah or OPD) under Bappeda coordination to follow up to support EOE project beneficiaries. EOE also formally handed over all training materials and modules to the provincial government and they agreed to continue implementing components of the project:

- The District Office of the Ministry of Manpower (Disnaker) agreed to: (1) use Tour Guide Training Module as well as the certified trainers for their own workforce training program next year and include it in next year's annual plan and budget, (2) invite food processing training participants to join training provided by the BLK, and (3) use EOE soft skills training modules
- The Trade, Cooperative and SME district office will help participants who start their business to obtain legal documents, access to soft loans and business coaching.
- The District Library committed to develop village libraries to support tourism villages (Desa Wisata).
- Dompot Dhuafa committed to complete Beauty Salon training for EOE beneficiaries as well as apply soft skill and entrepreneurship modules to their target community within Sukabumi District.

Mitra Kunci activities in West Java after EOE-SAKU

Following the conclusion of the piloting activities in Ciletuh Sukabumi, tourism activities in West Java did not cease. USAID Mitra Kunci continued to expand its provincial network through collaboration with a number of key stakeholders, including the West Java Province's Office of Manpower and Transmigration, the West Java Province's Office of Small and Medium Enterprises and Cooperatives, the West Java Province's Social Service, West Java Province's BAPPEDA, and Bandung City's BAPPELITBANG. This meeting demonstrated that the USAID Mitra Kunci program was highly compatible with the West Java Work Program. For instance, the Manpower Office's mission is to strengthen its Disability Inclusion Units (ULD); the Small and Medium Enterprise Office's mission is to strengthen campuses' entrepreneurialism; and the Social Service's mission is to improve access to and skills development programs and job possibilities for friends with disabilities.

Picking up on the tourism development theme, related to IWD

Meanwhile, an intriguing notion came from the City of Bandung's work plan for building a tourism destination hamlet, which has been included in its Medium-Term Development Plan. According to the Bandung City BAPPELITBANG, the Mitra Kunci program was very much in accordance with the Bandung City government's agenda, both in terms of inclusion and employment capability. It is hoped that the Bandung City work program in 2022 will engage a greater number of stakeholders in the city's development, in line with the Pentahelix approach developed with Mitra Kunci.

In partnership with West Java Indonesian Hotel and Restaurant Association West Java chapter, USAID Mitra Kunci sponsored an Inclusive Employment Socialization Workshop in June 2021 to promote inclusive tourism networks. This exercise is hybrid in nature in order to reach the entire West Java Region. The majority of attendees were PHRI members (hotels, cafes), representatives from professional associations, DPOs, universities, the Association of Indonesian Tourism Actors (ASPPI), and government officials. Through this session, all parties who have previously carried out comparable activities but had not been adequately schooled on how to do so cooperatively and with a broader impact were shown how to do so.

The Department of Manpower, which should serve as the umbrella organization for policies and programs in the field, also learned more about how it could support and create the necessary facilities, one of which is by improving ULD.

Rudi Rudibillah of the Manpower and Transmigration Office stated, "The Manpower and Transmigration Office's participation in this activity is a blessing, as the Manpower Office can hear all the inspirations from community organizations, businesses, universities, and business associations. By listening, the department gains insight into future work plans and who can be connected, particularly for the ULD program in West Java Province related to employment, so it can function more efficiently."

Take up of initiatives by provincial and local governments in West Java

The Manpower Office began to assess existing ULD services and build relationships with other stakeholders and worked with Mitra Kunci to organize online training for Vocational Institutions in West Java on how to implement inclusive training. Participants came from all BLK and LPK districts in West Java, and resource persons included representatives from the commercial sector, universities, DPOs, and professional organisations.

The Bandung City BAPPELITBANG, which was also active in the workshop, strengthened its plan to establish a Tourism Village Area in the Bandung City neighborhood of Gedebage. Mitra Kunci participated in continuing discussions on this topic, and the conversation widened to include the Padjajaran University (UNPAD) which shared its experiences of developing tourist villages through its TKWU Thematic KKN program.) Officials from numerous Bandung City OPDs, community representatives (LPM, community leaders, and women's groups), disability organizations, and Bandung tourism firms joined a Focus Group Discussion (FGD). The discussion around supporting villages for tourism led to the understanding of the value of multi-stakeholder approaches and also to the potential of students working in villages to support new initiatives. This is where Mitra Kunci's work on Pentahelix and the KKN-TKWU program began.

2.7. TASK VI: EMPLOYMENT AND ECONOMIC EMPOWERMENT OF PERSONS WITH DISABILITIES (EEE PWD) PROJECT

2.7.I. DESIGN OF EEE PWD INTERVENTIONS

The EEE PWD program aimed to promote market-based inclusive workforce development in East Java. It did this by providing capacity building support to organizations of disabled people and/or community-based organizations, promoting disabled people's market-based entrepreneurial activities, and assisting disabled people in developing their skills through available or

adapted tools at partner training providers in districts/cities. The program created connections between local governments and training providers and private sector companies in order to increase disabled individuals' access to internships and/or jobs. Additionally, EEE fostered collaboration among key stakeholders in order to advocate for a market-based inclusive employment development strategy for individuals with disabilities in non-target regions. EEE represents a continuation and expansion of the Ayo Inclusion! and Progressive programs that previously existed in East Java. EEE builds on proven foundations to bring the EEE methodology to communities and local governments.

Supporting the development of market-relevant skills for PWD through BLKs. The EEE PWD program takes the position that in order to be eligible for work or entrepreneurship, individuals with disabilities must possess market-relevant capabilities. BLKs must become accustomed to engaging with individuals with disabilities in order to embrace participants with disabilities. As a result, EEE PWD used BLK Banyuwangi and BLK Sidoarjo, who had joined the previous program, to invite other BLKs to follow suit.

Similarly, businesses need to be inclusive and give chances for disabled individuals to work. EEE PWD makes use of the results of Mitra Kunci' actions with APINDO in the form of workplace equality recommendations.

COVID-19 struck as the program began

The EEE PWD program began at the outbreak of the COVID-19 pandemic in East Java. Government data (Susenas) predicted that the pandemic had impacted 4.229 million workers in East Java by August 2020, ranging from the most disadvantaged, who saw their working hours reduced by 3.545 million, to the most disadvantaged, who faced unemployment of 318.61 thousand. As a result, open unemployment increased from 3.69 percent right before COVID-19 struck to 5.84 percent in August 2020. This became one of the greatest challenges for the program. Another issue was the imposition of social constraints, which prevented numerous activities from being conducted face to face. Meeting times were cut and moved online.

2.7.2. EEE PWD INTERVENTIONS

Identifying young people with disabilities in communities

To start the EEE PWD project, the team gathered available data on PWD, and found this alone was a challenge. Social Services in the seven districts/cities collect data on disabled individuals. The proportion of disabled people in each district/city is often well below 1% of the total population. While data can be grouped by subdistrict domicile in all places, grouping by age or kind of disability is not always possible. In general, this figure is significantly lower than the national estimate from the 2018 Susenas Survey, which shows that the number of disabled persons is just under three percent.

At the national level, the Ministry of Social Affairs already maintains a data collection platform known as the Management Information System for Individuals with Disabilities (SIMPDI). This is a type of census conducted by the Ministry of Social Affairs with the assistance of field personnel known as Persons with Disabilities Assistants (PPD) and Social Welfare Workers for Persons with Disabilities (TKSPD). This officer collects data on all individuals with disabilities, including complete personal information, photographs, and the location of their residence. The team gathered this information during the FGD in Malang City, along with several representatives of PWD, and it included the participants' level of education and the type of business they were now engaged in, if any. Not all districts/cities, however, have PPD or TKSPD.

PPDs operate solely in Malang City, Sidoarjo Regency, and Banyuwangi Regency, whereas TKSPD operates in Situbondo. Surabaya, Pasuruan, and Jember are without PPD or TKSPD officers. As a result, not all PWD are documented, despite the fact that the information collected is quite comprehensive. The Ministry of Social Affairs gathered all the data, and the public can obtain a summary from the Ministry of Social Affairs website. For example, on September 29, 2021, the data

display indicates that the number of people with disabilities in East Java is 22,341 people, or 0.05 percent of the total population. Additionally, the display includes information on the user's age group, disability type, and gender.

The data gathering mechanism for disabled individuals remains a challenge. In FGDs around the country, groups representing disabled people and even the Social Service are sure that many disabled people have gone unrecorded. This data deficiency could be attributable to the data gathering system's shortcoming or to the family's deliberate obfuscation due to social issues.

According to Pelopor Peduli Disabilitas Situbondo (PPDiS) and the Social Service, the district of Situbondo had a disability rate of 1.31 percent. According to this figure, the number of people with disability exceeds 1%, significantly more than in other regions. Meanwhile, in Surabaya, following a more accurate estimate by the Social Service in the last three years, the number of persons with disabilities tended to increase until 2020, as more families disclosed it to receive services. In Jember, organizations representing disabled people conducted calculations and discovered that the number of disabled people was 50% higher than the number provided by the Office of Social Affairs.

Tabel 13 Proportion of Documented Persons with Disabilities to Total Population

District/City	Number of PWD	Proportion of Number of Persons with Disabilities to Total population	Source of Data
Surabaya	9,852	0,33%	Social Welfare
Sidoarjo	7,748	0.03%	Social Welfare
Kab Pasuruan	1,267	0,08%	Social Welfare
Kota Malang	2,927	0,35%	Social Welfare, (Unified Social Welfare Data)
Jember	5,470	0,21%	Social Welfare
Situbondo	8,971	1,31%	Social Welfare and a Situbondo DPO
Banyuwangi	4,695	0,27%	Social Welfare, BAPPEDA

Lack of data by age was a specific challenge for EEE PWD Program

Mitra Kunci wanted to group data by age to identify recipients between the ages of 18 and 34. There are no definitive statistics on this, as statistics on the number of disabled people are not available data. Improved statistics are available in Jember and Situbondo, which contain listings of disabled individuals. In other locations, this figure is based on estimates from the Social Security Administration or organizations representing disabled people. The lack of age-specific data creates a barrier to screening program recipients for opportunities for youth employment and entrepreneurship.

Meanwhile, though data and information are not available for every job location, national figures indicate that people with disabilities have a lower degree of welfare than non-disabled inhabitants. When the overall rate of poverty was 9.52 percent in 2018, the rate of poverty among people with disabilities was 14.97 percent. (SMERU, 2020, Kendala Mewujudkan Pembangunan Inklusif Penyandang Disabilitas/Obstacles in Realizing the Inclusive Development of Persons with Disabilities). Individuals with disability who attend program sites are likewise affected by this circumstance. Throughout numerous meetings, families of disabled individuals stated that they required additional funds for activities outside the home due to the necessity for a companion or other supportive technologies. Additionally, certain forms of physical limitations indicate that they must undergo specific therapies that need additional time.

Making the best of the data

Mitra Kunci and organizations representing people with disabilities believe that SIMPD's data collection mechanism is the best available at the moment. The Ministry of Social Affairs should continue and develop the system, bringing it to further districts/cities. To assist with this growth, the Ministry of Social Affairs may involve groups of disabled individuals that are currently engaged in data collection. For instance, organizations can gather data in Surabaya City, Pasuruan Regency, and Jember Regency, which are not covered by PPD or TKSPD.

Working with DPOs

In many instances, DPOs enable persons with disabilities to receive essential services. Mitra Kunci identified numerous groups in each district/city, each engaging in a variety of activities. There are groups operated solely by people with disability, others by disabled people's relatives, and still others by non-disabled people. Many are involved in public policy advocacy, as was the case in Situbondo and Jember, but there are still numerous organizations that are alliances formed to assist one another. Additionally, there are some individuals that establish a type of community for economic empowerment, such as Warung Inklusif and Rumah Kreatif in Malang. They continue to be members of larger organizations such as the Human Rights Defense Initiative or the Disabled Families Forum. In Jember, the same thing occurred. For instance, Perpenca established a cooperative with the goal of economic empowerment.

Additionally, the team learned that not all individuals with disability are members of any group. Although precise numbers are unavailable, a preliminary calculation conducted during the FGD indicates that fewer than 20% of PWDs are members of DPOs. This lack of participation relates to the difficulty of mobilizing support in more rural communities. Groups of PWD in Jember have started a commendable initiative, forming a network that extends down to the sub-district and village levels, assisting in the recording of persons with disabilities. Perpenca in Jember now has more data than the Social Service thanks to this strategy. Another reason is that some persons with disability, such as those with intellectual disabilities or severe disabilities, are unable to perform activities independently. This is where DPOs started locally by families and communities can make a huge difference.

Table 14 Overview of DPOs in East Java

Distirct/City	People with Disability Organization	Type of Activities
Surabaya	PERTUNI Surabaya, HWDI, PPD Surabaya, DMI, Gerkatin , YPAC , POTADS, BK3S , KARTU (Komunitas Akar Tuli), Fordiva (Forum Difable), Komunitas Mata Hati , Lembaga Pemberdayaan Tuna Netra	Most organizations are associations, some have advocacy activities such as HWDI
Sidoarjo	PPDI, HWDI, DMI, PPCM, GERKATIN Sidoarjo, PERTUNI Sidoarjo, AKTU SIDOARJO	All large organizations are associations
Pasuruan	PPDI, HWDI, DMI, PERTUNI	All large organizations are associations
Kota Malang	Gerkatin, Pertuni, HWDI, DMI, Forum Keluarga Disabilitas, Bhakti Luhur, YPAC, Komunitas Rumah Sahabat (KRS), Akar Tuli Malang, FORMAPI (Forum Mahasiswa Peduli Inkusi), Yayasan Putra Pancasila.	Most organizations are associations, some have advocacy activities such as HWDI
Jember	Perpenca, PPD, DMI, Gerkatin, HWDI, NPC, Pertuni, INAF	Most organizations have advocacy activities such as Perpenca, PPD, Gerkatin.
Situbondo	Pelopor Peduli Disabilitas Situbondo (PPDiS), Persatuan Tuli Situbondo (PETIS), KDD Olean,	Almost all organizations carry out advocacy activities driven by PPDiS

	KDD Desa Bugeman, KDD Desa Kendit, KDD Desa Balung, Yayasan Bina Wiyata Putra/Dharma Wanita, KSM Inklusi Singo Mulyo	
Banyuwangi	PPDI, Pertuni, Aura Lentera, Yayasan Lentera Hati, Taliwangi	Most organizations are associations, some have empowerment activities such as Aura Lentera

Data source: FGD in each district/city

DPOs that are already engaged in lobbying have the ability to impact public policy in the district, thereby supporting initiatives to increase access to jobs and entrepreneurship. Mitra Kunci aimed to close this gap by empowering organizations of people with disabilities through seminars. An EEE workshop examined how groups of disabled people might contribute to increased employment and entrepreneurship by tackling concerns such as the following:

- How to engage young disabled persons, particularly those who are not members of the organization
- How to remove hurdles to training, employment, and entrepreneurship from the perspective of people with disabilities and their organizations
- Establish a shared strategy for obtaining and utilizing training opportunities

Several intriguing discoveries from numerous debates include the following:

Focus questions	Key recommendations
How to reach young people with disabilities, especially those who are not members of an organization?	• There should be collaboration in data collection systems such as SIMPD between the Social Service and government structures up to the village level with the support of organizations of persons with disabilities. • DPOs should establish networks up to the village level so that they can become a link for disseminating information to PWDs. • Data for high school graduates or inclusive schools is linked to DPOs and the Department of Social Affairs
How to overcome barriers from the perspective of persons with disabilities and their organizations when accessing training, employment and entrepreneurship opportunities?	• All SMALB graduates or inclusive schools to enter personal data into the job seekers data collection system that has been run by the Manpower Office or known as the Yellow Card. • DPOS to approach companies by providing technical assistance when companies recruited workers with disabilities.
What is the common agenda for accessing and taking advantage of training opportunities?	The establishment of a Regional Disability Commission or a Disability Service Unit in the Manpower Sector in each district/city

In addition to DPOs, the existence of special schools (SLB) and inclusive SMA/K has actually become the backbone of the supply of workers with disabilities. That is why Mitra Kunci also cooperated with Special Schools (SLB). In Surabaya and Sidoarjo, Mitra Kunci invited the regular School Principals Working Meetings (MKKS) to enroll their graduates in various relevant training courses at BLKs. There are well over 100 special schools in the seven districts of EEE, and 50 in Surabaya alone.

In addition to special schools, many people with mild disabilities also attend public schools or inclusive schools. The Education Office has long had a program to accept persons with disabilities in inclusive schools. In one of the discussions in Pasuruan Regency, the Provincial Education Office which handles SMA/K revealed that students with disabilities who attend inclusive schools tend to have mental readiness to interact with the public, so they are more prepared to enter the world of work. The PPDiS organization in Situbondo saw the same thing. For them, attending inclusive schools does not only shape the mentality of students with disabilities, but also enables non-disabled students to interact with their friends with disabilities.

However, the challenge of people with disabilities to get an education is still felt in all work locations. One of the obstacles is that not all schools can accept students with disabilities, while the SLB or inclusive schools is far from where they live. In a discussion in Banyuwangi, a school manager admitted that he had to reject applicants with intellectual disabilities because his school did not have a teacher who could accompany him. In Pasuruan, inclusive schools are only located in sub-districts, so prospective students with disabilities who are far away cannot reach the school. The Pasuruan Provincial Education Office, which has participated in various Mitra Kunci activities, said that challenges like this took a long time to address. The Department of Education admits that it has not been able to provide accompanying teachers for students with disabilities in all schools.

In the end, the self-development of persons with disabilities lies with the family. One parent who has a child with a disability in Sidoarjo said that the family is the spearhead in preparing children to be successful. He also mentioned that uneducated families can be the biggest obstacle in shaping the mentality of children with disabilities. When Mitra Kunci collected information in Surabaya, parents of children with Downs syndrome mentioned the same thing.

Likewise, people with disabilities from families with low levels of welfare have the biggest obstacles, including entering their children into the world of education. Not all parents have time to drop and pick up their children to school. Plus, the location of the school is usually far from where they live. Finally, these children also lack opportunities to work in the future.

From the experiences of these parents, Mitra Kunci found that the lack of young people with disabilities who are ready to be trained or work in this program has something to do with the lack of access to basic education in the past. Families, in the end, play the biggest role before they are connected with training, employment and entrepreneurship. The government can support this by making all schools inclusive by providing accompanying teachers. Meanwhile, DPOs can assist students with disabilities in these schools.

When Mitra Kunci opened access to training, the information was disseminated through the community in order to reach interested persons with disabilities. In Malang City, there is a Disability Family Forum in each sub-district that organizes participants to register as well as during the training. Likewise in Jember, Banyuwangi and Pasuruan, organizations that play a role in disseminating and recruiting participants. Meanwhile in Sidoarjo and Surabaya, MKKS became a liaison with people with disabilities. MKKS also provides companions for the deaf during the training. Thus, the role of the community, in this case organizations and schools, is vital to cover obstacles at the family level.

Access to skills training for people with disabilities

Getting the word out about opportunities for PWD

Mitra Kunci concentrated their efforts throughout the program on increasing accessibility for individuals with disabilities to attend local government-managed BLKs in all program areas. BLKs offer a wide variety of training options, and some are accessible, and allow qualified individuals with disabilities to attend all training classes. Initially, individuals with disability did not respond to information about this training opportunity. Mitra Kunci arranged open encounters between BLK

and PWD for that purpose. BLK representatives from each district shared information about available training packages, while PWD altered their options based on training availability.

Making training courses available for PWD

Mitra Kunci assisted PWD in Malang City in discussing and determining the types of skills they are interested in by allowing them to choose from the training options offered at BLK Wonojati and BLK Singosari. At the time, 145 people with disabilities selected 12 different types of training, but what could be supported were just four different types of training, which were attended by a total of 64 people with disabilities. The same thing occurred in Jember Regency. The BLKs could accommodate just one training class for 16 of the 48 individuals with disability. This demonstrates that there is a disconnect between the interests of disabled individuals and the availability of BLK training. Individuals with disability have expressed their expectation that the training given at the BLK will respond to market advances. This state cannot be altered in a short period of time by the BLK. Because the curriculum at BLK is prepared on a national level, modifications can only be made at that level.

Making classes accessible for people with hearing and sight impairments

Mitra Kunci assisted PWD in enrolling in public classes in BLKs in Pasuruan, Situbondo, Sidoarjo, and Surabaya. It also equipped educators with a sign language companion or a visually challenged companion. While BLKs recognized the critical need for disability assistants to help impaired attendees, they were unable to confirm when these aides will be available. Mitra Kunci then invited families of disabled individuals or groups of disabled individuals to volunteer as assistants. Between eight BLKs, dozens of courses were made available to PWD, across the spectrum from automotive to graphic design and catering, many of which are relevant to market needs. BLK Surabaya and BLK Jember, for example, mentioned that existing training packages were also used to strengthen the technical abilities of university graduates and even businesses. Additionally, all BLK include soft skills material to aid in job preparedness and the development of an entrepreneurial mindset.

Overcoming physical barriers

Apart from educational concerns, another difficulty that arises is adequate physical accessibility in BLKs. Previously, Mitra Kunci assisted BLK Sidoarjo and BLK Banyuwangi through the Progresif initiative, enabling them to improve. While not all facilities can be made disability-accessible, Mitra Kunci has discovered that numerous low-cost improvements may be performed. For instance, constructing a ramp or sloping area, or remodeling certain toilets to accommodate wheelchair users. Additionally, all staff members in the BLK, including leadership, teachers, and support personnel like as security staff, underwent training on how to communicate with PWDs.

Acceptance of individuals with disabilities, on the other hand, can occur without waiting for fully compliant acceptable BLK accommodation. In Malang, BLK Wonojati and BLK Singosari employed a system of community-based training. When all participants are disabled, instructors use community facilities such as meeting halls or village parks as training settings. As a result, a small crew from the Disabled Families Forum prepared the training facility so that individuals with disability could access it. There were four community trainings, all of which took place outside of the BLK.

In BLK Jember, the same thing occurred. Welding training classes can be conducted without requiring the BLK to change facilities. The BLK was accompanied by DPOs to guarantee that the requirements of disabled participants were met. This produced in beneficial outcomes, including the establishment of a post-training assistance agreement between the organization and the BLK.

Making sure instructors are capable of teaching PWD, or have help in doing so

Another barrier in BLKs is the challenge of equipping instructors to interact with PWD with variety of disabilities, such as blindness, deafness, or mental retardation. As a result, Mitra Kunci encouraged

organizations and communities to provide a hand during instructor training. Mitra Kunci requested assistance from SLB teachers from MKKS to assist deaf impaired participants during the training at BLK Sidoarjo and BLK Surabaya. Similarly, at BLK Pandaan, Mitra Kunci received aid from SLB Pandaan when there were deaf participants. The Grahita participants in Malang were escorted by FKD, which was comprised entirely of the older community. This demonstrates the critical need of having an organization or special school to facilitate communication between individuals with disability and the instructor. Of course, this is a temporary solution. In the long run, BLKs should consider providing adequate accommodation through instructors who are already capable of interacting with individuals who have a variety of disabilities. Following these interventions and supporting activities, BLK Singosari trained 48 PWD in makeup, catering, and cleaning services; BLK Wonojati trained a total of 32 PWD in hydroponics and catfish cultivation; BLK trained 16 welders, BLK Pasuruan trained 16 food processors, and seven other BLKs trained small numbers of PWD across a wide range of subjects.

Apart from BLK, various other agencies and organizations provide training for PWDs, including NGOs such as Aura Lentera in Banyuwangi which trained 16 PWD in coffee processing, Meta Progress Training and Learning which trained 33 PWD in soft skills, Pertuni and Matahati in Surabaya which trained 19 PWD in e-commerce, amongst many others. Mitra Kunci assisted in the identification of local needs and providers, and supported PWD to attend.

For example, coffee processing courses in Situbondo and Banyuwangi were designed for individuals with prior experience. Participants learned how to use their skills productively. In Banyuwangi, this program received a favorable response from the city government, which granted participants permission to operate a coffee shop in a beach tourism zone. Similarly, in Situbondo, participants envisioned establishing a café run by deaf and disabled individuals.

Surabaya and Sidoarjo: more examples of new opportunities for training

- Mitra Kunci supported Meta Progress Training and Learning training institution in its efforts to integrate soft skills into the formal sector through job preparation. Additionally, Mitra Kunci and the Surabaya City Government sponsored the Pertuni and Matahati groups that taught blind individuals how to use digital marketing. Certain participants immediately registered on platforms such as Tokopedia and began selling things there.
- Meanwhile, numerous Community BLKs are active throughout all programmatic areas. Community BLKs are intended to provide a single training over a period of one year. Due to the fact that community BLKs are typically located and run by Islamic boarding schools in East Java, they tend to accept trainees from that setting. Following Mitra Kunci support, seven community BLKs offered training to PWD, reaching a total of 77 individuals.
- Mitra Kunci assist Community BLK in developing their inclusive knowledge capacity. The findings were extremely favorable, as Community BLK became more receptive to those with disability. For instance, after receiving advice from Mitra Kunci, two BLKs in Malang and Situbondo admitted participants with disabilities.
- Additionally, the Surabaya City Manpower Office, in partnership with training providers, is now offering training for PWD.

Table 15 Training packages at the Surabaya City Manpower Service

Training and Certification	Number of majors	Number of Classes
Industry	5 majors	5
Service	8 majors	20
Office Sector	2 majors	2
Automotive	2 majors	4
Information and Communication Technology	4 majors	4
Tourism	4 majors	4

Apprenticeship and employment opportunities for people with disabilities

Apprenticeship

One of the good practices that existed prior to Mitra Kunci's establishment was the Surabaya City Government's internship initiative under the Manpower Office. The PROGADIS (Program Magang Disabilitas/Disability Internship Program) program assists PWD in obtaining internships with a variety of businesses in Surabaya, including six hotels. Mitra Kunci facilitated a meeting of DPOs and the Department of Manpower to expand knowledge of this program among DPOs.

Employment

In all districts/cities, the number of businesses that already employ people with disabilities is still quite modest. For example, while Pasuruan has over 80 significant businesses, just seven are registered to employ people with disabilities. Meanwhile, no information is available in Sidoarjo. In a Mitra Kunci FGD session, several significant companies stated that they did not yet have roles that could be filled by people with disabilities due to the companies' limited ability to provide supporting facilities.

An exception to this is PT Jatim Autocomp Indonesia (JAI) in Pasuruan. PT JAI reported their experiences during a focus group discussion (FGD) in February 2021. PT JAI employs 41 disabled individuals, or 1% of the entire workforce. With working conditions that demand employees to remain standing throughout the day, PT JAI can only accept individuals with mild disabilities whose legs function normally. All 41 disabled employees have mild disabilities. There were 21 employees with moderate disabilities and 21 employees who were deaf. The remainder are partially blind or have difficulty communicating. PT JAI is having trouble recruiting disabled personnel. Pasuruan Regency has a scarcity of disabled employees. Only ten of the district's 41 employees with disabilities are district residents. The remainder are scattered throughout 15 other districts in East Java. PT JAI engages with seven Special High Schools in seven districts/cities outside Pasuruan to recruit disabled personnel.

- In Pasuruan, PT Alfamidi Group (Alfamidi) encountered the same thing. They employ five PWD, all of whom are mildly impaired, as cashiers in stores and warehouses. Alfamidi has been unable to recruit disabled individuals to work in the office. Alfamidi has continuously advertised for employment but has not been able to find anyone who meets their standards.
- Finding disabled individuals who match employment standards is a significant difficulty for PT JAI and PT Alfamidi. On the other hand, many special schools and inclusive schools lament their graduates' inability to find work. Mitra Kunci leverages the success of businesses that have embraced disabled employees to persuade others to do the same.

- In Pasuruan, PT FMC employed three deaf challenged individuals for the first time. This business is involved in packaging, a task that many PWDs may readily perform. The opportunity came about through the Pandaan State SLB's role in hosting a special employment fair at its campus which aimed to bridge the gap between PWD and employers who accept them. As a result, the Mitra Kunci bolstered the event by increasing the area of services from schools to the district level via the mechanism of the district Manpower Office's Disability Service Unit.
- In Jember, PT Bobbin advertised a position for disabled workers following attendance at multiple Mitra Kunci-sponsored courses on inclusive employment. After extensive meetings with the Mitra Kunci and organizations representing disabled people, the corporation eventually took the risk of implementing this. With over 3700 employees, the company now has 37 positions that are accessible to individuals with disability. PT Bobbin first hired PWD to perform packing tasks.

In the middle of a pandemic, with few fresh job openings, some retail and finance organizations continued to accept disabled people for apprenticeships and job applications. Amongst them were Alfamart (45 positions). PT FMC Agricultural Manufacturing (3), MS Glow Malang (6), PT Main Midi Pasuruan (4), plus several other companies that hired one or two new staff with disabilities.

To achieve this, Mitra Kunci and organizations representing persons with disabilities in districts/cities needed assist individuals with disabilities in applying for available employment. This support is provided in light of the fact that the PWD might be either unable or unwilling to submit their own applications. Additionally, the majority need help with creating an effective curriculum vitae. The Manpower Office maintains a number of initiatives in each district/city to assist workers, especially those with disabilities, in connecting with the world of labor. In general, the programs in each place are similar, including job fairs or job fairs combined with job canvassing, which connects workers with employers in need.

Potential game changers

In Pasuruan Regency, the Pandaan Special School established a Special Employment Exchange (BKK) for PWD. It is actively recruiting for positions that are accessible to disabled employees. The Manpower Office will integrate information about job openings for people with disabilities into an online platform for existing job openings at <https://hellowork.pasuruankab.go.id/>. Mitra Kunci supported this initiative by urging organizations to utilize the platform for disabled people.

Establishment of a Disability Services Unit in the Human Resources Sector

The Manpower Office in Sidoarjo and Pasuruan Regencies took the initiative to adopt Ministerial Regulation No. 21 of 2020. Local municipalities are required to have a ULD, which is administered by the agency responsible for the personnel sector in the regulation. Additionally, ULDs must connect disabled workers with employers seeking to hire them. Additionally, assistance is provided to businesses in order to ensure that suitable accommodations for persons with disabilities are provided.

Due to the short length of EEE activities, Mitra Kunci focused exclusively on facilitating workshops to prepare for the development of ULD. After two rounds of debate, the Manpower Office in Sidoarjo Regency created a draft for it in May 2021, but its formation is still pending dialogue with other levels. Similarly, in Pasuruan Regency, the establishment of ULD will be outlined in a Regent's Regulation following Pasuruan's recent passage of a Regional Regulation (Perda) for Persons with Disabilities. The provincial planning agency, BAPPEDA and the Department of Manpower will continue discussions over ULD formation.

Access of individuals with disabilities to start-up financing and business growth

Capital for Entrepreneurship and Business Development

Establishing a suitable business is the first hurdle that individuals with disabilities must overcome before they can address the issue of finance. Individuals with disabilities who have started businesses presented their experiences during FGD sessions held in districts/cities. Individuals with disabilities who already own a business recommend starting one immediately and learning how to develop it. Even when they have an idea, not all PWD are willing to try it immediately. Without an established firm, financial opportunities are extremely limited.

As a result, the Mitra Kunci encouraged PWD to create enterprises in groups, where they can learn from one another. This occurred in Malang City as a result of a catfish farming group and a hydroponics group that launched their businesses immediately following training courses at BLK Wonojati. Due to the fact that it is conducted in groups of 16, this transaction could be completed quickly. Or in the district of Jember, for example, a welding workshop group was founded following training at BLK Jember. The group comprised sixteen individuals who established a business called Bengkel Las Bisa, which is now receiving numerous orders.

Meanwhile, the incentive for entrepreneurship can come from the company CSR processes. In Surabaya, Mitra Kunci linked disabled individuals to a food and beverage retail enterprise, PT. Ananda Jataka Bayu Sejahtera (PT AJBS). In July 2021, PT AJBS provided loans in the form of carts and equipment to sell snacks to PWD through a CSR program called Go Sunnako. PWD can sell a variety of items through this service, including carts, stoves and cooking utensils, cooler boxes, as well as culinary ingredients and spices worth IDR 250,000. If they are unable to sell, all equipment can be returned to the next user. Several parents of PWD who participated in this program expressed their gratitude for the opportunity to learn about entrepreneurship. There are currently four young people with Downs syndrome, one who is a slow learner, two who are physically impaired, and one who is deaf disabled who have launched a business.

Focus on banks and financial institutions and access to funds for PWD

In a focus group discussion on Entrepreneurship and Capital, Mitra Kunci invited a number of banks and financial institutions to provide information about their funding schemes that can or have been accessed by persons with disabilities. Two banks joined in Sidoarjo, four in Malang, Pasuruan, Banyuwangi and Surabaya, Jember and Situbondo and nine in Pasuruan, and the banks joining included state and private banks plus other financial institutions.

According to the findings of the FGD on venture capital financing, few people with disabilities have access to KUR through banks, even though the banking sector has broadened access to KUR and wishes to be proactive in visiting everyone who needs business financing. Banks that participated in the FGD, including Bank Jatim, BRI, BNI, and Bank Mandiri, indicated that they offered microcredit with loans of less than Rp 10 million. Credit is only available to customers who have operated their business for at least six months and demonstrated success. Additionally, there are still regulatory inconsistencies about whether microloans require collateral or not. BRI in Jember claimed that collateral is not required as long as the business is deemed viable. Meanwhile, banks require collateral in other areas.

- Other financial institutions, such as BPR Bank, require that the firm be operational, and that collateral be available. However, several additional waivers have been granted. For instance, BPR Delta Artha in Sidoarjo operates a Regional People's Business Credit (KURDA) program through which the Sidoarjo Regency government subsidizes 7% of the total 10% interest. As a result, consumers pay only 3% interest. To be eligible for this program, business owners must acquire a referral from the Office of Cooperatives and Small and Medium-Sized Enterprises.

- In Malang, there is the Setia Budi Women's Cooperative, which offers capital lending services to consumers who join the cooperative and form groups to develop businesses. As a result, no collateral is required for the business. In Malang as well, the Cooperatives Service proposed that disabled people form their own cooperatives in order to benefit from bank loans to cooperatives, which are then dispersed to members. Naturally, this requires a high level of stewardship and management.
- BUMDES also offers alternative funding mechanisms, such as in Pasuruan. This mechanism, however, is only available to borrowers who reside in the same geographic area as the BUMDES operational area.
- Although the government no longer distributes subsidies for business capital, it still have many aid programs available to those with disabilities. In Malang, for example, the Ministry of Social Affairs awarded over 100 people with disabilities funding to start enterprises through the Social Rehabilitation Assistance (ATENSI) program.
- In Pasuruan, Mitra Kunci and the UM Cooperative Office assist individuals with disabilities in obtaining grant monies from the Pasuruan Regency Government's Micro Business Productive Assistance Program (BPUM). Twelve of the twenty disabled individuals who submitted ideas had their submissions approved and got a grant of IDR 1.2 million.
- In Malang City, the Department of Cooperatives, Industry, and Trade (Diskoperindag) offers a business clinic program. Mitra Kunci connects individuals with disabilities who have finished training at BLK and have begun cultivating catfish and hydroponics with Diskoperindag for additional support.
- The Cooperatives and UM Offices in Sidoarjo Regency have a general program for the production of 1,000 new entrepreneurs, which includes PWD.

Assisting in the coordination of multi-stakeholder initiatives

At the conclusion of the EEE program, Governor Khofifah Indar Parawanda of East Java invited Mitra Kunci to a brief meeting. During the meeting, the governor expressed her gratitude to Mitra Kunci for its contribution to inclusion in East Java. Throughout the program, Mitra Kunci coordinated with a variety of stakeholders, both in small group meetings and seminars. The coordination aimed to intended to harmonize all parties' efforts to promote and expand access to training, employment, and entrepreneurship for those with disabilities. Throughout the program, EEE coordinated with BAPPEDA through its Partnership Secretariat, also collaborating closely with the Office of Manpower and Transmigration and the Office of Social Affairs. Coordination occurs at the provincial level and extends to the community level, involving the following stakeholders:

- 67 government agencies
- 77 groups for disabled people
- 14 BLK and BLKK insignia
- 62 businesses
- 27 banks and financial institutions/cooperatives
- 62 special schools and inclusive schools
- 14 colleges
- 30 civil society organizations

Examples of outcomes of this intense coordination activity includes:

- Acceptance of the EEE PWD concept as a means of connecting individuals with disabilities to training providers, businesses, and capital sources.
- Expansion of opportunities for PWD to receive training in a variety of BLK and Community BLKs.
- Chances for entrepreneurs to obtain initial capital, either in the form of finances or in the form of equipment to start or build a business.
- Jobs and apprenticeships for 83 PWD.

Advocates for job and entrepreneurship opportunities for PWD

By September 2021, Mitra Kunci had recognized a number of champions, including institutions, groups, and individuals, for their initiatives, efforts, and efforts in promoting inclusiveness, particularly the empowerment of disabled people in employment and entrepreneurship, both within institutions and throughout society. A total of 74 individuals were nominated; they came from seven regencies/cities inside the EEE program's work area and three regencies/cities adjacent to the EEE program's work area, including Gresik Regency, Mojokerto City, and Malang Regency. All candidates must pass four independent judges who are representatives of CSOs, academics, government, and friends with disabilities, as well as representatives of private institutions.

2.7.3. HIGHLIGHTS OF RESULTS OF EEE PWD PROGRAM

By September 2021, Mitra Kunci had accomplished nearly all of the objectives established at the outset. Additionally, nearly all targets were reached. Only one indicator fell short of the mark: skill progress as judged by pre- and post-training testing. Numerous measurements were unable to be conducted due to methodological constraints.

Individuals accessing program activities

In seven districts/cities, a total of 1,522 people, disabled and non-disabled, engaged in various Mitra Kunci activities. Mitra Kunci hosted 98 events, including seminars, focus group discussions, meetings, training, and job fairs, both online and in-person. In aggregate, Mitra Kunci contacted a greater number of people through online activities. When Mitra Kunci began their operations, the target was a total of 700 persons. As a result, it exceeded the target by 217 percent. Although activity limitations during the epidemic limit this amount, actions via internet techniques can actually boost it.

There were three online activities where the number of participants exceeded 100 in a single event: the Down Syndrome Day Workshop in Surabaya and two strategy workshops in Banyuwangi and Malang City, respectively, to extend access for persons with disabilities to training and the world of work.

Vulnerable persons benefitting from USG-supported social services

EEE activities are geared toward individuals with disabilities. As a result, the vulnerable population in question is virtually completely composed of PWD. 760 PWDs were reached, including 334 with physical disability, 250 with sensory difficulties, 162 with intellectual disabilities, seven with mental disabilities, and four with dual disabilities. Additionally, this number exceeded the aim by up to 145 percent, compared to the initial plan of 525 PWDs. This cannot be isolated from the huge support of DPOs located around the country. Mitra Kunci recognized early on that the organization's role in reaching out to persons with disabilities was critical. It was observed that various Mitra Kunci activities involved as many as 77 groups of people with disabilities and 62 special schools.

Individuals who complete USG-assisted workforce development programs

One of EEE PWD's specific goals is to connect people with disabilities to the world of job or entrepreneurship. A total of 429 individuals with disabilities engaged effectively in a variety of capacity building activities, including training and workshops. Additionally, this amount exceeded the aim by 143 percent, totaling up to 300 disabled individuals.

Mitra Kunci was able to accommodate 149 persons with disabilities in 19 training classes at BLK despite numerous constraints during the pandemic. Training in BLK lasted between 18 to 28 days. Finally, Mitra Kunci convinced BLKs to remain accessible to people with disabilities after the program finished.

Additionally, 231 persons with disabilities received a variety of short training courses, ranging from one to two days, to enhance their soft skills for entrepreneurship and job readiness. Because these activities are typically designed to enhance pre-existing abilities, they frequently have a greater

impact despite their brief duration. For example, in Pasuruan, support with developing business ideas to raise capital resulted in the approval of 12 of the 20 applications submitted.

Individuals with improved skills following completion of USG-assisted workforce development programs

Improved skills are quantified through assessments that compare the skills possessed prior to and following training. Only 204 people with disabilities may be measured out of the aim of 250. This equates to only 82% of the target. Certain types of training cannot be quantified, primarily due to a lack of measurement methods. For instance, when Mitra Kunci conducted a brief training session on CV preparation in order to apply for a job, there is no measurable outcome. Similarly, when accompanying someone to present a proposal, measurement methods are unavailable.

Individuals with new or better employment following completion of USG-assisted workforce development programs

- After completing training at the BLK or working in the formal sector, a total of 62 individuals with disabilities were able to launch their own enterprises. This figure exceeds the initial aim of 50 PwDs.
- In Malang City, 32 PwDs established businesses, while 16 PwDs in Jember established welding workshops. Meanwhile, five PwDs in Sidoarjo and Surabaya established businesses in collaboration with food retail enterprises.
- With just a restricted number of new job openings during the epidemic, only seven people can be recruited into the workforce. PT FMC Agriculture recruited three deaf challenged individuals in Pasuruan for the first time. Alfamart, meanwhile, recruited four disabled individuals in Jember, Situbondo, and Banyuwangi.
- At the time this report was written, 13 individuals had successfully completed the third step of selection to work at PT Bobbin in Jember. Similarly, four persons with disabilities are now being interviewed at Alfamidi Pasuruan. This amount is not included in the calculation in this report.

Service providers trained who serve vulnerable persons

- Mitra Kunci educated 56 instructors or managers from 40 BLK, Community BLK, and private training institutions about the importance of inclusivity in training delivery. This training is one strategy for increasing the number of BLK willing to welcome individuals with disabilities. Mitra Kunci targeted 35 instructors, so this performance exceeded the objective by 160 percent.

Notably, a lot of BLK participants came from regions other than the EEE, including Jombang, Kediri, Madiun, Ponorogo, Tuban, Bojonegoro, and Sumenep. BLK Sidoarjo and BLK Banyuwangi, who had received help from the beginning, served as resource persons, sharing their experiences as inclusive BLKs.

USG-assisted organizations and/or service delivery systems that serve vulnerable persons strengthened

- Mitra Kunci has effectively engaged 232 groups through activities such as meetings, FGDs, and workshops both online and offline, both government and civil society, which provide services to individuals with disabilities over the course of a year. There are 89 official institutions, 77 non-governmental organizations, 36 civil society groups, 22 faith-based and eight community-based organizations.
- Many of these organizations are new to the issue of inclusive employment and entrepreneurship.
- These organizations are present in all work sites, with 37 in Surabaya, 30 in Sidoarjo, 44 in Malang, 30 in Pasuruan, 27 in Situbondo, 24 in Jember, and 30 in Banyuwangi. Banyuwangi has 30

GESI Initiatives Implemented

A GESI initiative is defined as any action conducted by a partner organization with project support with the goal of promoting gender equality or inclusion in the workplace. A total of 47 GESI efforts were conducted in a variety of formats, including 31 training sessions, 11 job fairs, and five outreach events. These GESI projects help disabled individuals to have access to a variety of training opportunities, money, and the labor market. These GESI projects span all EEE areas, including Surabaya 4, Sidoarjo 7, Pasuruan 10, Malang 11, Situbondo 5, Jember 7, and Banyuwangi 3.

Table 16 Summary of EEE PWD Program Results

Indicator	Target	Result	Achievement
1.1 Number of service providers trained who serve vulnerable persons (ES-4.2)	35	56	160%
2.1 Number of individuals accessing the Kunci Program Activities increase (global Indicator)	700	1,522	217%
1.4 Number of vulnerable persons benefiting from USG-supported social services (ES 4.1) *	525	760	145%
1.5 Number of USG-assisted organizations and/or service delivery systems that serve vulnerable persons strengthened (ES 4.3) *	18	232	1289%
2.2 Number of individuals who complete USG-assisted workforce development programs (E.G-6.3)	300	429	143%
2.3 Number of individuals with improved skills following completion of USG-assisted workforce development programs ((E.G-6.2)	250	204	82%
2.4 Number of individuals with new or better employment following completion of USG-assisted workforce development programs (E.G-6.1)	50	83	124%
3.1 Amount of resources leveraged from public or private sector partners for Kunci workforce development program increased (MK Custom)	IDR 100 millions	IDR 538.2 millions	538%
3.3 Number GESI Initiatives Implemented (MK Custom)	14	47	336%
4.1 Number of Skills Development and Employment Opportunities publicized (MK Custom)	50	620	1240%

2.7.4. SUSTAINABILITY AND ADOPTION OF EEE LEGACY

Although EEE events may have been brief in duration, they have had a lasting effect on many of the parties or individuals involved. Several of the potential consequences include the following:

Adoption of the EEE PWD model

- The Bappeda Regency in Pasuruan adapted the EEE PWD concept to local requirements. Digdaya with Sibola, or Disability Empowerment via Collaborative Synergy, is the concept.
- Digdaya Sibola is a continuation of the EEE PWD concept, bringing many stakeholders together from upstream to downstream. Digdaya Sibola builds the capacity and competence of disabled people through organizations and schools. In the middle, this project makes use of BLK, BLKK, and programs held by government agencies or other organizations to develop the necessary skills. While this strategy is downstream, it promotes businesses to hire

disabled personnel. Along with employment in the official sector, individuals with disabilities may be directed to pursue entrepreneurial endeavors.

- This strategy necessitates the involvement of numerous parties, which is frequently referred to as the Pentahelix. The government's primary drivers are Bappeda, Social Service, Manpower Service, and Micro Business Cooperatives Service. As training providers, BLK Pandaan and BLK Pasuruan are involved in this program.
- Organizations for people with disabilities such as PPDI, HWDI, Pertuni, and DMI, as well as special and inclusive schools, serve as liaisons with all persons with disabilities. Companies such as PT JAI, PT Midi Utama, and Tbk joined to share their expertise. Academics from Yudharta University in Pasuruan assisted in developing the initiative's concept.

Inclusion in state-owned BLKs

- After the Mitra Kunci agreement expires, all training opportunities at BLK will remain open as part of BLK's commitment to disability inclusion. The East Java Province's Department of Manpower and Transmigration has made numerous references to this pledge. Thus, in all provinces, the option exists for government-owned BLK. This chance is critical, especially while BLK housing is still a long way from being accessible to people with disability.
- Mitra Kunci has produced recommendations for BLKs that can be used to create inclusive BLKs and can also be used by community BLKs and private training providers to support this.

Champions of Inclusivity

- Several individuals or institutions became agents for inclusive employment and entrepreneurial campaigns by virtue of their roles as champions.
- Mitra Kunci presented an award at the provincial level for East Java Province's commitment to inclusion. The Governor recognized the award and handed it to the public shortly after Mitra Kunci presented it. East Java explicitly identifies inclusion as a development priority. Thus, it will be easy to continue the conversation about inclusivity.
- At the district/city level, the Situbondo District likewise demonstrated a high degree of devotion. Situbondo, which Mitra Kunci has designated as an inclusive district, is committed to implementing this criterion. These efforts will be amplified by the participation of several organizations and individuals who are also champions.
- Incorporating a plan for the establishment of a Disability Service Unit within district/city EEE activities has a significant impact on the district/city level formation of ULD. The establishment of ULD will serve as a catalyst for people with disabilities entering the workforce. The Manpower Office in Sidoarjo was the most engaged in designing the plan.
- In Pasuruan, the plan now has a firmer legal foundation thanks to the passage of the Local Regulation on Persons with Disabilities.

3. FEATURE STORIES

BLK Surakarta, Central Java: A role model for Inclusive BLKs

BLK Surakarta has been supported intensively through the USAID Mitra Kunci partner, Saujana (both under Ayo Inklusif! And PROGRESIF program). Based on this support, this BLK can be considered Indonesia's first inclusive BLK. They have reconstructed their facilities in line with the principle of reasonable accommodation, adjusting their training offerings including soft skills content, and made their courses and facilities more inclusive. BLK Surakarta's transformation is now an example for other BLKs, and now their instructors are often asked to act as resource people and advocates for other BLKs as they try to become more inclusive.



BLK Surakarta, Indonesia's first inclusive BLK

BLK Surakarta went on to support other Mitra Kunci program initiatives, and triggered changes through the willingness of the team to advise and inspire others. When the PROGRESIF team wanted to work on inclusion with BLK Sidoarjo, they asked the Head of BLK Surakarta to share with them about BLK Surakarta's cooperation with Kerjabilitas. In addition, Mr. Karsono, an instructor who had transferred from BLK Surakarta to BLK Sidoarjo was very helpful because he was able to share his experience with other BLK Sidoarjo representatives who did not yet have a picture of a disability inclusion training system.

PROGRESIF staff then carried out an accessibility audit at BLK Sidoarjo in coordination with the Head of the Administration Section and Mr. Karsono, who led the assessment using his previous experience in improving accessibility at BLK Surakarta. BLK Surakarta also influenced positive developments towards inclusion at BLK Banyuwangi starting in December 2019.



Ardanto Jati Winoto, one of the champion of BLK Surakarta.

Following this, Mitra Kunci frequently invited BLK Surakarta, usually represented by Mr Ardanto Jadi Winoto, to share expertise and experience with other fellow BLKs and Community BLKs, in meetings and workshops managed by Mitra Kunci with MOM or private sector partners, with the aim of inspiring them to action in the same way.

KKN-TKWU inspires the expansion of heritage rice products in Cianjur, West Java

Students and staff at the University of Suryakencana (UNSUR) in West Java have used their knowledge and skills from their KKN-TKWU program to make a difference in their community through rice product development. The Pandanwangi (Fragrant Rice) Center was established by UNSUR to research into rice strains and preserve Indonesia's celebrated Pandanwangi rice variant. Set up under the university's Research and Community Development Agency (LPPM), the Center supports the community to develop rice-inspired products.

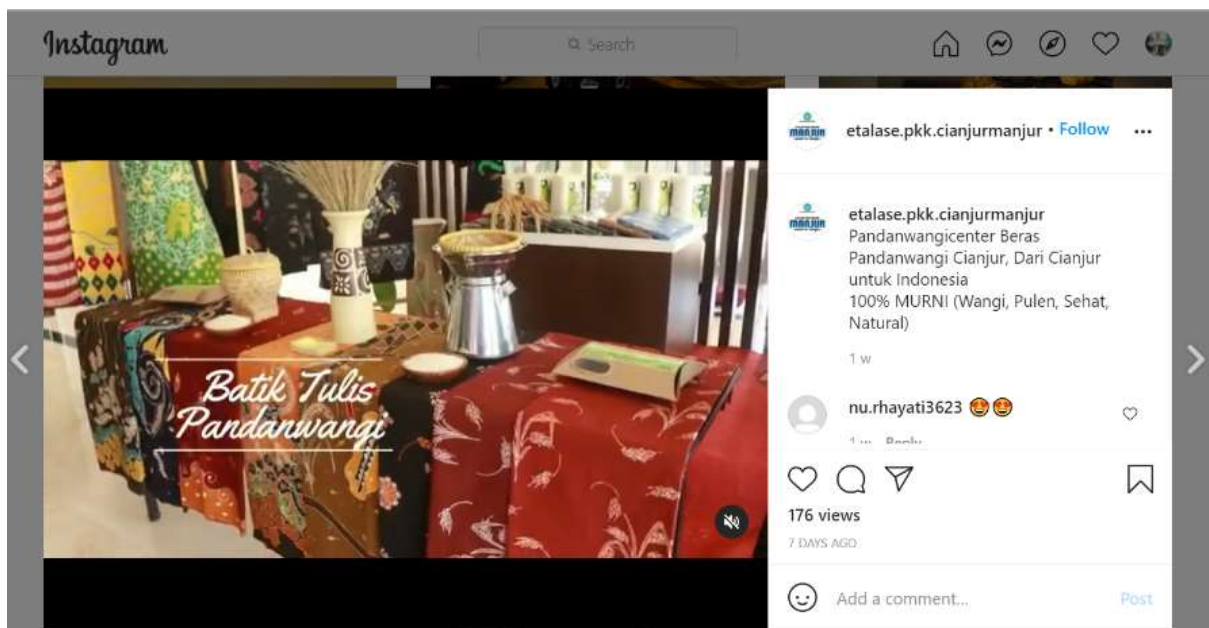
Mitra Kunci's partnership with UNSUR started with a KKN-TKWU Training of Trainers course for lecturers and students in 2018. Several rounds of KKN-TKWU followed, giving students the opportunity to support local farmers to develop rice products and explore agri-business opportunities. Applying the KKN-TKWU Business Model Canvas, students contributed to the development of an instant rice dish (nasi liwet) and inspired local batik artists to create Pandanwangi motifs for their hand-painted batik cloth.

The Pandanwangi Center also gained from the KKN TWKU experience, with staff adopting the Business Model Canvas and applying the principles of gender and social inclusion from the training course they had attended. According to Dr. Trini Handayani, Head of the LPPM, "At the outset, the center developed the rice variant itself, but since working with Mitra Kunci, we began to see abundant potential in the market, so we started to innovate by developing other products such as instant liwet rice and hand-painted batik motif, while also involving persons with disabilities in the process."

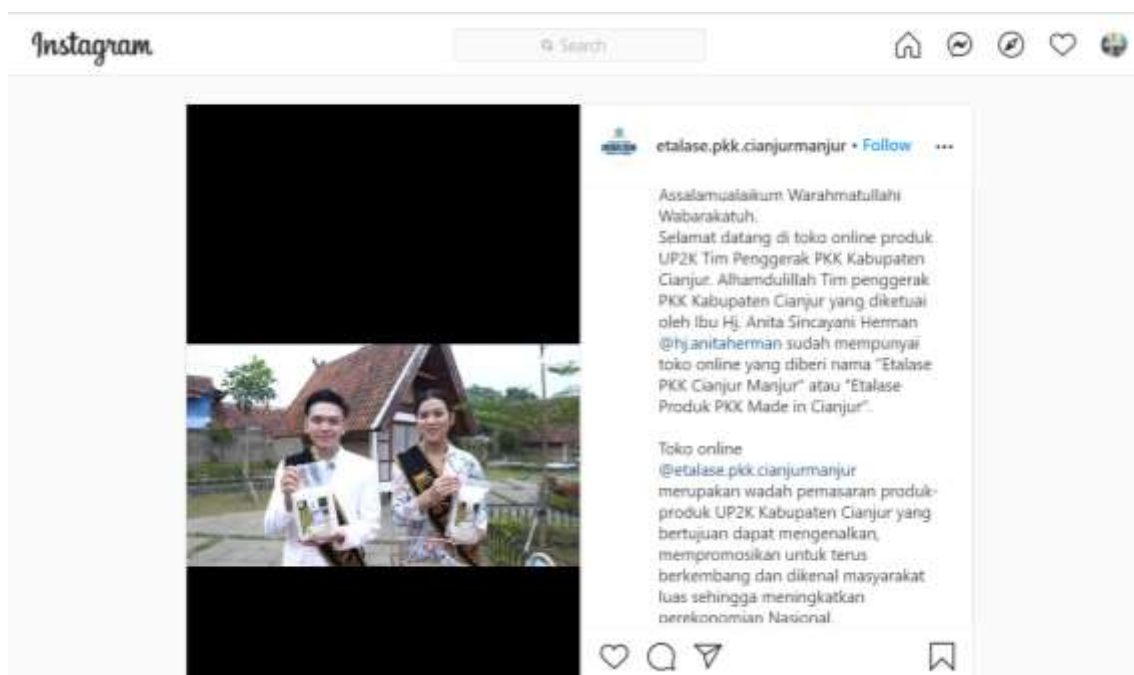
Dr Trini also noted how the KKN-TKWU experience helped students to apply design thinking and report on progress through their work on agri-business development in communities. "In their reports, students show how they use design thinking to support the local communities to solve their own real-life problems. The solutions are therefore more sustainable, because they come from engaging the community and not through charity," added Handayani.

In June 2021, UNSUR held a lessons learned event to showcase their achievements over the years they encouraged community development through KKN-TKWU as an entrepreneurship initiative. The Business Model Canvas was a standout: "We were particularly impressed with business model canvas introduced in the training, which we can continue to use until now to identify our targets and business opportunities as well as developing entrepreneurship initiatives," recounted Handayani, speaking on behalf of staff and students. In addition to promoting the Pandanwangi-inspired products through offline exhibitions, the Center also sells them online through blibli.com. Starting in 2022, the Center plans to support the development of a Pandanwangi Rice Cultural Village (Kampung Budaya Padi Pandanwangi) that will be open for visitors who wish to learn more about Pandanwangi rice and the agri-business that has developed from it.

Pandanwangi Center's products are featured among the selection of Cianjur's local products selected by the Family Welfare Program team led by the Cianjur Regent's wife Anita Sincayani Herman. These products are promoted online on Instagram at @etalase.pkk.cianjurmanjur and available for purchase. Pandanwangi rice is now featured as one of Cianjur Subdistrict's flagship products on the Instagram online store @etalase.pkk.cianjurmanjur.



Pandanwangi Center takes inspiration from the local rice variant that can be nutritious well as inspiring beautiful design to wear.



Pandanwangi rice is now featured as one of Cianjur Subdistrict's flagship products on the Instagram online store @etalase.pkk.cianjurmanjur.

In the spotlight: Jarum Kayu, a platform for youth to speak out and learn about inclusion

"Self-acceptance is very important for people with disabilities," highlighted Ulya, a member of the Youth Network for Inclusive and Decent Work (JARUM KAYU), as she discussed how to make a more equal society, in a two-part article on Solider.id in late August 2021.

Ulya, a university student with a physical disability from Cirebon, West Java, is one of the fifteen initial members of the youth network, JARUM KAYU. Co-initiated by USAID Mitra Kunci alongside youth-led nonprofit organizations Koneksi Indonesia Inklusif (KONEKIN) and Emancipate Indonesia,

JARUM KAYU was launched in June 2021. It aims to put youth participation at the heart of multi-stakeholder advocacy efforts for inclusive and decent work, particularly in Mitra Kunci's working area in West Java, Central Java, and East Java.



Members of Jarum Kayu meet online to discuss their concerns and ideas on inclusive workplace development

While Ulya dreams of making her hometown, Cirebon, more inclusive for its workforce, her colleague Nurma, a mental health activist at Perkumpulan Jiwa Sehat, believes in the importance of youth participation in advocating for the rights of young people.

“I was interested in joining JARUM KAYU because all the members are young people and it is something new for me,” said Nurma, who is based in Blitar, East Java. As a founder member, she brings her experience in advocating for mental health issues, as well as her understanding of discrimination and stigma often faced by youth with disabilities, including ones with mental disabilities, and knows their struggle to be accepted in the workplace.

Acceptance is also an issue which other members of JARUM KAYU feel strongly about, such as Amanda, a psychology graduate from Semarang, Central Java. As a transgender person, they have had the experience of being unable able to apply for jobs with their preferred name, as it doesn't match their ID card. For many transgender people like Amanda, their struggle for recognition of their identity affects not only their working opportunities but also their access to basic services such as education. Therefore, Amanda believes that the voices of sexual minorities are worthy, because their rights are also human rights.

“I see this as an opportunity for me to promote issues of the diversity of gender identities and sexual orientations,” said Amanda, who is actively involved in social activism through Rumah Pelangi Indonesia and LBH Semarang, about her participation in JARUM KAYU.

Exposure to new experiences and the knowledge of other members is what makes Raka, a deaf student and activist from Surakarta, Central Java, grateful to be a part of JARUM KAYU. To Raka, this exposure also enriches his understanding of what equality means for persons with disabilities.

“Many deaf people have skills such as photography and design, but they have to compete with non-disabled people although they do not have equal access to information and opportunities,” noted Raka. “For people to be equal, education reform is a must. This would lead to better working conditions and give us better access through technology,” he concluded.

T-shirt business partnership booms in Jember following Student Community Service Program on Entrepreneurship

Sella **Rimba** owns the Lokatara Cotton T-shirt Shop in Jember, and she is a partner of the KKN-TKWU program of the University of Jember. She met Siti **Maemunah**, a 2017 graduate of the University of Jember's Indonesian Language Department when Siti was scheduled to speak at the 2020 University of Jember Entrepreneurship Thematic Work Experience Lecture. Sella was already selling t-shirts at the time, while Siti was already operating a screen printing business. Siti was looking for t-shirts to screen at Sella's shop when the two realized that there might be a mutual benefit to working together. Being the same age meant that they could connect easily.



Lokatara was transformed from a loss-making venture to a profitable enterprise by Siti and Sella.

Given the high demand for Siti's screen printing services, the two agreed to collaborate. When Siti received a large number of requests for screen printed t-shirts, she decided to purchase them from Sella Rimba's Lokatara Shop. Similarly, she will direct visitors to the Lokatara Store who inquire about t-shirt screen printing to Siti's screen printing business.

Sella and Siti continue to grow their businesses together. When Siti was following an Entrepreneurship Thematic Real Work Lecture (KKN-TKWU) at Sella's Lokatara Shop, they were inspired by what they learned together and started to make substantial improvements to Sella's business. Starting with a redesign of the store's banner to make it more appealing to buyers, then adding standing banners outside to promote it further. Then they rearranged the t-shirt rack arrangement, created online cashiers, added cashier printers, and EDC machines, among other things. "We made so many improvements to the store, I can't remember them all", Sella told Mitra Kunci.

The Lokatara business thrived even after the start of the COVID-19 pandemic, and when Community Activity Restrictions (PPKM) were enforced due to the rise of infections, the store's earnings from t-shirt sales plummeted by Rp. 10 million monthly. However, with the relaxation of the restrictions in September 2021, revenue from the sale of t-shirts bounced back. A customer from Malaysia purchased three dozen simple red T-shirts via a WhatsApp order. Sella did not, however, have time to enquire about the buyer's address, telephone contact number, or preferred social networking platform. She realized she needed a database of consumers who could be contacted for birthday wishes and similar occasions and as a way of promoting new products. She had not thought of this earlier due to the high volume of orders and sales transactions conducted via WA.

Sella dreams of one day owning her own t-shirt shop and not having to rent it from others as she currently does. She hopes to make numerous improvements on his own in the future, given how much Siti has aided her so far. T-shirt sales are expanding significantly at the moment, and she knows her business is a success, especially considering the small initial outlay of IDR 250,000. Her parents and family provided her with a great deal of encouragement and moral support, though ultimately she would like to be able to take out a loan for her business.

**) Interviews conducted with respondents on September 28, 2021.*

BLK Surabaya, East Java: Taking steps towards disability inclusion

“During my time as an instructor at BLK, I never knew about training people with disabilities. This is my first experience of training people with disabilities.” Miftahul Huda, a graphic design training instructor at BLK Surabaya, explained as he began teaching a group of 16 young people. Both excited and nervous, he was concerned about how he would be able to communicate effectively, especially as two of the participants, Ithma and Rizqi, are deaf.

His concern was shared with other BLK instructors, and this means that people with disabilities often miss training opportunities and a chance to enter the world of work and business. Under the EEE-PWD project, Mitra Kunci has been able to work with BLKs in seven districts and cities in East Java to reduce such barriers, using innovative approaches that are adjusted for training participants with different disabilities. In Huda's class, this meant showing Ithma and Rizki to use a voice to text application to absorb verbal explanations from the instructor. Meanwhile, Huda himself prepared more written materials to make it easier for both of them to understand the content.

Everything went smoothly for 33 days of training. Both students were able to absorb all the training materials and graduated successfully from their graphic design course.

BLK Surabaya has 29 other training courses on offer, many of which can be offered to PWD, however information about the courses does not always reach them, and some will need assistance to register, go through the selection process and attend the class.

In the case of Ithma and Rizqi, the EEE team had helped reach them through several online meetings which connected the BLK to special schools and Disabled People's Organizations. During these meetings, the BLK Surabaya explained the opportunities on offer and opened online registration for PWD. A selection process followed, making sure that the candidates had the basic knowledge and interest in a course and would be able to complete it. Ithma and Rizqi, who chose graphic design, passed the assessment because they had the ability to operate computers. Mitra Kunci provided the support of a sign language interpreter to make sure that the two were not held back, and while this is not something generally offered, it can be done, especially when local communities and candidate families are able to assist.

Silvia Indah Guma Daryanti, Head of the Training and Certification Section at BLK Surabaya, acknowledged that instructors need to learn and gain a disability perspective, so they know how to make their classes more inclusive.



Participants in graphic design training at BLK Surabaya.



Rizqi and Ithma, the participants EEE supported to study at BLK Surabaya



Marking the moment: the opening of the training course with the Head of the Manpower and Transmigration Office of East Java Province Dr. Himawan Estu Bagijo, SH., MH., along with BLK and EEE representatives.

Mitra Kunci as catalyst: a new welding business for PWD in Jember, East Java

A group of youth with disabilities has been able to start a new and promising welding business in Jember as a result of the EEE-PWD team's efforts to link PWDs with opportunities.

The EEE-PWD team learned that BLK Jember was offering a training course on welding, and they passed on information about the course to two DPOs in Jember: Persatuan Penyandang Cacat (Perpenca – Union of People with Disabilities) and Persatuan Penyandang Disabilitas Indonesia (PPDI – Union of People with Disabilities Indonesia) Kabupaten Jember. These two DPOs focus on advocacy for disability rights and connect more than 9,000 PWD between them.

In response to the offer from the BLK, 50 youth with disabilities from the two DPOs joined an introductory session which led to the BLK opening a welding course specifically for the 16 people who wanted to learn how to weld.

The training course took place over 16 days in March-April 2021, and the participants learned how to produce canopies, iron fences and other items. Such was their confidence in their new skills, they committed to setting up a welding workshop together, naming it Bengkel Las BISA, or the ABLE welding workshop.

Bengkel Las BISA was inaugurated by the Head of UPT BLK Jember, Sutrisno, on April 20, 2021, who explained how this new business was a success for the BLK and would be reported to the Ministry of Manpower, and that he remained committed to supporting BISA by lending welding equipment, so orders can be taken until the group could purchase their own.



BISA welders at work



Gus Mujib, the leader of the Annuriyah Community BLK, joined the official opening and who had facilitated discussions on a follow-up plan after the inauguration, said he would give some of the orders received by the Annuriyah Community BLK to BISA based on a contract with housing developers for the supply of canopies and iron fences with a total contract value of around Rp. 2 billion in 2021.



Official opening of the BISA Welding Workshop, with the Head of BLK Jember, Pak Sutrisno, the Suci Village Head and the Head of Perpenca Jember, with Mitra Kunci representative.



BISA team photo after the official opening

BISA has already received several other orders including making iron fences, plant holders and stoves, and the team knows there is demand for good work in Jember, and local pride in their abilities. "I hope that the BISA Welding Workshop can participate in working on the project," he asked. BISA is currently exploring opportunities for cooperation with PT. Property Problem Solving (PMP) by working on a stage for gymnastics for employees at PT. PMP worth IDR 10,000,000. "This stage is the starting point for the Cooperation program with the BISA LAS Workshop. We'll see, if the results are good, we can make an agreement with the BISA LAS Workshop for a long-term program," said Eddy Sulistyono, a representative of PT PMP to USAID Mitra Kunci.

Inclusive Workforce Development activities take off in Pasuruan, East Java: Building the Legacy

Rahmawati **Wulan Prasetya** (Wati) and her two friends could not wait to start their career at PT FMC Agricultural Manufacturing in Pasuruan, East Java. Their employer was equally excited, as it

would be the first time for them to employ persons with disabilities. The new beginning came because of collaboration between Mitra Kunci and local stakeholders, including Pasuruan's Development Planning Agency (BAPPEDA).



The orientation day for Wati and her friends as new employees of PT FMC Agricultural Manufacturing on Wednesday, June 2, 2021.

From January to March 2021, Mitra Kunci facilitated a series of meetings to discuss training opportunities with BLK and recruitment opportunities with private companies, as well as cooperations and other financial institutions which might offer funding opportunities for entrepreneurship initiatives. Mitra Kunci made sure that more people had chance to participate by holding special workshops with disabled people organizations and inclusive education institutions.

Meanwhile, the BAPPEDA of Pasuruan District took stock of programs across local government offices which might already present opportunities, and later introduced an initiative called *Digdaya dengan Sibola* (Empowered Persons with Disabilities through Synergy and Collaboration) in March 2021. The initiative aimed to improve workforce access for persons with disabilities, like Wati and her friends, who are deaf.

Digdaya dengan Sibola is in line with Mitra Kunci's Employment and Economic Empowerment of Persons with Disabilities (EEE PwD) program in East Java, and is projected to continue the work started by the program once it is ended in January 2022. *Digdaya dengan Sibola* starts with strengthening the capacity and competence of persons with disabilities through organizations and schools, then collaborates with training centers to improve their programs to be more disability-friendly, and later encourages employers to hire job seekers with disabilities. In addition to improving access to workforce, the initiative also explores entrepreneurship opportunities for persons with disabilities.

"Through *Digdaya dengan Sibola*, Pasuruan District Government will continue the initiative started by USAID Mitra Kunci to provide more opportunities to persons with disabilities to access the

workforce,” said Kokok Adi Prayogo, Head of Social and Culture Affairs at the BAPPEDA of Pasuruan District.

Needless to say, this initiative calls for all hands on deck to put the Pentahelix collaboration into practice. BAPPEDA, the Office of Social Affairs, Office of Manpower Affairs, and the Office of Cooperations and Micro Enterprises are the leading stakeholders from the local government, while BLK Pandaan and BLK Pasuruan offer their expertise as training providers. Moreover, disabled people organizations such as PPDI, HWDI, and Pertuni, as well as schools for students with special needs (SLB) serve as the bridge for persons with disabilities with previously little access to job opportunities. Companies with experience of recruiting persons with disabilities such as PT JAI and PT Midi Utama, Tbk, share their lessons learned with their peers. Academics from Yudharta University in Pasuruan also lend their hands in developing the concept of *Digdaya dengan Sibola*.

The recruitment of Wati and her friends is only one of the fruitful results of *Digdaya dengan Sibola* initiative. Other than that, 86 persons with disabilities have completed training at BLK Pandaan and BLK Pasuruan. The Office of Cooperations and Micro Enterprises has also approved funding for twelve business proposals from persons with disabilities. SLB Pandaan initiated Special Job Fair to promote available vacancies and job seekers with requested qualifications.

Moreover, the initiative also led to the ratification of Regional Regulation (Perda) Number 6 Year 2021 on Persons with Disabilities, which lays the foundation to the development of Regional Commission on Disability and Disability Service Unit on Workforce (Unit Layanan Disabilitas Bidang Ketenagakerjaan). The regulation will also support the Office of Manpower’s efforts to approach more employers to open more positions for persons with disabilities.

4. CHALLENGES AND SOLUTIONS

In the five years of implementing Mitra Kunci, the team faced various challenges in the following areas: consortium formation, capacity building for PIs on inclusive employment issues, reaching agreements on budgets with PIs, building a common platform for coordination between consortia, changes among Mitra Kunci team members, Task Order modification, up to the last and toughest challenge which was the COVID-19 pandemic. Below we highlight of some of the challenges and how Mitra Kunci responded to them.

Initial stage: teething troubles

The initial group of Implementing Partners (PIs) had varying degrees of capacity and very limited experience in managing USAID funds and GUC activities.	The team initiated grant review and readiness meetings with all partners, providing guidance and mentoring on USAID policies and procedures, briefings on the GUC Manual, and strengthened its finance team to accommodate the needs of partners and ensure that reports were both accurate and timely.
The large size of proposed, initial grant budgets across all four Indonesia-led PIs with virtually no communication prior to the arrival of Mitra Kunci created a “defensive” mentality to protect their budgets with little regard for value for money or an understanding of the need to realistically link budgets and activities.	Mitra Kunci spent hundreds of person-hours breaking down the defensive mentality, ensuring the Indonesia-led PIs that Mitra Kunci was their trusted partner in this process and that their budgets needed to be re-negotiated to include activities that would increase value for money. In the end, Mitra Kunci was able through due diligence and oversight to generate more realistic budgets and activities combined with financial and management safeguards.
Reviews revealed numerous inconsistencies within each PI concept. For example, activities described in concept	Again, Mitra Kunci, together with PI lead and consortia members, revisited all four PI concept notes and worked

notes did not match budget allocations or were not sufficiently explained in the accompanying budget narratives.	with each PI consortium to prepare technical and cost proposals that were more realistic, better budgeted and more value for money.
--	---

Implementation Stage: Building trust and capacity with partners, and adjusting the program to reflect new realities along the way

Ongoing capacity issues with PIs. The Institutional Capacity Assessments (ICAs) of the PIs demonstrated a broad range of organizational types and capacities. PIs struggled to manage a larger grant than they were used to. Some found challenges managing their sub-partner organizations and ensuring compliance with USAID requirements. PIs struggled to comply with monthly reporting requirements. They lacked dedicated M&E staff to collect data, which overburdened PI project managers. Reconciling organizational policies and procedures within the consortium was an issue. Geographic distance made face-to-face communication and problem solving difficult for some.	Mitra Kunci offered frequent training that built the financial and administrative capacity of PIs. Training was tailored according to the Institutional Capacity Assessment (ICA) prepared for each. Across all PIs, Mitra Kunci: • Evaluated whether PIs have the right person assigned to the most appropriate position; • Mapped individual strengths and weaknesses of PI staff • Provided on the job training, coaching and mentoring as needed through one-on-one and group activities and follow up by email, phone and WhatsApp.
Managing relationships with national, local and provincial governments in several sectors. Transitioning from MOM to MOECRT as the counterpart Ministry was the first of these challenges, involving engaging with a new set of senior officials while maintaining strong relationships with the previous counterparts, then handling changes of key personnel in each with another. Then on top of that the team needed to engage seamlessly with Provincial and District/City officials in several agencies, and these positions also changed over time, requiring renewed partnership efforts.	The Mitra Kunci team at all levels focused on building trust and engagement with key leaders and stakeholders across MOM and MOECRT and extended its arms to include key officials in provincial, districts and cities, through the Jakarta based team as well as the local teams and PIs. The EEE-PWD project renewed and expanded these relationships through local facilitators in each of the seven locations in East Java.
Coordination between partners. Despite the ongoing Kunci Coordination Meetings and online platforms for communication and collaboration, information-sharing and collaboration was often ad hoc due to challenges with implementation which meant that they did not always have the time to focus on communication, coordination and reporting. Some did not have dedicated communications or M&E staff to focus on this. The US-led PIs were not contractually required to work with Mitra Kunci so they have to be incentivized or have the value of collaboration demonstrated.	Towards the end of Year 2, Mitra Kunci met with each of the US-led PIs to discuss challenges and solutions to improved coordination. Some of these PIs liked the information sharing component of the Kunci Coordination but requested that the meetings be more focused on practical aspects of coordination like private sector engagement, GOI coordination, soft skills modules, etc. Mitra Kunci developed a plan and set of activities in its Year 3 work plan to improve coordination. Provincial coordination meetings were set up since much of the actual overlap and coordination occurred in the field. As US and Indonesia PIs started to scale-up and overlap in their respective geographic areas and/or add training modules that were already developed by other partners, the incentives for coordination and information sharing were increased. By the end of Year 2, PIs were directly contacting each other for help and resources.
Task order modification. DAI was asked to prepare a proposal in response to USAID's Request for Proposal (RFP) for the Task Order Modification. In this proposal, DAI articulated how it could achieve a significant increase in targets for key indicators (particularly EG 6-I: Number of individuals with new and/or better employment following completion of U.S. Government-assisted	While responding to the RFP presented a number of challenges in regard to timing, it represented an opportunity for Mitra Kunci to re-structure and re-focus the program and contract to achieve outcome-based results and to align with USAID's strategic priorities. To achieve this, Mitra Kunci not only mobilized its staff and PIs, but also key home office STTA to support the

workforce development programs) and also align and achieve results consistent with the Journey to Self-Reliance (J2SR), under a reduced budget. While DAI was preparing its proposal, the Mitra Kunci project was concurrently assessing PI's performance during the pilot phase and working with them to develop proposals for the full implementation phase. This process was still underway when DAI submitted its proposal to USAID.	proposal development (see Personnel and Operations below for more information). Mitra Kunci was fortunate that its initial design focused on scaling up innovative solutions was aligned with J2SR and that its ongoing work with Higher Education Institutions (HEIs) in support of training students in entrepreneurship as part of the student service program (KKN) could potentially create a pipeline of thousands of university graduates who have a high potential to achieve employment after graduation. In addition, Mitra Kunci was able to successfully approve and extend one PI (SINERGI) to full implementation and identify two additional potential grantees (Saujana and United Tractors) that had demonstrated the ability to meet USAID strategic priorities.
PI transition from Pilot to Full Implementation Phase. Towards the end of the 15-month pilot phase, USAID informed Mitra Kunci of its intent to revise the contract statement of work to align with its new strategic priorities which included a greater focus on outcome-based results in particular, an increased target for Standard F Indicator EG 6-I: Number of individuals with new and/or better employment following completion of U.S. Government-assisted workforce development programs. Since PI programs were designed to increase access for P&V youth to training and other workforce programs, it was a challenge for Mitra Kunci to evaluate whether PI programs and plans for the full implementation phase were well-aligned with and had a high probability of achieving the results focused on new and/or better employment. Achieving these results requires PIs to re-assess and re-focus their own programs. At the same time, PIs were working hard to also close-out their pilot phase programs. A new challenge emerged: Mitra Kunci now had to shift from a grantmaking to an implementation role. This required a different skill set amongst the team.	While Mitra Kunci was in the process of assessing and re-focusing its own approach, it also assessed the performance of PIs during the pilot phase and the degree to which they could achieve USAID's new strategic direction. Immediately after being informed by USAID of its new strategic priorities, Mitra Kunci convened a meeting with PIs to inform and explain the new direction. Following this, Mitra Kunci provided PIs with written feedback on which activities had the most potential to achieve outcome-based results as well as detailed instructions and guidance on how to prepare full implementation plans. Mitra Kunci also followed up with each individually to clarify and answer questions. PIs then began the process of preparing their plans, submitting them to Mitra Kunci for review and feedback, revising and resubmitting plans. After thorough review and assessment, including consideration of feedback from the USAID Monitoring and Evaluation Support Project (MESp) Scalability Assessments for SINERGI and Ayo Inklusif, Mitra Kunci made some difficult decisions regarding which of the current PIs would continue to the full implementation phase. Team composition had to change to reflect the shift from grantmaking to implementation, and Mitra Kunci had to bring in new staff with the required skills, and several who were no longer needed left the team at this time.
Staffing changes. During the implementation phase, several staff resigned or left the project. DAI conducted exit interviews with each of the departing employees to determine the reason for their resignation and their recommendations for improvement. Common trends include: • Need for more detailed SOWs with clearly defined roles and responsibilities, but also the flexibility and mandate to work together and contribute to other tasks. • Expanded training opportunities including in-depth orientation to DAI systems and continued on-the-job technical training and staff development. • Cross-cutting functions, like gender integration, and support functions, like finance, require strong collaboration/teamwork with the grants team to be successful in their jobs.	The solutions for the above personnel problems were: • Standard Operating Procedures (SOPs) were developed to reduce some of the frustration and friction caused by staff not knowing how to apply and follow the project-specific policies and procedures. • Mitra Kunci revised the organizational chart and reporting responsibilities to better suit functions and staff capacities, reviewing and revising several job descriptions to make sure that staff responsibilities matched project needs. • A recruitment and retention plan was developed for filling vacant positions, providing short term coverage for critical staff vacancies and for retaining key staff.

• Meaningful annual and mid-year staff evaluations, as a time for staff to give and receive feedback for improving performance	
COVID-19 pandemic. The pandemic affected program delivery for Mitra Kunci and all its partners including Government counterparts from March 2020 until the end of the program. continues to prevent in-person activities and poses an ongoing risk to the team. A telework policy was continually extended, in line with the Government's restrictions, preventing all but the most urgent activities from being conducted in the office or in person.	To respond to this situation, Mitra Kunci applied a telework policy from March 2020 with monthly extensions through September 2021, in line with the Government's tightening restrictions. During the telework period, Mitra Kunci staff productivity was maintained and monitored through weekly internal online meetings and supervisor monitoring of individual staff members' remote work plans. The team continued to support and monitor grantees and sub-partners to adapt their project activities, working with all to determine their level of risk and assess plans for continued implementation of activities, postponing, rescheduling, reformatting, and/or cancelling as appropriate. The team combined online and offline approaches to accommodate partners' needs. Mitra Kunci staff and grantees/partners successfully adjusted their approach which allowed them to implement the program, applying health protocols for in-person activities when necessary, otherwise keeping activities online as much as possible.

5. PERSONNEL AND OPERATIONS

5.1. PERSONNEL

Building a Great Team

A solid team with a strong capacity is a key factor in the success of the Mitra Kunci program. From the start of operations in 2017 through September 2021, DAI and Mitra Kunci management recruited staff according to program needs and accommodating several staff changes. Mitra Kunci management also added several new roles to support changes and adjustments in program implementation to ensure the team could work better to achieve the goals and targets.

In the first two years of the program, LeRoy Hollenbeck was Chief of Party (COP) responsible for managing the project pilot phase. Year 3 brought a period of significant transition in the staffing and organizational structure of the project. At the start of Year 3, a new COP, Eric Bergthold, started (mid-September 2018) when the DCOP, Lensi Mursida, had been on the job for three months (since July 2018). This a challenging period for Mitra Kunci leadership as it was in a programmatic transition with updated staffing needs. In total, during Year 3, seven staff left the project and eight new staff were hired.

In Year Four, as noted in DAI's Response to USAID's Request for Task Order Modification and approved by USAID, in order to reduce the Total Estimated Ceiling to \$15 million, DAI made the decision to move up the end date of Expat LTTA COP Eric Bergthold from January 2022 to June 2020, and proposed transitioning to an Indonesian COP in June 2020.

However, due to the COVID-19 crisis and the early demobilization of the Chief of Party, Eric Bergthold and his family, on March 22, 2020, this timeline was shortened. The selection of Ms. Lensi Mursida as COP facilitated the handover and transition process as she had served as DCOP on Mitra Kunci since June 2018. She was therefore already familiar with DAI and the project and had capably served as acting COP over the course of her employment. Ms. Mursida took over as COP on April

I, 2020. The Mitra Kunci home office team led a series of virtual COP orientation trainings with various corporate and project staff, based on DAI's standard COP orientation that typically takes place in person. This orientation was adapted to a virtual format due to COVID-19 and completed in September 2020.

Following approval from USAID for Ms. Mursida to take the role of Chief of Party, Mitra Kunci posted an internal advertisement of the SOW for the Deputy Chief of Party role in mid-March, to first evaluate whether any of the project's own staff were interested and a suitable fit. Two staff applied for the position, and Mitra Kunci conducted an initial review of their credentials to verify their qualifications in line with the requirements of the role. Muhammad Hudallah was selected and began work on April 15, 2020.

Building the EEE PWD team in East Java

In the first quarter of Year 5, USAID approved the "Market-based Inclusive Workforce Development (MIWD)" project for East Java Province. It was integrated in the Mitra Kunci program under a new task, Employment and Economic Empowerment of Persons with Disabilities (EEE PWD) in East Java. By November 9, 2020, six EEE PWD staff were onboard, followed by seven District Focal Points in seven locations in East Java for EEE-PWD and one IT staff also joined soon after.

In anticipation of the increased workload in Year 5 related to two big events, the Inclusive Award and the National Conference as well as to strengthen partnership and advocacy work at national and provincial level, Mitra Kunci recruited a new Advocacy and Partnership Coordination Manager (APCM), Wahono Kolopaking, who joined on March 15, 2021. Four STTA were also added to support workload in Mitra Kunci.

STTA from DAI HO were also brought in at various times to support the team on tasks related to information technology and corporate systems, project management, monitoring and evaluation, report writing, human resources, finance and operation and project compliance.

In this Final Report, Mitra Kunci presents the summary of personnel data for the period of 2017-2021 below.

Restructuring the Mitra Kunci Organogram

Throughout the five years of the program, Mitra Kunci management has made four revisions to the organizational chart structure to ensure that the roles of each team member matches project needs and the coordination and supervision functions can run effectively. After expanding the team to anticipate upcoming activities at both the national and provincial level, particularly in East Java, in April 2021 Mitra Kunci management revisited and reviewed the Mitra Kunci organizational chart and restructured it to divide the workload among Mitra Kunci team members in order to make Mitra Kunci performance more effective and efficient.

In the previous organogram, the Deputy Chief of Party (DCOP) was responsible for oversight and supervision of all Mitra Kunci technical staff. The team decided to delegate some of the DCOP supervisory roles to the Advocacy and Partnership Coordination Manager (APCM), Wahono Kolopaking. Restructuring was also carried out within the Knowledge Management, Communication and Monitoring and Evaluation team. The Communication Officer title was changed to Communication Specialist because she supervises STTAs and consultants. This position is also now under COP supervision with close coordination and communication with the APCM.

While in East Java, Mitra Kunci also placed District Focal Points (DFP) under Cluster Facilitators, so that each Cluster Facilitator could supervise and oversee two or three DFPs in their cluster. This task delegation avoided overloading the Provincial Coordinator. Please find the latest organogram below, effective from May 1, 2021, through the end of the program.

Mitra Kunci Response to COVID-19 and Work from Home Policy

In Year Four, Mitra Kunci faced significant challenges due to the spread of COVID-19. In March 2020, the Government of Indonesia announced the first case of COVID-19 in Indonesia and this was followed by the Government's issuance of the Large Scale Social Distancing (Pembatasan Sosial Berskala Besar/PSBB) policy to break the COVID-19 spread.

Mitra Kunci's policy on teleworking was issued on March 18 and reviewed every two weeks until the end of Year 5. Each staff member was required to sign the policy and create individual work plans. Staff supervisors were required to monitor staff progress while working from home as well as to have regular meetings using video-conferencing technology. On March 25, 2020, Mitra Kunci submitted a memo to USAID titled, "Disruptions to USAID Mitra Kunci due to COVID-19," which outlined the impact of COVID-19 on ongoing project activities of Mitra Kunci and its partners, including grantees (PIs).

During the telework period, Mitra Kunci staff productivity was maintained and monitored through weekly internal online meetings and supervisor monitoring of individual staff members' remote work plans. The team continued to support and monitor grantees and sub-partners to adapt their project activities, working with all to determine their level of risk and assess plans for continued implementation of activities, postponing, rescheduling, reformatting, and/or cancelling as appropriate. The team combined online and offline approaches to accommodate partners' needs.

DAI designed a Risk Assessment Tool (RAT) to assist projects by documenting government measures, referring to the local COVID-19 situation, and other risks and based on that, to define processes for restarting the activities once it was determined by local/national governments that it was safe to do so.

Request to Invoice Costs Related to COVID-19

Considering the ongoing health concerns related to the coronavirus outbreak, DAI requested the Task Order Contracting Officer's authorization to bill certain COVID-19 related expenses as direct costs. These would be related to minimizing the effects of the COVID-19 pandemic and continuing work as efficiently as possible. This was approved on April 15, 2020.

5.2. OPERATIONS

On April 1, 2020, Mitra Kunci submitted a proposal entitled "Market-based Inclusive Workforce Development (MIWD)" for East Java Province. USAID informed DAI on May 6, 2020, that Mitra Kunci's application was selected by DCHA/Washington. On May 13, 2020, USAID requested a submission to incorporate this activity into the Mitra Kunci Program, and this was submitted by DAI on May 28, 2020. This project started and the new task- Employment and Economic Empowerment of Persons with Disabilities (EEE PWD) East Java Province as Task 6 under the Mitra Kunci program.

The EEE-PWD office was established at:
Pakuwon Center Building, 23 Floor Room 2357,
Jl. Embong Malang 1-5, Surabaya East Java 60261
Tel: (62) 31-60003103

USAID Mitra Kunci Non-expandable Inventory

In Year 5, Mitra Kunci prepared the non-expandable (NXP) list to be submitted to MOECRT and obtained approval for property disposition. The NXP list can be seen in the following table.

61	IWDP200015	Computer equipment/Laptop	PROJECT LAPTOP	24MK1N0CX048448 029	11-Jun-19	\$713,07	\$356,54	Working	Dian Augustini	Semarang, Central of Java
62	IWDP200016	Computer equipment/Laptop	PROJECT LAPTOP	24MK1N0CX056015 029	11-Jun-19	\$713,07	\$356,54	Working	Luluk Ariyantiny	East Java, East Java
63	IWDP200017	Computer equipment/Laptop	PROJECT LAPTOP	24MK1N0CX048445 024	11-Jun-19	\$713,07	\$356,54	Working	Alfian Yudhistira	East Java, East Java
64	IWDP200018	Computer equipment/Laptop	PROJECT LAPTOP	24MK1N0CX047451 02A	11-Jun-19	\$713,07	\$356,54	Working	Haryadi Herdian	Jakarta
65	IWDP200035	Computer equipment/Firewall	Meraki MX67W Security Application & Advanced Security License	Q2GY-3W6G-FGMX	29-Jul-20	\$1.699,68	\$849,84	Working	Catur Rukmiyanti	Mitra Kunci East Java Office
66	IWDP200044	Equipment/Other	Interpreter Devices	PPA T35 FM Transmitter : D13943 & Mixer IC-2: C01388	01-Jan-13	\$0,00	\$0,00	Working	Agus Sumitro	Server Room Mitra Kunci Jakarta
67	IWDP170008	Computer equipment/Laptop	PROJECT LAPTOP	5CG6510BWH	20-Jan-17	\$1.380,00	\$0,00	Working	Ari Pujiastuti	Jakarta
68	IWDP210005	Computer equipment/Laptop	PROJECT LAPTOP	5CG72949YF	02-Mar-21	\$0,00	\$0,00	Working	Wahono Kolopaking	Jakarta
69	IWDP210006	Computer equipment/Laptop	PROJECT LAPTOP	5CG72946Z6	02-Mar-21	\$0,00	\$0,00	Working	Ade Kusniawan	West Java, West Java
70	IWDP210007	Computer equipment/Laptop	PROJECT LAPTOP	5CG7294CH9	02-Mar-21	\$0,00	\$0,00	Working	Rohmat Hidayat	West Java, West Java
71	IWDP210008	Computer equipment/Laptop	PROJECT LAPTOP	5CG7294CQK	02-Mar-21	\$0,00	\$0,00	Working	Carolina Juniarti	Jakarta
72	IWDP210009	Computer equipment/Laptop	PROJECT LAPTOP	5CG73842V5	02-Mar-21	\$0,00	\$0,00	Working	Siti Widyastuti	West Java, West Java
73	IWDP210010	Computer equipment/Laptop	PROJECT LAPTOP	5CG7452SMT	02-Mar-21	\$0,00	\$0,00	Working	Ade Kusniawan	West Java, West Java
74	IWDP210011	Computer equipment/Laptop	PROJECT LAPTOP	5CG9012SLL	02-Mar-21	\$0,00	\$0,00	Working	Arinta Dewi	Jakarta
75	IWDP210012	Computer equipment/Laptop	PROJECT LAPTOP	8CG82158YW	19-Apr-21	\$665,92	\$499,44	Working	Ade Kusniawan	West Java, West Java
76	IWDP210013	Computer equipment/Laptop	PROJECT LAPTOP	8CG82158NQ	19-Apr-21	\$665,92	\$499,44	Working	Hanny Ong	West Java, West Java
77	IWDP210014	Computer equipment/Laptop	PROJECT LAPTOP	8CG82158KF	19-Apr-21	\$665,92	\$499,44	Working	Ade Kusniawan	West Java, West Java
78	IWDP170009	Computer equipment/Laptop	PROJECT LAPTOP	5CG65104WW	20-Jan-17	\$1.380,00	\$0,00	Not Working/Repair able	Ade Kusniawan	West Java, West Java, West Java
79	IWDP210015	Computer equipment/Laptop	PROJECT LAPTOP	8CG910CW9S	19-Apr-21	\$665,92	\$499,44	Working	Ade Kusniawan	West Java, West Java, West Java
80	IWDP210016	Computer equipment/Laptop	PROJECT LAPTOP	8CG8301WJO	19-Apr-21	\$665,92	\$499,44	Working	Ade Kusniawan	West Java, West Java, West Java
81	IWDP170010	Computer equipment/Laptop	PROJECT LAPTOP	5CG651062V	20-Jan-17	\$1.380,00	\$0,00	Working	Virlian Nurkristi	Jakarta

USAID Mitra Kunci VAT

The referenced contract is financed under USAID's Bilateral Assistance Agreement between the Government of Indonesia (GoI) and the United States, however, Mitra Kunci has not been able to obtain VAT exemption in country, as the activity has not yet received the requisite Notice of Award (NOA) from an Executing Agency.

In accordance with OAA Notice No. 03-CY2017 – Guidance for Implementing Partners to Apply for Value Added Tax (VAT) Exemptions, Section 2.B. Other Transactions Requiring CO/AO Determination of Allowability, DAI requested Task Order Contracting Officer's determination of allowability for VAT costs incurred under this activity that are not falling under the "Exception Categories."

Total accumulated VAT Paid from February 2017 until June 2021:

Years	VAT Paid in USD	VAT Paid in IDR
2017	12,180.34	162,772,638.90
2018	38,601.19	541,944,274.92
2019	9,347.70	130,525,693.00
2020	11,336.97	162,331,528.70
2021 - Jun	5,654.10	79,691,647.80
Grand Total	77,120.30	1,077,265,783.32

With details as shown below:

1. IWDP-162: Value Added Tax (VAT) Determination of Allowability Mitra Kunci - Task Order No. AID-497-TO-17-00001/IDIQ AID OAA-I-15-00014 with amount of \$51,415.41 from 2017 to 2019.

Years	VAT Paid in USD	VAT Paid in IDR
FY2017	12,180.34	162,772,638.90
FY2018	29,887.37	420,290,633.90
FY2019	9,347.70	130,525,693.00
Total	51,415.41	713,588,965.80

2. IWDP-168 (Revised): Value Added Tax (VAT) Determination of Allowability Mitra Kunci - Task Order No. AID-497-TO-17-00001/IDIQ AID OAA-I-15-00014 with amount of \$13,533.41 incurred in September 2018 through June 2020.

Years	VAT Paid in USD	VAT Paid in IDR
FY2020 Jan-Jun	4,819.59	67,512,438.60
Adjustment 2018	8,713.82	121,653,641.02
Total	13,533.41	189,166,079.62

3. IWDP-186: Value Added Tax (VAT) Determination of Allowability Mitra Kunci - Task Order No. AID-497-TO-17-00001/IDIQ AID OAA-I-15-00014 with amount of \$6,517.39 incurred on July 1, 2020, to December 31, 2020.

Years	VAT Paid in USD	VAT Paid in IDR
FY2020 Jul-Dec	6,517.39	94,819,090.10
Total	6,517.39	94,819,090.10

4. IWDP-215 Value Added Tax (VAT) Determination of Allowability Mitra Kunci Task Order No. AID-497-TO-17-00001/IDIQ No. AID OAA-I-15-00014 with amount of \$5,654.10 incurred in January through June 2021.

Years	VAT Paid in USD	VAT Paid in IDR
FY2021 Jan-Jun	5,654.10	79,691,647.80
Total	5,654.10	79,691,647.80

6. GOI CONTRIBUTION

On July 22, 2020, US Government and Government of Indonesia (GOI) signed a Bilateral Development Cooperation Framework (BDCF) through September 30, 2025.

The BDCF requires that the Government of Indonesia (GOI) Contribution be not less than the equivalent of twenty-five percent (25%), including in-kind contributions, subject to availability of funds from GOI. for this purpose, the mutual agreement of the Parties, at the time of each subsequent increment, to proceed, and USAID providing the total estimated contribution amount. GOI was to report at least annually in a format to be agreed upon with USAID on its cash and “in-kind” contributions.

Based on this agreement, Mitra Kunci calculated the GOI Contribution annually and the first period of reporting was July 22, 2020, through September 30, 2021, while the second period was from October 1, 2021, through September 30, 2022. The total contribution from GOI was USD 244,456, all in-kind contribution. This amount is equivalent to 31%, or 6% higher than the minimum requirement as agreed in the BDCF. The biggest contribution was documented from Mitra Kunci collaboration with MOECRT and HEIs with total amount of USD 192,306 and then followed by MK activities under EEE PWD program in East Java with total amount USD 35,364, contributed by district governments and BLKs. Contributions from activities with MoM totaled USD 9,643 and there was an additional contribution from activities in Central Java totaled USD 7,143. The detail calculation for first period can be found in in Annex 16.

7. MONITORING AND EVALUATION RESULTS

This section includes an analysis of results for USAID indicators and Youth Power indicators required by USAID. A full set of Mitra Kunci indicators and results can be found in Annex 3.

USAID Required Indicators:

- 1.1 Number of service providers trained who serve vulnerable persons (ES 4-2)
- 1.2 Number of host country tertiary education institutions receiving capacity development support with USG assistance (ES 2-1)
- 1.3 Number of institutions adopting improved workforce development training curriculum (USAID New)
- 2.1 Number of Individual Accessing Mitra Kunci Program Activities (custom)
- 2.2 Number of Individuals who complete USG-Assisted workforce development program (EG 6-3)
- 2.3 Number of individuals with improved skills following completion of USG-assisted workforce development programs (EG 6-2)
- 2.4 Number of individuals with new or better employment following completion of USG-assisted workforce development programs (EG 6-1)
- 2.5 Percent of individuals with new employment following participation in USG- assisted workforce development programs (EG.6-12)

- 5.1 Number of youth reporting increased self-efficacy at the conclusion of USG-assisted training/programming (Youth Power)
- 5.2 Number of youth trained in social or leadership skills through USG assisted programs (Youth-I)
- 6.1 Number of companies participating in workforce development programs (USAID Indicator)
- 6.2 Number of private sector firms that have improved management practices or technologies as a result of USG assistance (EG 5.2-2)

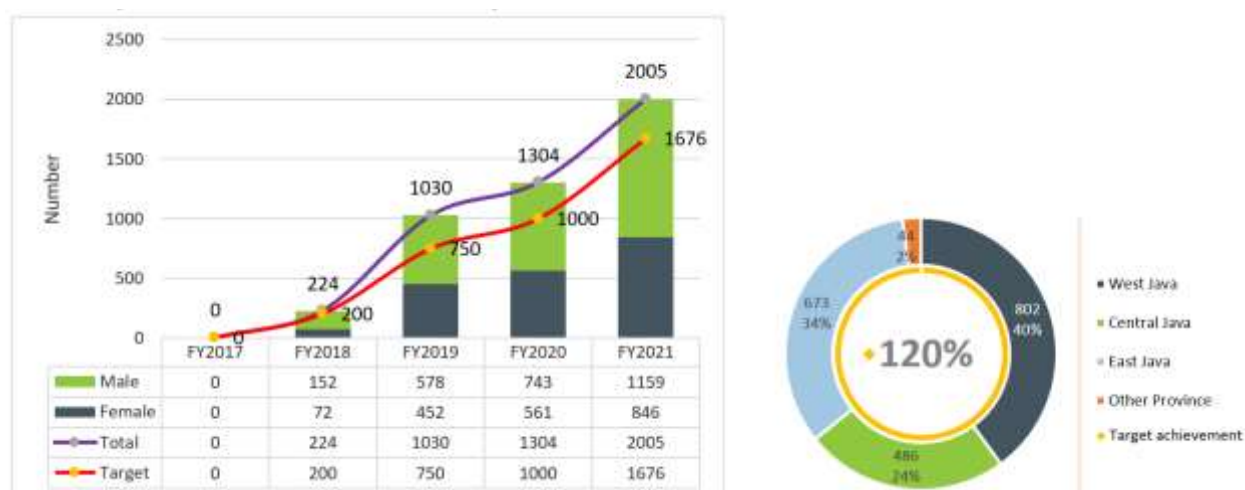
It is important to note that in its approved Annual Monitoring and Evaluation Plan (AMEP), Mitra Kunci set annual targets, so targets shown here are for the entire Year Five and therefore progress is noted against those annual targets.

Indicator 1.1 (ES. 2-2): Number of service providers trained who serve vulnerable persons

This indicator is defined as individuals who are taught a particular skill, type of behavior, approach, and/or attitude that increases their capacity to serve vulnerable persons. This indicator is counted for lecturers and students who are trained to train other lecturers and students who will eventually serve vulnerable populations through the student service program (KKN/PKL-TKWU). Mitra Kunci also counted instructors who are trained by Mitra Kunci or Project Implementers (PIs) to train other BLK instructors and trainees at BLK.

The cumulative target through Year Five is 1,676 service providers trained who serve vulnerable persons, and the result in this quarter was 2,005 in total (1,159 males and 846 females). Over five years Mitra Kunci has trained 1,500 Lecturers and Students through the Training of Trainers (TOT) for the KKN/PKL-TKWU. Mitra Kunci has also trained 377 BLK Managements and instructors (including Ministerial BLKs, Provincial BLKs, District BLKs, and Community BLKs), LPKs, and other institutions through TOT for Soft skills, Inclusiveness and productivity of BLK, and Training and workshops on developing roadmaps and business models towards an independent Community BLKs. PROGRESIF trained 40 instructors of BLK and Community BLK through TOT on how to design and deliver inclusive training. EOE trained 48 instructors of LPKs and other institutions through TOT for soft skill and entrepreneurship training. APINDO trained 40 facilitators through TOT for inclusive workforce facilitators of the training center within the private sector. In total, Mitra Kunci is 20 percent above the target. The disaggregated data by fiscal year, sex, and province are shown in Figure I below.

Figure I. Service Providers Trained Who Serve Vulnerable Persons



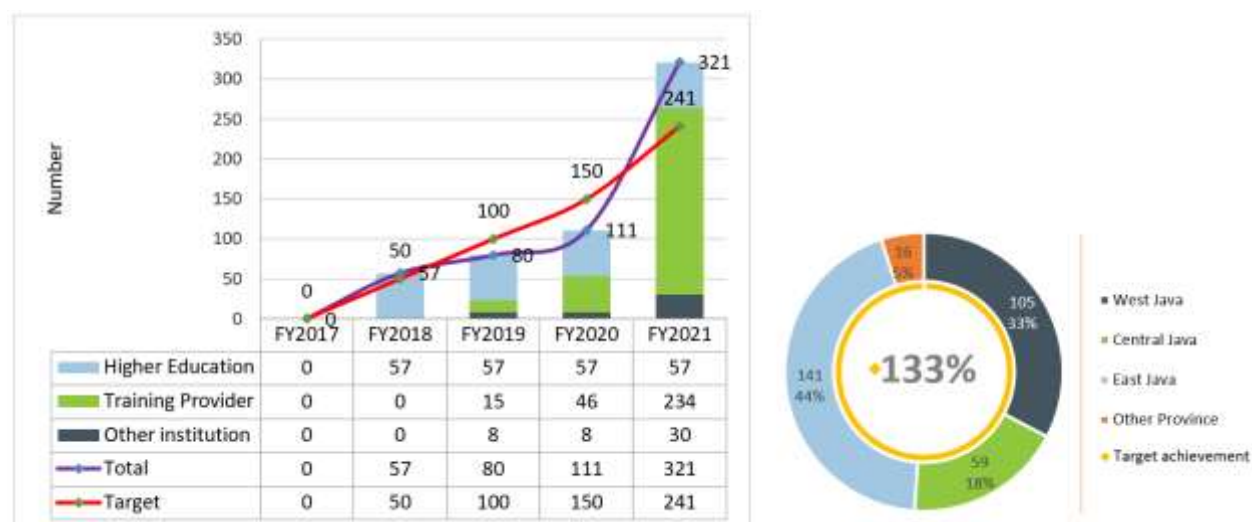
Indicator 1.2 (ES 2-1): Number of host country tertiary education institutions receiving capacity development support with USG Assistance

A tertiary education institution is an organization that provides educational opportunities that build on secondary education, providing learning activities in specialized fields. It focuses on learning at a high level of complexity and specialization. Tertiary education is commonly understood as academic education but also includes advanced vocational or professional education. Tertiary education may be offered at public or private universities, colleges, research institutes, and training institutes, among others.

Mitra Kunci conducted training of trainers for the KKN/PKL-TKWU with representative participants from various universities and polytechnics in West Java, Central Java, and East Java. Mitra Kunci (Including EEE PYD East Java) also conducted a TOT for Soft skills, Inclusiveness and productivity of BLK, Training on developing roadmaps and business models towards independent Community BLKs with participants from the Ministry of Manpower and Community BLKs and other institutions. In addition, PROGRESIF conducted a TOT on how to design and deliver inclusive training with participants from BLKs in East Java, EOE conducted a TOT for soft skill and entrepreneurship training for LPKs and other institution instructors in West Java and APINDO also conducted a TOT for inclusive workforce facilitators of training centers within the private sector.

The cumulative target through Year Five is 241 and a total of 321 institutions received capacity development assistance from Mitra Kunci and PIs, consisting of 57 universities and polytechnics, 234 training institutions (BLK, Community BLK, LPK, LKP), 21 training centers within the private sector, and 9 other institutions. In total, Mitra Kunci is 33 percent over the target.

Figure 2. Tertiary Education Institutions Receiving Capacity Development Support With USG Assistance



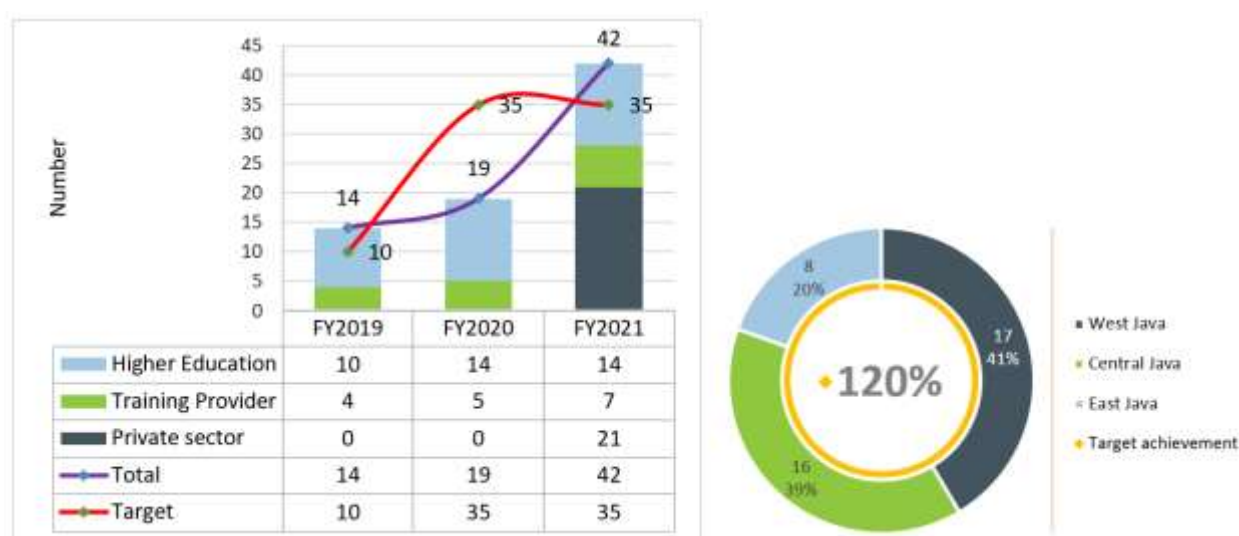
Indicator 1.3 (USAID New) Number of institutions adopting an improved workforce development training curriculum

This indicator was added by USAID in Year 3. Institutions for this indicator refers to a wide range of training and vocational institutions (TVET) supported by Mitra Kunci partners that provide workforce development programs to youth. Institutions are frequently identified as either public or private providers such as the vocational training centers (Balai Latihan Kerja/BLK) higher education institutions (HEIs), skills training institutions (Lembaga Keahlian dan Pelatihan/LKP and Lembaga Pelatihan Keterampilan/LPK), training centers within private sector companies and other non-formal

institutions delivering training for work readiness. Further, HEIs refer to universities, vocational higher education institutions (Polytechnic), and community colleges (Akademi Komunitas).

The cumulative target through Year 5 for this indicator is 35 and a total of 42 institutions have adopted improved workforce development training curricula, of which 11 Universities and 3 Polytechnics adopted a training curriculum for KKN/PKL-TKWU, 7 training providers (BLK/LPK/LKP) adopted a training curriculum for soft skills and entrepreneurship training, and 21 training centers of 21 private sectors adopted the Guidelines for Equality and Inclusiveness in the workplace in their in-house training activities. Mitra Kunci is 20 percent above the target.

Figure 3. Institutions Adopting Improved Workforce Development Training Curriculum

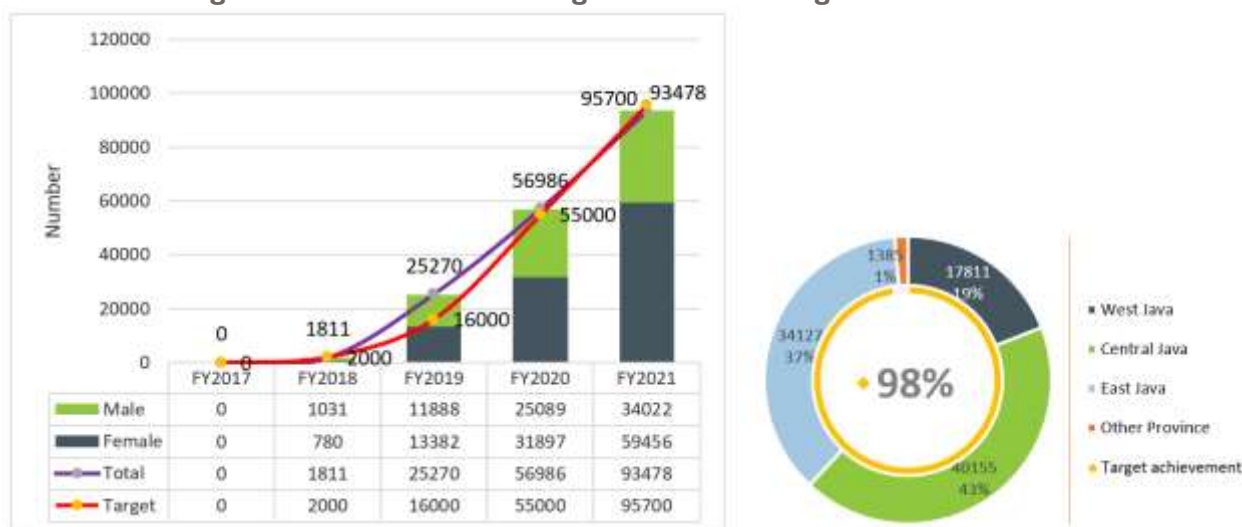


Indicator 2.1 Number of Individuals Accessing Mitra Kunci Program Activities

This indicator is counted by the number of individuals who directly or indirectly participate in or access Mitra Kunci Project activities, including PI activities.

The cumulative target through Year 5 for this indicator is 95,700. The total number of individuals who accessed Mitra Kunci's programs was 93,478 (34,022 males and 59,456 females). The number of individuals who are accessing Mitra Kunci activities can be attributed largely to the KKN/PKL TKWU program in higher education, this number also includes those who attended youth festivals, youth camps, project kick-offs, PYD activities, youth-driven activities, and other activities under Mitra Kunci, EOE, Ayo Inklusif!, SINERGI, Progresif, APINDO and EEE activities. Mitra Kunci has reached 98 percent of the target. The disaggregated data by fiscal year, sex, and province are shown in Figure 4 below. Potential cooperation with United Tractors (UT) did not take place, this limited a potential 10,000 people from accessing programs.

Figure 4. Individual Accessing Mitra Kunci Program Activities

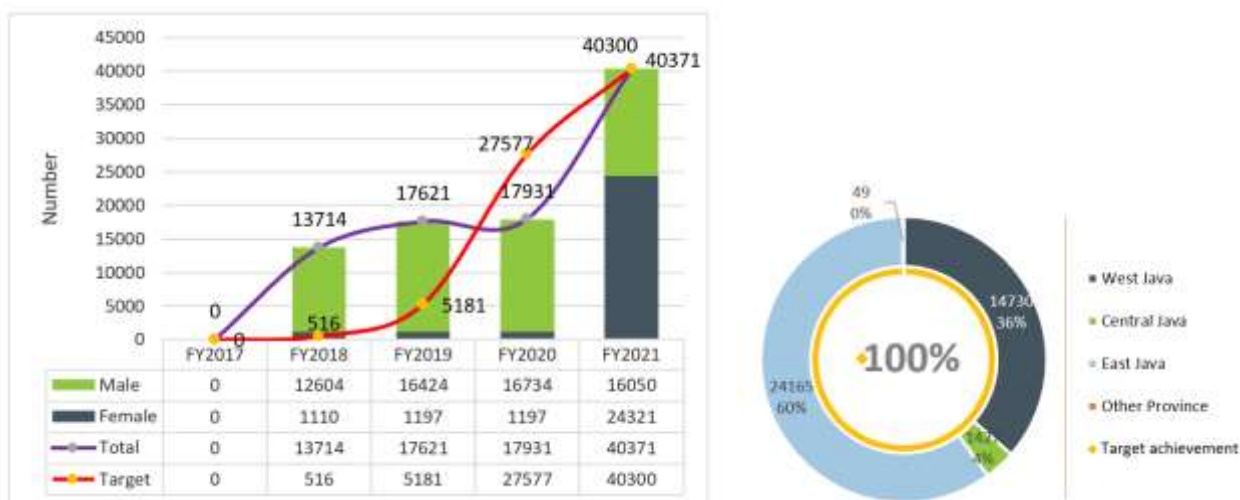


Indicator 2.2 (EG 6.3): Number of individuals who complete USG Assisted Workforce Development Programs

This indicator is counted by the number of individuals that have met the completion requirements of a structured workforce development program (components of which are defined by the program offered). For Mitra Kunci, this includes any individual who completes a training program (i.e., soft skills training, hard skills training, internships, apprenticeships) for which Mitra Kunci has provided some assistance (training of trainers, improvement of curriculum, etc.). The training program can be conducted by Mitra Kunci, Pls, or by a partner who receives assistance from Mitra Kunci. This also includes assistance to employers/businesses (e.g., capacity development support focused on in-house employee training, human resource development, inclusive policy, etc.).

The cumulative target through Year 5 for this indicator is 40,300 and the total number of individuals who completed USG assistance workforce development programs was 40,371 (16,050 males and 24,321 females). The number of individuals who completed USG assistance workforce development programs can be attributed largely to the KKN/PKL TKWU program in higher education, Soft skill and entrepreneurship training for youth conducted by EOE in West Java, soft skills, hard skill training, and education class for youth (included youth with disabilities) in Central Java conducted by SINERGI, Soft skill training, Job preparedness training and career coaching for youth with disabilities in East Java conducted by Ayo Inklusif! and PROGRESIF, and hard skill, entrepreneurship and job readiness training facilitated by EEE through BLKs. Mitra Kunci has met 100 percent of its target. Mitra Kunci accounted for 38,713, or 96 percent of this result, based on students who completed the KKN/PKL-TKWU and EEE programs and the remaining 4 percent were from Pls.

Figure 5. Individuals who Complete USG Assisted Workforce Development Programs

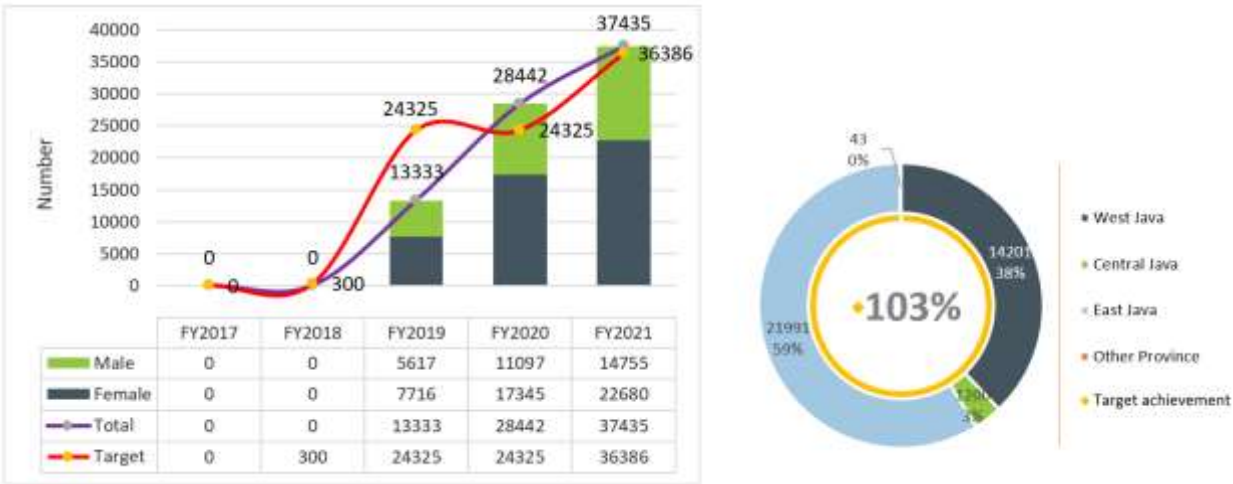


Indicator 2.3 (EG 6.2): Number of individuals with improved skills following the completion of USG-assisted workforce development programs

Improved skills are measured by pre/post assessments/tests. Individuals with a higher score or better results (as defined by the program offered) on the skills post-test are counted. Skills here are meant to include soft skills, vocational skills, technical skills, or other workforce-relevant skills defined by the program offered. Assessments/tests may vary depending on the emphasis of the program. For example, students who complete the KKN/PKL-KWU program will receive a grade and those students who pass the course (A, B, or C) are considered to have improved skills.

The cumulative target through Year 5 for this indicator is 37,386 and the total number of individuals with improved skills following the completion of USG-assisted workforce development programs is 37,435 (14,755 males and 22,680 females). The number of individuals with improved skills following the completion of USG-assisted workforce development programs can be attributed largely to the KKN/PKL TKWU program in higher education, Soft skills and entrepreneurship training for youth conducted by EOE in West Java, soft-skills, hard skill training, and education class for youth (included youth with disabilities) in Central Java conducted by SINERGI, Soft skill training, and job preparedness training for youth with disabilities in East Java conducted by Ayo Inklusif! and PROGRESIF, and hard skill, entrepreneurship, and job readiness training facilitated by EEE through BLKs. Mitra Kunci is 3 percent above the target. Mitra Kunci accounted for 35,966, or 96 percent of this result, and PIs the remaining 4 percent. Most of Mitra Kunci's results can be attributed to students who gained improved skills upon completing KKN/PKL-TKWU programs.

Figure 6. Individuals with Improved Skills Following the Completion of USG-Assisted Workforce Development Programs

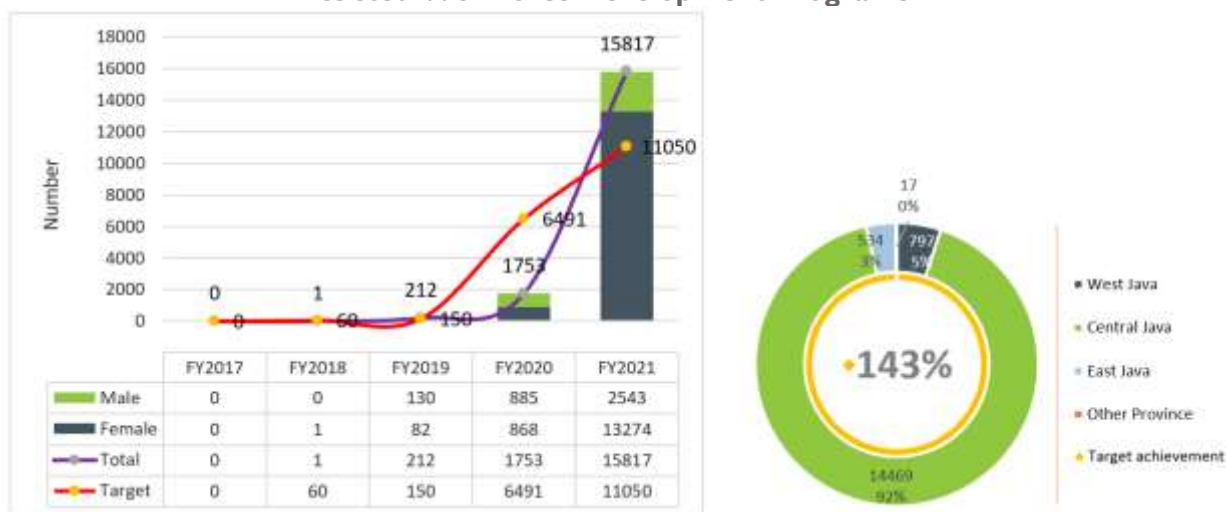


Indicator 2.4 (EG 6.1): Number of individuals with new or better employment following completion of USG-assisted workforce development programs

This indicator is counted by the number of individuals with new or better employment following completion of USG-assisted workforce development programs. New employment is based on a change in status from not employed to employed. Better employment is based on the participant's perception of whether the employment is better (it could be better because it is closer to home, has better pay, growing business, is full time rather than part-time, better working hours, safer work environment, more inclusive workplace policies, etc.).

The cumulative target through Year Five for this indicator is 11,050 and the total number of individuals with new or better employment following completion of USG-assisted workforce development programs is 15,817 (2,543 males and 13,274 females including 246 people with disabilities), 2,974 of them are in new employment and 12,843 are in better employment. The number of individuals with new employment can be attributed to the result of tracer studies for alumni of KKN/PKL-TKWU in seven universities and alumni of EEE, EOE, Ayo Inklusif!, Progresif, and SINERGI who have obtained a job after completing training (Soft skill, hard skill, entrepreneurship training, or job preparedness training). While the number of individuals with better employment comes from the results of the H&M employee satisfaction survey, 84 percent of employees stated that their work environment has become more inclusive, and thus better. Mitra Kunci is 43 percent over the target.

Figure 7. Individuals with New or Better Employment following Completion of USG-Assisted Workforce Development Programs



Indicator 2.5 (EG.6-I2): Percentage of individuals with new employment following participation in USG- assisted workforce development programs

This is a new indicator that USAID added in Year 5, counted by the number of individuals with new employment following completion of USG-assisted workforce development programs. New employment is based on a change in status from not employed to employed.

The numerator is the number of individuals with new employment or self-employment, while the denominator is the number of individuals who participate in workforce development programs. For Mitra Kunci, this figure comes from EG-6.3, those who participated in non-formal vocational training facilitated by Mitra Kunci, Pls, and partners such as BLKs, Community BLKs, LPK, etc. to which Mitra Kunci has provided some form of assistance (training of trainers, improvement of curriculum, etc.)

The target for this indicator is 20 percent and 2,087 individuals have participated in non-formal vocational training facilitated by Mitra Kunci, including Pls and EEE either directly or through BLK/LPKs, and the total number of individuals with new employment following completion of USG-assisted workforce development programs is 627 or 30 percent. Mitra Kunci is above the target for this indicator.

Figure 8 Individuals who Participated and New Employment Following Participation in USG- Assisted Workforce Development Programs

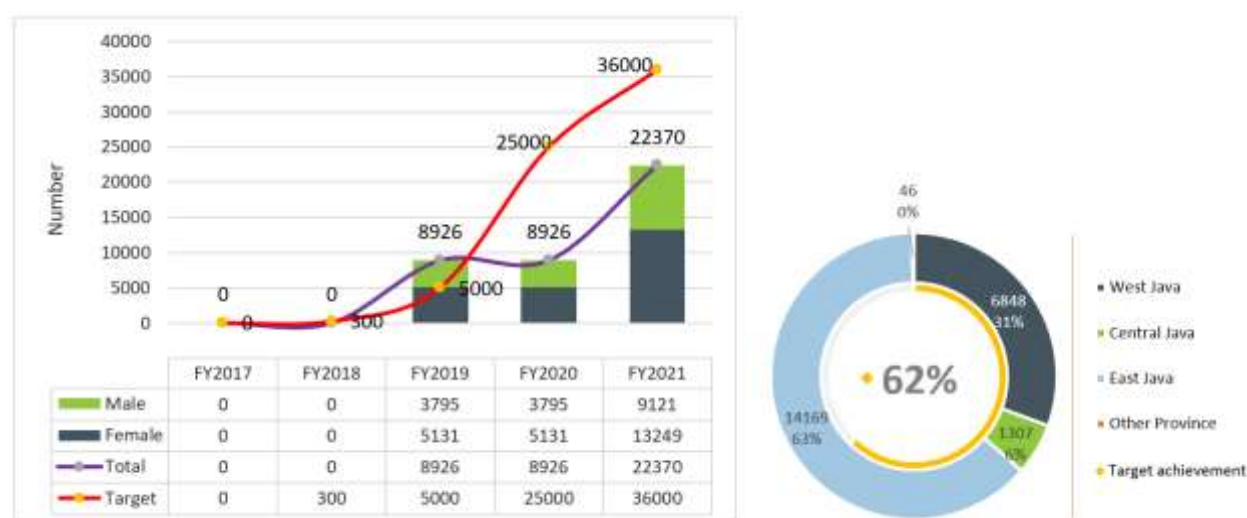


Indicator 5.1 (Youth Power): Number of youth reporting increased self-efficacy at the conclusion of USG assisted training/ programming

This indicator is counted by the number of youth reporting increased self-efficacy at the conclusion of USG assisted training/ programming. Self-Efficacy surveys consisted of positive self-concept, communication, self-control, goal orientation and high order thinking, social skills and empathy components.

The cumulative target through Year 5 for this indicator is 36,000 and the total number of youths who increased their self-efficacy is 22,370 (9,121 males, 13,249 females). The number of youth reporting increased self-efficacy at the conclusion of USG assisted training can be attributed largely to the KKN/PKL TKWU program in higher education, Soft skill and entrepreneurship training for youth conducted by EOE in West Java, soft skills, hard skill training for youth (included youth with disabilities) in Central Java conducted by SINERGI, Soft skill training, and job preparedness training for youth with disabilities in East Java conducted by Ayo Inklusif! and PROGRESIF, and hard skill and entrepreneurship training facilitated by EEE through BLKs. In total, Mitra Kunci is 38% below the target, and this achievement is relatively low because of the seven universities and three polytechnics implementing KKN/PKL-TKWU program, not all conducted a self-efficacy survey with every batch of KKN/PKL TKWU, as it was not seen as a key activity for them, given their limited resources. Mitra Kunci accounted for 93 percent of this result and Pls accounted for the remaining 7 percent.

Figure 9. Number of Youth Reporting Increased Self-Efficacy at the Conclusion of USG Assisted Training/ Programming



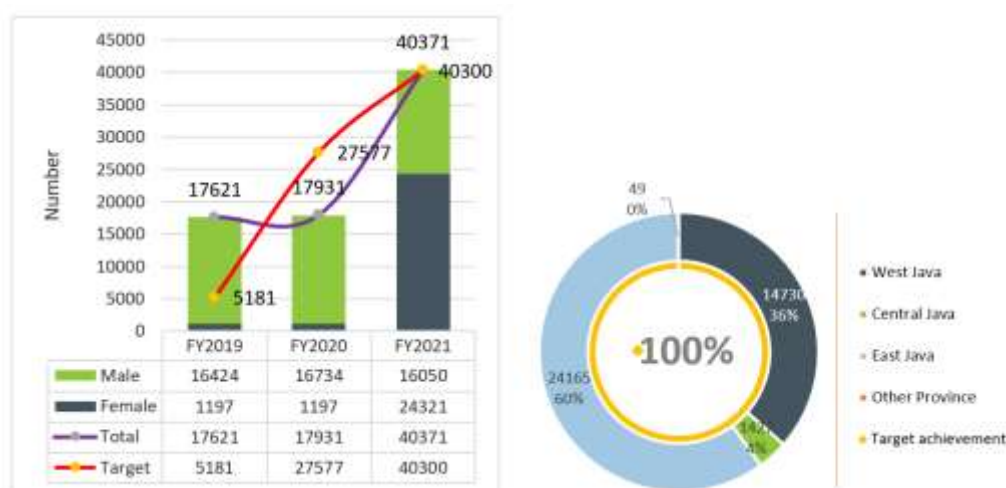
Indicator 5.2 Number of youth trained in soft skills through USG assisted programs (Youth-I)

This indicator was added by USAID in Year 3. This indicator tracks the number of youth trained in social or leadership skills through USG assisted programs. In Mitra Kunci activities, social or leadership skills are delivered via soft skill training offered by Pls and via KKN/PKL-TKWU training for students.

The cumulative target through Year 5 for this indicator is 40,300 and the total number of individuals who were trained in soft skills through USG assisted programs was 40,371 (16,050 males and 24,321 females). The number of individuals who were trained in soft skills through USG assisted programs can be attributed largely to the KKN/PKL TKWU program in higher education, Soft skill and

entrepreneurship training for youth conducted by EOE in West Java, soft-skills, hard skill training, and education class for youth (included youth with disabilities) in Central Java conducted by SINERGI, Soft skill training, Job preparedness training and career coaching for youth with disabilities in East Java conducted by Ayo Inklusif! and PROGRESIF, and hard skill, entrepreneurship, and job readiness training facilitated by EEE through BLKs. Mitra Kunci has reached 100 percent of the target. Mitra Kunci accounted for 38,713, or 96 percent of this result, based on students who completed the KKN/PKL-TKWU and EEE programs and the remaining 4 percent were from Pls.

Figure 10. Number of Youth Trained in Social or Leadership Skills Through USG Assisted Programs

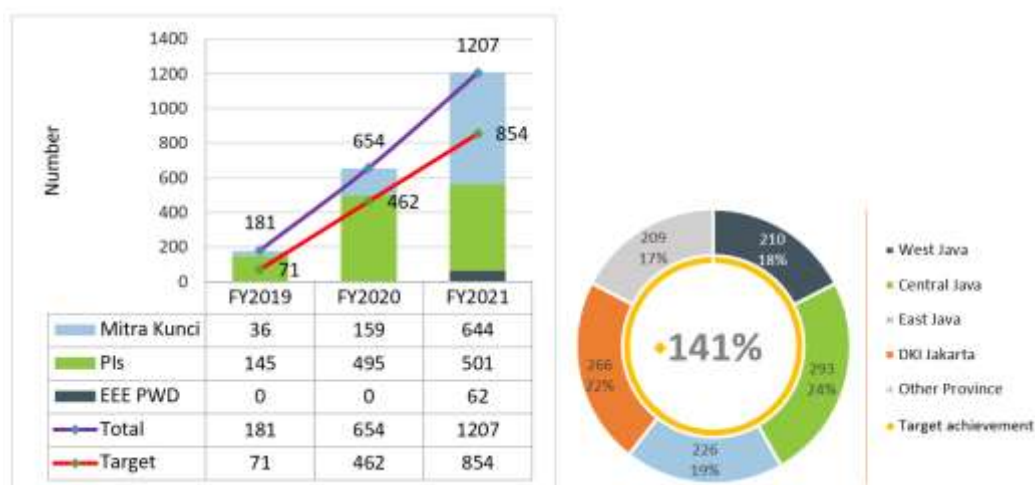


Indicator 6.1 (USAID Indicator) Number of companies participating in workforce development programs

This indicator was added by USAID in Year 3. The indicator measures companies participating in workforce development programs. In this context, a company refers to a private sector entity ranging from small and medium enterprises and state-owned enterprises to multinational companies. Participating refers to joint collaboration activities between USAID and a private sector company to strengthen the workforce development program. Activity includes, but is not limited to, participation in a Training of Trainers program, delivery of training programs, or any other efforts to strengthen the quality of internship and training program curriculum for youth.

The cumulative target through Year 5 for this indicator is 854. In total 1,207 companies have participated in workforce development programs, including participating in a GESI workshop and promoting guidelines for Equality and inclusiveness in the workplace for the private sector (including member companies such as APINDO, the KALBE group, the Accor group, H&M group, MM2100, BCA Group, PHRI, PHRD, etc.), Youth Festival, POKSI meeting, and promoting inclusive employment through conversions on Kerjabilitas.com, and other activities through Mitra Kunci, EEE and PI activities. Mitra Kunci has exceeded the target by 41 percent.

Figure 11. Number of Companies Participating in Workforce Development Programs

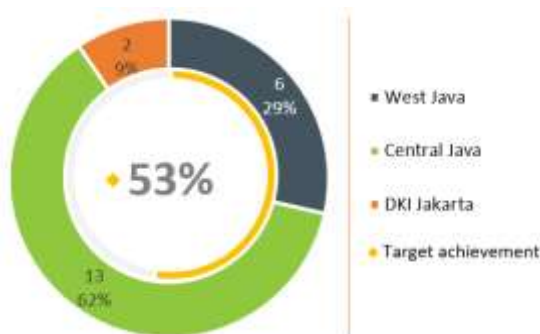


Indicator 6.2 (EG 5.2-2): Number of private sector firms that have improved management practices or technologies as a result of USG assistance

This is a new indicator which measures the number of firms receiving USG assistance that improved their management practices. In Mitra Kunci, ‘Improved management practices’ refers to improvements in the development or implementation of these practices in company’s environment (e.g., through implementing inclusive HR policies, providing reasonable accommodation for disabilities, implementing an open recruitment system including persons with disabilities, etc.).

The target for this indicator is 40. In total, 21 private sector firms have improved management practices consisting of H&M Indonesia, including 18 production units of H&M in Central and West Java, PT. Kalbe Farma and PT. Jotun Indonesia on implementing equality and inclusivity in the workplace. Mitra Kunci has reached 53 percent of the target. Mitra Kunci expects to receive additional data from Kalbe Farma and Accor, and will report it in the first quarter of year six.

Figure 12 Private Sector Firms that have Improved Management Practices



Indicator 6.3 (USAID Indicator): Number of improved private sector policies/certifications/ practices as a result of cooperation with USAID

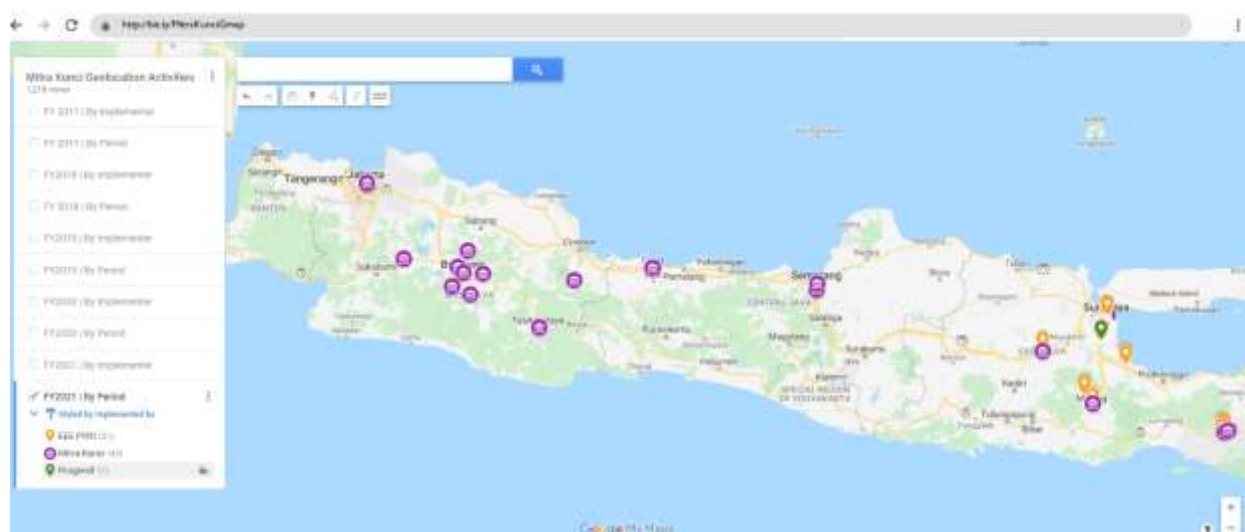
This is a new indicator which measures the number of improved private sector policies/certifications/ practices as a result of cooperation with USAID.

The target for this indicator is 40. In total, 21 initiatives were implemented in 21 companies that have improved management practices on implementing equality and inclusivity in the workplace. Mitra Kunci has reached 53% of the target.

8. ACTIVITY LOCATION DATA

Mitra Kunci developed Activity Location data that can be accessed using Google Maps. The Activity Location data consists of Mitra Kunci and Indonesia-led PI activities and locations where these activities take place. The activity location data can be accessed via the links below:

Google map link: <http://bit.ly/MitraKunciGmap>



Google sheet link: <http://bit.ly/MitraKunciCsv>

http://bit.ly/MitraKunciCsv								
Search the menus (Alt+/)								
	A	B	C	D	E	F	G	H
	Implemente	Activity	Period	Date	Location	Male	Female	
81	Mitra Kunci	Diskusi Integrasi Ketenagakerjaan Inklusif Melalui Strategi Kemandirian BLK- Komu	Q4/2021 (Jul-Sep 2021)	1 Jul 2021	Online	31	19	
82	Mitra Kunci	FGD Penyusunan Buku Panduan BLK/LPK Inklusif	Q4/2021 (Jul-Sep 2021)	8 Jul 2021	Online	8	8	
83	Mitra Kunci	Diskusi Jaringan Orang Muda untuk Kerja Layak dan Inklusif	Q4/2021 (Jul-Sep 2021)	12 Jul 2021	Online	7	10	
84	Mitra Kunci	FGD Memetakan Lanskap Kebijakan Inklusivitas dan Akses Hak atas Pekerjaan	Q4/2021 (Jul-Sep 2021)	14 Jul 2021	Online	28	28	
85	Mitra Kunci	Merancang Peta Jalan Ketenagakerjaan Inklusif (Disabilitas)	Q4/2021 (Jul-Sep 2021)	22 Jul 2021	Online	27	20	
86	Mitra Kunci	Content for Change Bootcamp: "Dari Garis Depan"	Q4/2021 (Jul-Sep 2021)	27-28 Jul 2021	Online	111	147	
87	Mitra Kunci	Lesson Learned Event Universitas Jember	Q4/2021 (Jul-Sep 2021)	12 Jul 2021	Online	1154	2435	
88	Mitra Kunci	Workshop Daring Peningkatan Inklusivitas & Produktifitas BLK di Jawa Barat	Q4/2021 (Jul-Sep 2021)	12 Aug 2021	Online	45	26	
89	Mitra Kunci	TOT Soft Skill dan Peningkatan Inklusivitas & Produktifitas BLK di Jawa Tengah	Q4/2021 (Jul-Sep 2021)	13 Aug 2021	Online	39	25	
90	Mitra Kunci	Webinar "Kewirausahaan Orang Muda di Perguruan Tinggi" dan Peluncuran Mod	Q4/2021 (Jul-Sep 2021)	19-20 Aug 2021	Online	60	27	
91	Mitra Kunci	Fasilitasi Pertemuan Koordinasi Jaringan Orang Muda untuk Kerja Layak dan Inklus	Q4/2021 (Jul-Sep 2021)	24 Aug 2021	Online	169	190	
92	Mitra Kunci	Coordination Meeting Jaringan Orang Muda untuk Kerja Layak dan Inklusif	Q4/2021 (Jul-Sep 2021)	27 Aug 2021	Online	9	13	
93	EEE PWD	Training Softskill untuk Disabilitas Kota Surabaya	Q4/2021 (Jul-Sep 2021)	23-24 Aug 2021	Online	12	8	
94	EEE PWD	Training Softskill untuk Disabilitas Sidoarjo	Q4/2021 (Jul-Sep 2021)	8 Sep 2021	Online	12	21	
95	EEE PWD	Workshop Sosialisasi Draft Perda Disabilitas Pasuruan	Q4/2021 (Jul-Sep 2021)	9 Sep 2021	Online	18	23	
96	EEE PWD	Workshop Peningkatan Inklusivitas & Produktifitas BLK di Jawa Timur	Q4/2021 (Jul-Sep 2021)	14-15 Sep 2021	Online	52	18	

9. RECOMMENDATIONS

As various sections of this report demonstrate, Mitra Kunci engaged with partners concerned with inclusive workforce development (IWD), learning from its work along the way. This recommendation is comprised of two parts. The first relates to lessons learned from program implementation and offers recommendations for future programming, and the second relates to recommendations for program stakeholders.

Program development and implementation

Family and community as a starting point

The focus of an inclusive workforce development program is not purely on providing skills and jobs in the abstract. Understanding the context and drivers of inclusion and how to improve it is key. How a prospective worker's family treats them, for example, in terms of providing opportunities and equipping them with basic soft skills, has a significant impact on the opportunities a person has when entering the world of education and work. This is especially noticeable when it comes to gender and disability issues. A comprehensive inclusive workforce development program must include interventions that address beneficiary perceptions of their gender or disability status and the challenges and opportunities they face. Working with and networking with organizations that work with communities allows the program to gain these insights from the start, and to hold on to what is important to the beneficiaries.

There are already players working in the field: we are not alone

During the implementation of this program, it became clear that there were already actors working in every important area that a person goes through in terms of employment (their geographical location, their skills, their workplace or business). For example,

- There are already many DPOs in the community who help people with disabilities and their families to access the opportunity to learn new skills and work.
- In the area of skill provision, partners from BLK, LPK, and HEI have also attempted to provide education and skills to prospective workers, with some already employing the principle of inclusivity.
- There have also been efforts to develop an inclusive workforce among employers or providers of entrepreneurship assistance.

As a result, a comprehensive inclusive workforce development program should involve a full range of stakeholders and build communication and coordination bridges between them.

In this regard, the pentahelix concept, which was developed through the life of Mitra Kunci and is frequently used by the government to demonstrate the importance of collaboration among various stakeholders, can be used as a guide in identifying program partners.

Involving media from the outset

The media should be viewed not only as program informants, but also as important stakeholders capable of mainstreaming inclusive workforce issues and advocating for decision makers. However, we also know that the media does not always fully understand development programming, hence media capacity building should be taken into account. If the media is involved from the beginning, the program will benefit because it will receive coverage from the start, and the program can build the capacity of the media so that they can produce more accurate reports (not only content but also including accurate branding) that will ultimately support the program and also inform and positively influence the wider public.

There are several journalist associations that also carry out social work outside of journalism that can help take the program forward.

Working with the private sector

Working with the private sector through company associations, which in Mitra Kunci's case is APINDO, is a very effective and efficient way to collaborate. Working with associations simplifies and expedites the process. If the program is positioned as part of the association's program, credibility is easily built in front of the company. Where companies sometimes have difficulty convincing their top management of the value of collaboration, USAID can provide assistance by mainstreaming inclusive issues through high-level dialogue with the CEO and the Ministry of Manpower if needed.

Ensure that project implementers share the program vision and have the same interpretation at all levels of the program.

The need to collaborate with multiple program implementers is critical for large and broad programs like Mitra Kunci. The different backgrounds and areas of concern are one of the major challenges in implementing the program with various project implementers. As a result, it is critical to ensure that all partners are aligned to the overall vision and goals, and to keep implementation on track, to develop a series of capacity building activities for project implementers at the start of the program so that they all have the same approach to carrying out activities.

Recommendations for program stakeholders

Ministry of Education, Culture, Research and Technology, MOECRT

As the Minister of Education, Culture, Research and Technology emphasized, Freedom of Learning, Campus of Freedom (Merdeka Belajar Kampus Merdeka) is the government's response to global trends. By encouraging students to study outside campus, MOECRT believes that the students will be ready to "swim in the open sea" of global competition. The KKN-TKWU program, as part of the Freedom Campus, give students opportunities to contribute to local and national development. Students who take part in the KKN-TKWU Program have the opportunity to develop their entrepreneurial skills in preparation for facing challenges in the future. MOECRT has adopted the moduls of KKN-TKWU and the module has been integrated to SPADA, MOECRT's online learning platform for universities in Indonesia.

As a result, KKN-TKWU has a huge potential for growth among universities across the country. MOECRT can establish a number of Centers of Excellence that will act as intermediaries in spreading the KKN-TKWU method and assisting other higher education institutions in implementing it. Lecturers who have been in charge of TKWU KKN activities can act as national Master Trainers who train other lecturers who are ready to launch their own programs.

To give a similar opportunity for universities across Indonesia, MOECRT may reach them with develop hub for Western, Central and Eastern Indonesia and then provide capacity building on KKN-TKWU program for more university using pool of master trainers from II HEIs partners of Mitra Kunci.

Based on our observation and commitment from university partners during the KKN-TKWU program implementation, we identified two universities in East Java that have the potential and are ready to become hubs for scaling up programs in Eastern Indonesia, they are UNEJ (Universitas Jember) and UMM (Universitas Muhammadiyah Malang). While in western and central Indonesia, Universitas Padjadjaran (UNPAD) and IPB University also have the capacity to behubs as they have wide networks and strong experience in coaching and mentoring smaller universities. The pool of master trainers supported under the Mitra Kunci-MOECRT program from eight universities and three polytechnics also can be utilized to support capacity building program for field lecturers (Dosen Pembimbing Lapangan/DPL) in universities across Indonesia.

Ministry of Manpower

Mitra Kunci and MOM have developed a Roadmap for Community BLKs and a Guideline for Inclusive BLKs which can be used to support the acceleration of Community BLK development and to help BLKs become more inclusive. Mitra Kunci recommends that MOM strengthens its inclusive employment program by:

- Incorporating it into the transformation of vocational training centers (BLK), link and match, youth talent development, and job opportunity expansion.
- Synchronizing basic information on inclusive employment programs and targets with representatives of ministries, institutions, businesses, universities, local governments, and civil society organizations to ensure program activities become a joint work agenda.
- Making the Law 8/2016 on persons with disabilities and its implementing regulations the primary reference for planning, implementing, and developing inclusive employment programs at the national and regional levels with all stakeholders.
- Supporting efforts to strengthen the Indonesian National Work Competency Standards (SKKNI) as a formula for employability, particularly in relation to the improvement of soft skills for poor and vulnerable young people, through the expansion of access to skills training institutions, such as the Job Training Center (BLK), supported by the government, and the Job Training Institute (LPK), in the private sector.
- Using materials developed by Mitra Kunci such as the Guideline for Equality and Inclusion in the Workplace, inclusive training guidebooks for training institutions, the inclusiveness self-assessment and monitoring tools for community BLKs, and materials developed through workshops and focus groups with the private sector, universities, as the foundation for the development of inclusive employment programs.

APINDO and private sector companies

APINDO has now adopted the Guideline for Equality and Inclusion in the Workplace, as well as training guidelines. These two documents can be used as resources by APINDO to assist its members in developing and implementing work plans to make workplaces more inclusive and to comply with the law.

APINDO has created a Desk for Inclusivity. This unit is dedicated to managing the inclusive workplace program and also acts as a place for companies to consult when they want to implement inclusive workplace programs. Every large company also has a CSR program which can be used to promote entrepreneurship and increase participation in education through scholarships for people with disabilities. This, in turn, would have a positive impact on the development of an inclusive workforce.

Companies cannot work on their own to recruit workers with disabilities; therefore, it is critical for companies to network with BLK/LPK and DPOs who work with people with disabilities in the community, as has been demonstrated through Mitra Kunci activities.

Disabled People's Organizations (DPOs)

Companies rely on DPOs to recruit employees with disabilities, and DPOs need to know which companies are ready to assist people with disabilities in finding jobs. It is critical for DPOs to collaborate with those who provide skills. In other words, DPOs must establish relationships with local training institutions, particularly BLKs, as they are likely to offer relatively accessible, local opportunities for PWD.