KARTU PRAKERJA PROGRAM MANAGEMENT REPORT 2024

Foreword

The year 2024 marks the second year of Prakerja implementing the Normal Scheme, during which we continue acquiring offline training programs for integration into the Prakerja ecosystem. By the end of 2024, there were 284 offline training programs available in 58 regencies/cities across 31 provinces, including bulldozer and excavator maintenance by United Tractors in 5 provinces, truck and bus driving by Hino in Karawang, forklift operation in Mimika, SMAW Fillet and SMAW Groove welding in Surabaya, basic security training in Depok, nurturing and caring of young children in Semarang, repairing various electronics and vehicles, housekeeping, and bridal makeup.

As of November 30, there were 347 officially registered training providers, offering 2,085 online and offline training programs. Since Prakerja is targeted at all adults, whether job seekers or not, then priority is placed on the concept of lifelong learning through Initial Vocational Education and Training (IVET) and Continuous Vocational Education and Training (CVET) over conventional Technical Vocational Education and Training (TVET). This is because not everyone requires comprehensive A-to-Z competency units involving extensive training durations, and not all jobs demand certification. Prakerja is not only aimed at the 7 million unemployed individuals but also at 140 million employed individuals earning low wages/income who are vulnerable to being displaced by business cycles, technological changes, pandemics, climate change, and other challenges.

2024 also marks our commitment to providing training that is tailored to demand trends in the labor market. By the end of 2024, there are 58 green skills training programs, including emissions mitigation in the electricity sector, carbon accounting, preparing Environmental Impact Assessment (AMDAL) documents, green building, non-hazardous waste recycling, and more. Additionally, there are 18 AI training programs applied in fields such as marketing, sales, education, finance, graphic design, IT, and personal development.

To encourage alumni to continue learning and enable the participation of university students, grade school students, as well as civil servants and village officials in the learning process, we collaborate with corporations such as Microsoft, Alibaba, ELSA, and others to provide training and certification in fields such as AI, data, cybersecurity, and AI-based personalized learning to master English speaking skills. Furthermore, we host the Indonesia Skills Week (ISW), a week-long, bi-monthly event where Prakerja partners promote their training programs, provide labor market updates, and share tips for successfully finding employment or starting a business through webinars. Since June 2023, 10 ISW episodes have been held, with each attracting up to 12,000 learners—the majority of whom are high school and bachelor's degree graduates—enrolling in more than 32,000 free and paid training sessions (self-paced learning).

The year 2024 also marks Prakerja's achievement on the international stage. In addition to receiving visits from the governments/parliaments of Sarawak, Malaysia, Thailand, Timor Leste, and the Philippines for benchmarking studies, Prakerja received an Honorable Mention at the Wenhui Award 2022 for Educational Innovation in the Asia-Pacific region from UNESCO in Tianjin, China, on November 30, 2024. Prakerja also received the GovCyber Innovator of the Year award at the IndoSec Awards 2024 for pioneering the development of human resources in cybersecurity in Indonesia.

In conclusion, from 2020 to 2024, we have strived to provide the best we could for 18.9 million Prakerja beneficiaries and society at large. There have certainly been shortcomings, particularly given the difficulty of closing the skills gap when the target continuously shifts. However, with guidance from the Coordinating Minister for Economic Affairs and all members of the Job Creation Committee, we are committed to moving forward, raising awareness, and enhancing the capabilities of our workforce to adapt to the challenges of the labor market. Thank you.

Jakarta, December 2024
Denni Puspa Purbasari
Executive Director
Program Management Office of Prakerja

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Executive Summary

1 Over five years, Prakerja has driven significant change in Indonesia, benefiting 18.9 million people across 514 regencies/cities, with 52% women, 3% persons with disabilities, and 2% from 3T (frontier, outermost, and least-developed) regions. Prakerja's achievements have been recognized both domestically and internationally, including the UNESCO Wenhui Award 2022, IndoSec Awards 2024, and being named "The Pioneer" by Katadata for its contribution to addressing the Covid-19 pandemic. Prakerja stands as concrete evidence that Indonesia can lead in innovation and build a brighter future for everyone.

2 Prakerja emerges as a solution to the fundamental challenges faced by Indonesia's workforce, characterized by low skill levels, competitiveness, and welfare of the workforce. Ninety percent of the Indonesian workforce has never received skill development training, with only 10 percent having accessed such opportunities. This program was designed to enhance the workforce's competence, productivity, competitiveness, and entrepreneurship. Since 2020, Prakerja started its journey with a dual mission of providing training and incentives during the pandemic while continuously strengthening its ecosystem until 2024. Prakerja has become an important instrument for improving the welfare and competitiveness of Indonesian workers. According to the 2024 National Labour Force Survey, 22.4 percent of Indonesia's workforce has accessed training since the establishment of Prakerja, more than doubling over the past five years.

3 The Program Management Office was established through Presidential Regulation No. 36/2020 to operate the large-scale training delivery mechanism known as Prakerja. Prakerja coordinates its operations under the Coordinating Ministry for Economic Affairs and reports directly to the Chairman of the Job Creation Committee (KCK). As a working unit under the State General Treasurer (BUN) within the Ministry of Finance, Prakerja performs administrative functions in accordance with policies set by the KCK. To deliver broad and inclusive training, Prakerja relies on digital technology while integrating both innovative and conservative work cultures.

4 Launched in 2020 amid a crisis, Prakerja not only helped millions maintain their purchasing power but also served as a flexible and inclusive means of learning. In response to the turbulent Covid-19 pandemic, Prakerja adapted by carrying out a dual mission: training and social assistance. The first batch was opened just one day after the Large-Scale Social Restrictions (PSBB) were implemented, followed by a rapid assessment by TNP2K (May-June) and regulatory revisions through Presidential Regulation No. 76 of 2020. With online training, the post-training incentive was increased to support the purchasing power of people affected by the pandemic. Continuous iterations were made to ensure governance that is adaptive and responsive to public needs. Through this scheme, Prakerja successfully reached more than 5.5 million beneficiaries in a short period, demonstrating its ability to carry its dual mission as both a training provider and social assistance. In its inaugural year, Prakerja effectively reached 5,509,055 beneficiaries.

5 2021 marked a significant milestone for Prakerja with various evaluations and system refinements to improve its effectiveness as part of the National Economic Recovery Program (PEN). The year saw the introduction of features such as training recommendations, ratings and reviews, and job vacancy information. The opening of the 12th batch reached 600,000 beneficiaries, bringing the cumulative total to 10 million beneficiaries by September. Prakerja continued to innovate by conducting impact evaluations through independent external research institutions. The study results confirmed the program's positive impact, showing an average monthly wage increase of IDR255,000–IDR315,000 for beneficiaries. Additionally, Prakerja expanded partnerships with educational institutions as assessors and monitors, further strengthening its data-driven governance foundation. Two years running, Prakerja successfully reached 11,440,629 effective beneficiaries.

6 In 2022, Prakerja developed a sustainable ecosystem by strengthening governance and transitioning toward the Normal Scheme. Innovations such as the selfie with liveness check feature were introduced to enhance beneficiary selection accuracy and security, while trials for offline training were initiated. The Temu Raya Kita Prakerja event, attended by over 8,000 alumni, fostered community engagement and was supported by intensive coaching for training institutions. Prakerja received international recognition from UNDP, UNESCO, the World Bank, and Queen Máxima of the Netherlands, who acknowledged Prakerja as a model for financial inclusion and skill development. On the global stage, Prakerja earned its first international acknowledgment by participating in UNESCO CONFINTEA VII, where it was recognized as an accelerator of SDG achievement. The 47th batch concluded the year, marking the end of the semi-social assistance scheme and the transition to the Normal Scheme. Three years running, Prakerja had successfully reached 16,425,419 effective beneficiaries.

7 The pandemic ended and Prakerja embarked on a new phase with the Normal Scheme in 2023. This scheme introduced offline training in various provinces, increased training scholarships from IDR1 million to IDR3,5 million, and reduced post-training incentives from a total of IDR2.4 million to a total of IDR600 thousand. Prakerja shifted its focus toward skill development through training aligned with the latest references, such as the Critical Occupations List and Future Jobs Reports. Prakerja also hosted the Inclusive Lifelong Learning Conference in Bali, attended by representatives from 38 countries, which produced the Bali Manifesto advocating for inclusive policies. The launch of Indonesia Skills Week (ISW) opened access to online training for all. 2023 was further marked by the first offline training sessions, a study visit from NSPC Cambodia, and the strengthening of the Normal Scheme system. Four years running, Prakerja had successfully reached 17,568,343 effective beneficiaries.

Executive Summary

8 **In 2024, Prakerja continued to spread its wings and share inspiration on the national and international stages.** Prakerja received further recognition from international partners such as ADB and UNESCO for its impact on employment rates and contributions to SDG achievement. Prakerja also served as a reference model for countries like the Philippines, Malaysia, Thailand, Japan, and Timor-Leste, which studied its framework for replication. Amid the accomplishment of providing training to millions of workers during its first five years, Prakerja forged new collaborations, including a training partnership with Coursera and the launch of GovTech INA Digital to bolster digital transformation. Moreover, Prakerja was honored with the UNESCO Wenhui Award, recognizing its educational innovation for learning recovery. Prakerja also opened a contact center service via WhatsApp, making it easier for beneficiaries to access services. Five years running, Prakerja had successfully reached 18,987,637 effective beneficiaries.

9 **What is the story behind Prakerja's journey? Prakerja has responded to the important mandate with technological innovation and excellent programming.** In addressing diverse digital literacy challenges, Prakerja has adopted agile methodologies to create an empathetic and targeted platform. Data has been processed as a strategic asset through the use of Big Data Analytics and Machine Learning to support evidence-based decision-making. With the data governance principle, Prakerja continues to bring innovations to millions of beneficiaries. The Prakerja Contact

Center serves as a user-centric approach, achieving a 94 percent user satisfaction. Prakerja's continues to ensure relevant, secure, and easily accessible services to the Indonesian people. Prakerja combines cutting-edge technology, reliable infrastructure, and a commitment to accountability in serving millions of beneficiaries. With strict security protocols, including ISO 27001:2022 certification, beneficiaries personal data is protected from cyber threats. Furthermore, the use of big data and real-time monitoring systems guarantees program accountability, enabling performance tracking and transparent budget utilization.

10 **Providing training to at least 2 million individuals with diverse needs is a considerable challenge, especially amid varying cultures, education levels, socio-economic statuses, and access to technology.** According to Statistics Indonesia data from August 2024, 70.63 percent of Indonesia's population is part of the workforce, with more than 70 percent having never participated in any form of training. Prakerja has successfully built a training ecosystem that is relevant to labour market demands through a partnership approach. Prakerja adopts a Partnership Approach, engaging Training Institutions, Digital Platforms, Independent Expert Teams, Banking/Fintech, and Job Portals to ensure streamlined, effective, and efficient operations. The program is designed with various training categories, utilizing digital technology to reach remote areas. Effective communication is also key in reaching diverse audiences by employing the appropriate channels, such as social media, radio, and regional languages. Prakerja is more than just a training program but a movement capable of transforming the lives of millions of people.

11 **Prakerja also serves as a role model of modern governance grounded in the principles of regulatory compliance, proper processes, and correct documentation.** Prakerja's operations must comply with regulations, including Presidential Decree (Perpres), Coordinating Ministerial Regulations (Permenko), and Minister of Finance Regulations (Permenkeu), with regular legal discussions and refinement of said regulations. The process is supported by adaptive Standard Operating Procedures (SOPs), strict monitoring, and technological innovations such as cloud-based data integration to ensure data transparency. Orderly and correct documentation reinforces good governance, engaging institutions such as the Attorney General's Office (Kejaksaan Agung) and the Financial and Development Supervisory Agency (BPKP) for legal opinions. Integrated financial statements are composed with high standards, ensuring accuracy and public trust. Behind all of this, an inclusive working environment for young talents demonstrates that innovation and good governance can walk hand in hand. Prakerja adopts a startup work culture that is both adaptive and innovative while remaining compliant with government regulations.

12 **Monitoring and evaluation play a crucial role in ensuring the success of the Prakerja program.** Prakerja applies two main strategies to monitor training programs: Multi-Stakeholder Monitoring, which engages universities and NGOs, and the use of technologies such as face matching for efficiency and accuracy. Additionally, offline monitoring is conducted by the Monitoring Experts Team in collaboration with local institutions. If violations are detected, Prakerja imposes sanctions in the

form of suspension according to the category of the infraction. Prakerja also implements program evaluation through various types of data and approach, such as rating reviews, evaluation surveys, administrative data, phone surveys, online surveys, and in-depth interviews. Prakerja employs a Theory of Change-based system to design and assess program effectiveness. More than 17 external studies by ADB, CIPG, and TNP2K confirm the program's effectiveness. This evaluation model has also earned international recognition from credible organizations such as UNESCO, ADB, and UNDP.

13 **Moving towards Golden Indonesia 2045 Prakerja continues to address workforce challenges by providing market-driven training to maintain competitiveness and productivity.** Prakerja leverages digital technology to offer accessible training opportunities for both beginners and professionals while supporting lifelong learning. Prakerja is committed to integrating data-based public services to create more efficient, secure, and equitable access across the nation. Prakerja will continue to foster lifelong learning in Indonesia by introducing technology-based training, such as cloud computing and green skills, which are relevant to global labor market trends. Strengthening its role on the international stage, Prakerja has established international collaborations to expand its scope and impact. Through these great efforts, Prakerja is a symbol of Indonesia's ability to be a leader in inspirational social innovation. With Prakerja's leadership, Indonesia is ready to achieve the Golden Indonesia 2045 vision, making a fair and prosperous Indonesia a reality.

Awards for Prakerja

UNESCO Wenhui Award 2022

Prakerja received an Honorable Mention for Innovative Education Practices in the Asia-Pacific region. The award featured 94 innovations from 25 countries, with Prakerja being the only winner from Indonesia in the past 12 years.

25 Anti Covid-19 Heroes

Prakerja was recognized as "The Pioneer" in the economic sector by Katadata. This award was presented to individuals and institutions acknowledged for their substantial contributions during the handling of the COVID-19 pandemic.

IndoSec Awards 2024

Prakerja received the "GovCyber Innovator of The Year" award. Prakerja was selected from over 300 candidates for its contributions to training digital talent in cybersecurity and implementing data security through ISMS certification.

Beneficiaries from Sabang-Merauke

Primary Education Graduates and below	17%
Head of household or husband/wife	63%
Age 18-35*	61%
Age >50*	12%
Former Indonesia Migrant Workers	3%
Never participate in trainings/ courses before	86%
Unemployed	61%
Female*	52%
People with Disabilities	3%
Decile 1-4	29%
Live in rural areas*	65%

Source: Evaluation Survey 2020-2024
*Administration Data 2020-2024

Distribution Map of Effective Beneficiaries in 2020-2024
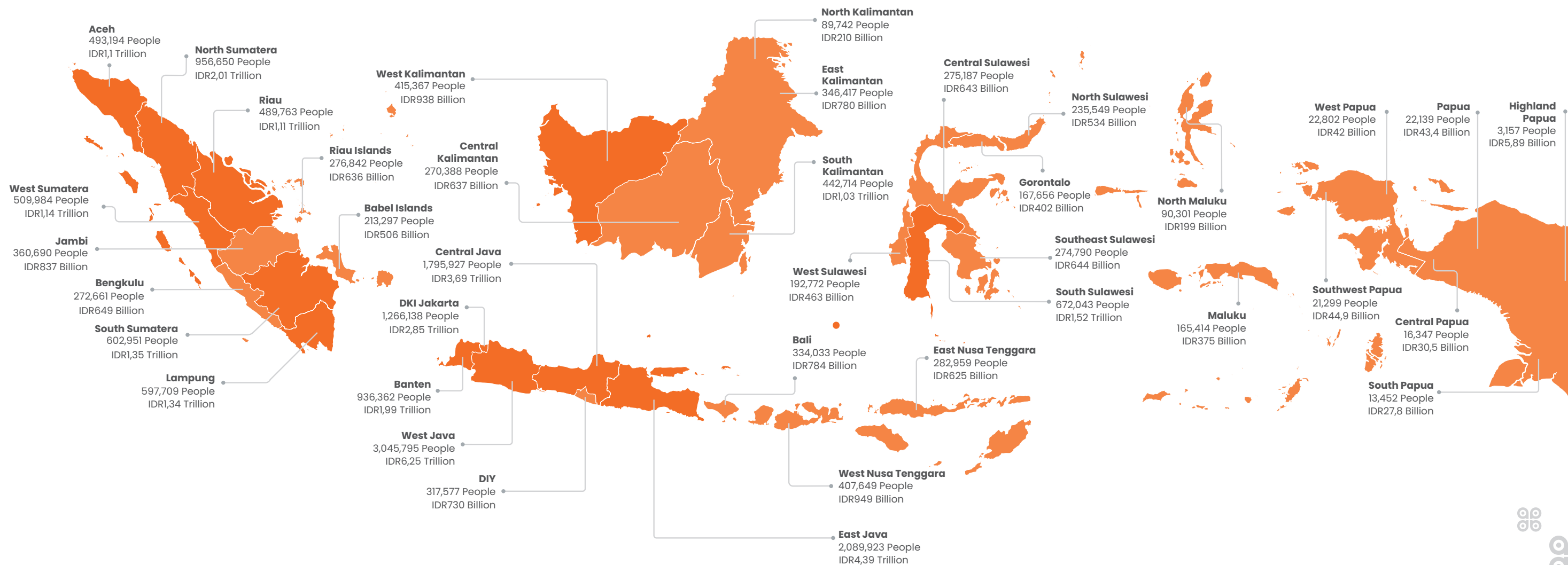
The Number of Effective Beneficiaries

Batch 1-71	: 18,987,640 people
From	: 38 provinces & 514 districts/cities

Aceh
493,194 People
IDR1,1 Trillion

North Sumatera
956,650 People
IDR2,01 Trillion

Riau
489,763 People
IDR1,11 Trillion

West Sumatera
509,984 People
IDR1,14 Trillion

Riau Islands
276,842 People
IDR636 Billion

Jambi
360,690 People
IDR837 Billion

Bengkulu
272,661 People
IDR649 Billion

South Sumatera
602,951 People
IDR1,35 Trillion

Babel Islands
213,297 People
IDR506 Billion

Lampung
597,709 People
IDR1,34 Trillion

West Kalimantan
415,367 People
IDR938 Billion

Central Kalimantan
270,388 People
IDR637 Billion

DKI Jakarta
1,266,138 People
IDR2,85 Trillion

Central Java
1,795,927 People
IDR3,69 Trillion

Banten
936,362 People
IDR1,99 Trillion

West Java
3,045,795 People
IDR6,25 Trillion

DIY
317,577 People
IDR730 Billion

East Java
2,089,923 People
IDR4,39 Trillion

North Kalimantan
89,742 People
IDR210 Billion

East Kalimantan
346,417 People
IDR780 Billion

South Kalimantan
442,714 People
IDR1,03 Trillion

Central Sulawesi
275,187 People
IDR643 Billion

North Sulawesi
235,549 People
IDR534 Billion

Gorontalo
167,656 People
IDR402 Billion

West Sulawesi
192,772 People
IDR463 Billion

Southeast Sulawesi
274,790 People
IDR644 Billion

South Sulawesi
672,043 People
IDR1,52 Trillion

Bali
334,033 People
IDR784 Billion

East Nusa Tenggara
282,959 People
IDR625 Billion

West Nusa Tenggara
407,649 People
IDR949 Billion

North Maluku
90,301 People
IDR199 Billion

Maluku
165,414 People
IDR375 Billion

West Papua
22,802 People
IDR42 Billion

Papua
22,139 People
IDR43,4 Billion

Highland Papua
3,157 People
IDR5,89 Billion

Southwest Papua
21,299 People
IDR44,9 Billion

Central Papua
16,347 People
IDR30,5 Billion

South Papua
13,452 People
IDR27,8 Billion

Prakerja's Footprint Across the Nation

Over the past five years, Prakerja has consistently demonstrated that we extend far beyond major cities. We actively engage on the ground, visiting underdeveloped, frontier, and outermost regions (3T) across Indonesia, ensuring that the program reaches even the most remote corners of the nation.

We are present in the regions to conduct program socialization, assist registrants, hold public lectures, organize *Kumpul Jasa* (service gathering) events, engage with local governments, and monitor training institutions.
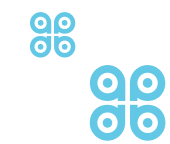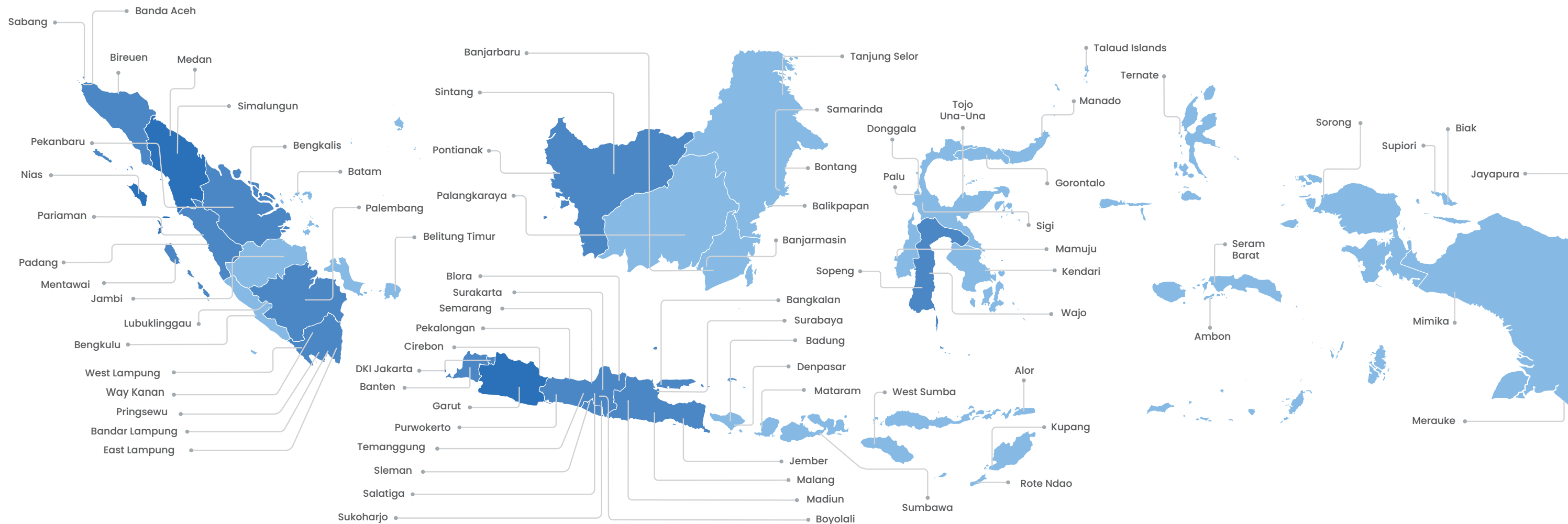
Prakerja Alumni Survey (Tracer Study) 2020-2024

Prakerja has conducted an Alumni Survey to gain insights into the current employment conditions of its alumni through a short online survey.

The Alumni Survey was distributed to all Effective Prakerja Beneficiaries from Batches 1-71 (2020-2024) who met the study criteria.
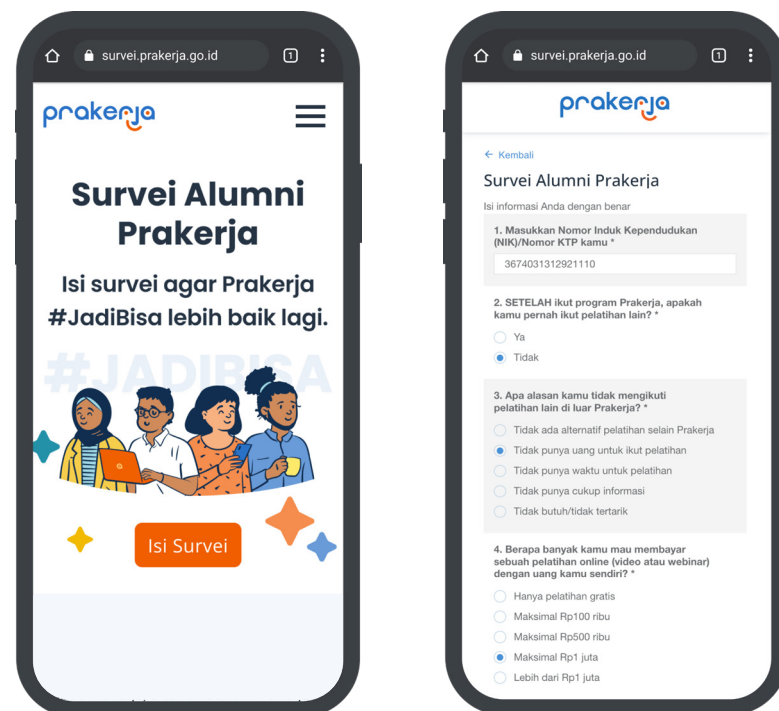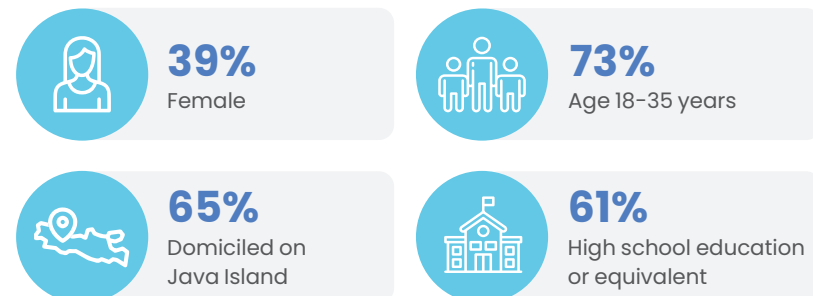
After the processes of data collection, cleaning, and analysis, the number of workforce respondents included in this insight is 363,234 beneficiaries.

Respondent Characteristics*

39% Female

73% Age 18-35 years

65% Domiciled on Java Island

61% High school education or equivalent

*N: 363.234 beneficiaries

Employment Status*

72% Prakerja beneficiaries who are **employed** (employees/ freelancers/entrepreneurs)

For beneficiaries who are employed (employees/freelancers/entrepreneurs):

IDR2.9 million The average salary/wage/income/business **earnings** per month

43% **Employed in the formal sector**

Employees and freelancers are considered formal if they have a written contract. Entrepreneurs are considered formal if they have a business license.

TOP 3 Business Sectors
for individuals who are employed

1 Services

2 Trade

3 Manufacturing Industry

Training Experience After Prakerja*

Reasons for not taking additional training:

50% No **money**

21% No alternative training options other than Prakerja

17% No sufficient **information** available

10% No **Time**

2% No need/not interested

33% took other training

67% did not take any other training

Reasons for taking other training:

79% To improve job/business skills

11% To obtain a certificate

5% To expand networks

5% To fill free time

More than **70% of respondents prefer free training** over paid training, whether online or offline.

The Prakerja team during the "Building a Sustainable Future Through Lifelong Learning and Skill Development" public seminar featuring Professor Jeffrey D. Sachs, President of the UN Sustainable Development Solutions Network (SDSN).

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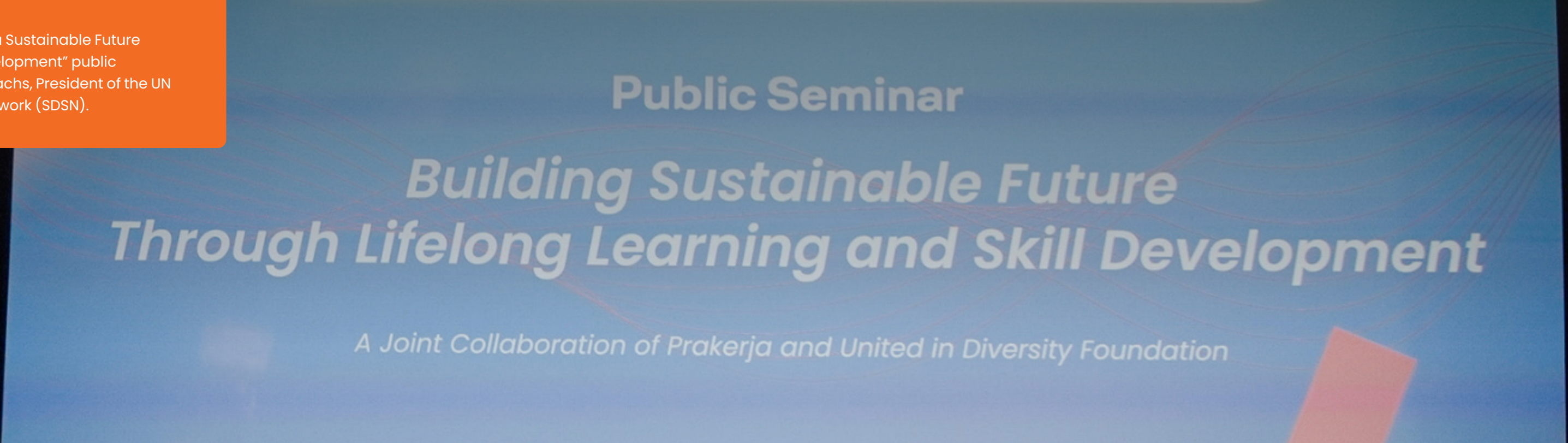
As we move toward Golden Indonesia, training remains an essential component of education. In many countries, dedicated ministries are already in place to oversee training, reskilling, and upskilling efforts. Prakerja serves as a vital instrument to bridge the gap between recent graduates and job market demands.

Airlangga Hartarto
Coordinating Minister for Economic Affairs of the Republic of Indonesia

At the Merayakan Prakerja, Merayakan #JadiBisa event, October 3rd, 2024

01

Prakerja in Retrospect: A Journey Towards Real Impacts

Prakerja in Retrospect:
A Journey Towards Real Impacts

In an effort to enhance workforce productivity, the government launched the Prakerja Program in 2020. The Prakerja feature is different from the existing training programs. First, Prakerja provides training scholarships and allows beneficiaries to choose the training they need. Second, Prakerja opens opportunities for all training providers to offer their courses, whether online or offline, during weekends or weekdays, and at any time of the day, as long as the training passes an assessment. Third, Prakerja built a digital platform that serves as an ecosystem connecting job portals, training institutions, financial institutions, and marketplaces, thereby reducing issues such as asymmetric information, coordination failures, friction in the labor market, and skill gaps.

When the Covid-19 pandemic hit in 2020, Prakerja began with a dual mission: providing training while also distributing incentives to support the purchasing power of people affected by the pandemic. In 2021, Prakerja raised training

standards and conducted a full evaluation of the program's impact. In 2022, Prakerja continued to strengthen the system and governance of program implementation, and started to be discussed in international forums. Meanwhile, 2023 marked a new chapter for Prakerja, as the pandemic ended and the program shifted to its Normal Scheme. Additionally, Prakerja became a subject of study for many countries. In 2024, Prakerja refined the implementation of the Normal Scheme and expanded strategic collaborations.

Over the past five years, Prakerja has not only provided access to training but has also served as a vital instrument for improving the well-being and competitiveness of Indonesia's workforce. Through extensive partnerships and the use of cutting-edge technology, Prakerja has created an inclusive ecosystem that opens opportunities for the workforce to remain relevant in the evolving job market. This program has become a critical foundation for human resource development in Indonesia, empowering the workforce to thrive in an era of rapid change.

> IDR60.3 trillion of the Prakerja budget over five years has been utilized to enhance the skills of 18.8 million workers across Indonesia.
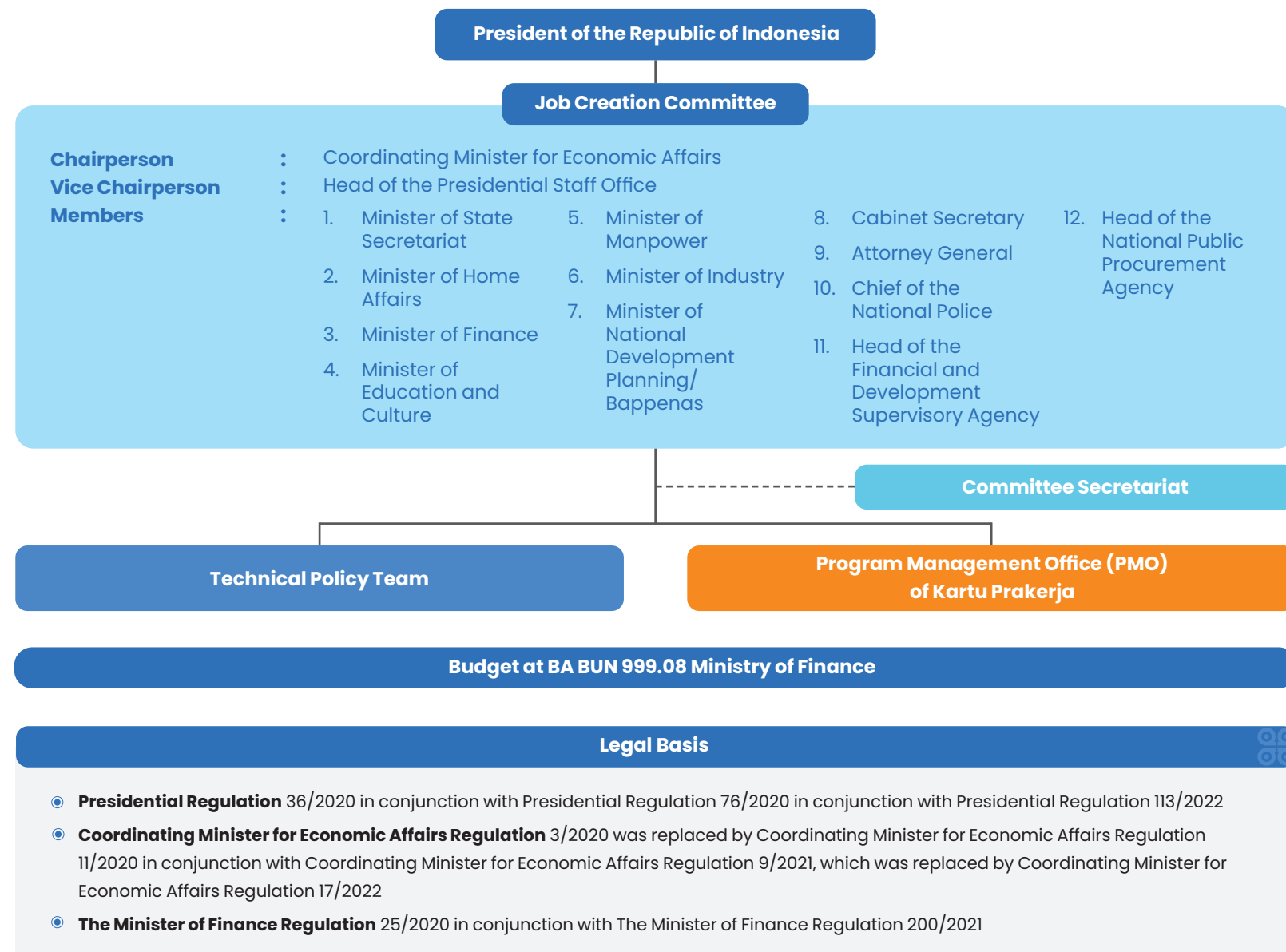
Joko Widodo
President of the Republic of Indonesia (2019–2024)

In the State Address, August 17th, 2024

The Institutional Framework of Kartu Prakerja Program

President of the Republic of Indonesia

Job Creation Committee

Chairperson	:	Coordinating Minister for Economic Affairs
Vice Chairperson	:	Head of the Presidential Staff Office
Members	:	

1. Minister of State Secretariat
2. Minister of Home Affairs
3. Minister of Finance
4. Minister of Education and Culture
5. Minister of Manpower
6. Minister of Industry
7. Minister of National Development Planning/ Bappenas
8. Cabinet Secretary
9. Attorney General
10. Chief of the National Police
11. Head of the Financial and Development Supervisory Agency
12. Head of the National Public Procurement Agency

Committee Secretariat

Technical Policy Team

Program Management Office (PMO) of Kartu Prakerja

Budget at BA BUN 999.08 Ministry of Finance

Legal Basis

- **Presidential Regulation** 36/2020 in conjunction with Presidential Regulation 76/2020 in conjunction with Presidential Regulation 113/2022
- **Coordinating Minister for Economic Affairs Regulation** 3/2020 was replaced by Coordinating Minister for Economic Affairs Regulation 11/2020 in conjunction with Coordinating Minister for Economic Affairs Regulation 9/2021, which was replaced by Coordinating Minister for Economic Affairs Regulation 17/2022
- **The Minister of Finance Regulation** 25/2020 in conjunction with The Minister of Finance Regulation 200/2021

The Implementing Team is tasked with assisting the Job Creation Committee (KCK) in:

- Developing general policy strategies;
- Setting policy directions;
- Establishing criteria for special institutions, types of training, and regional intake quotas;
- Synchronizing programs and regulations;
- Coordinating the implementation of the Kartu Prakerja Program;
- Monitoring and evaluating the implementation of Kartu Prakerja Program;
- Facilitating capacity building for personnel and institutions involved in the implementation of Kartu Prakerja Program; and
- Resolving issues arising from the implementation Kartu Prakerja Program.

Program Management Office (PMO) as the Implementing Agency, performs the following functions:

- Managing the operations of Kartu Prakerja Program;
- Developing technology to support the implementation of the Kartu Prakerja Program;
- Building partnerships and developing the ecosystem for the Kartu Prakerja Program;
- Handling communication and providing legal infrastructure to support good governance in the implementation of the Kartu Prakerja Program;
- Monitoring and evaluating the Kartu Prakerja Program;
- Managing human resources and finances to support the implementation of Kartu Prakerja Program;
- Providing labor market information; and
- Carrying out other tasks assigned by the Chair of the Committee.

Denni Puspa Purbasari

Executive Director of Prakerja

Competent Program Management Office

The government needed a mechanism capable of delivering large-scale training programs. In response, an implementing unit with a new operational approach was established. The Program Management Office of Kartu Prakerja (PMO Kartu Prakerja) was founded under Presidential Regulation 36/2020, tasked with executing the Kartu Prakerja Program. PMO Kartu Prakerja is led by an Executive Director, supported by a team of up to five directors. The Executive Director also serves as the Budget User Authority (KPA).

When the initiative began on March 17, 2020, PMO Kartu Prakerja was comprised of only six directors. By the end of 2024, the team is expected to grow to 181 members, spanning from the Executive Director to support staff. The five directors oversee Operations, Technology, Partnerships, Communication and Ecosystem Development, Monitoring and Evaluation, and Legal, General Affairs, and Finance.

Out of 181 staff members, five are civil servants, while the remainder are professionals contracted for a defined period through Government Goods/Services Procurement. The team includes positions such as Heads, Managers, Senior Specialists, Specialists, Junior Specialists, Senior Staff, Staff, and Support Staff.

To effectively implement large-scale, inclusive training programs, the integration of digital technology is essential. As such, PMO Kartu Prakerja has recruited experienced digital professionals from various tech startups, bringing a culture of speed, agility, and innovation.

At the same time, as a government program, PMO Kartu Prakerja also requires staff with expertise in government administration, accounting, auditing, and procurement processes. In this environment, conservatism, rigidity, and paper-based reporting still prevail. The synergy of these two cultures—one driven by innovation and the other rooted in established government procedures—has enabled PMO Kartu Prakerja to deliver public services with increased effectiveness, efficiency, and accountability.

Vision

Bringing **knowledge and skill** to people.

Mission

Providing an **integrated, relevant, and high-quality learning** ecosystem through **multi-stakeholder** partnerships.

Objective

Improving **competence, productivity,** and **competitiveness,** as well as **driving entrepreneurship** among the Indonesian workforce.

The three main pillars of Prakerja values are:

Integrity

Above and beyond

Together we make great impact

"

From the beginning, Prakerja was designed to be as efficient as possible. The decision to utilize digital platforms is one way we ensure budget efficiency while addressing situations where beneficial programs exist but face fiscal constraints.

Susiwijono Moegiarso

The Secretary of the Coordinating Ministry for Economic Affairs serving as the Secretary of the Job Creation Committee

"

What Prakerja has introduced, in my opinion, has found a model that responds to current issues. The problem is that the labour market changes very rapidly, skills are needed just as quickly, and what we learn today may become irrelevant tomorrow.

Sofyan Djalil

Coordinating Minister for Economic Affairs of the Republic of Indonesia (2014–2015)

"

Prakerja also serves as an upgrade to our vocational program. Prakerja addresses labour market needs by providing access to skilling, reskilling, and upskilling opportunities for the workforce.

Bambang Brodjonegoro

Minister of Research and Technology of the Republic of Indonesia (2019–2021)

"

The Kartu Prakerja Program has accomplished remarkable and extraordinary achievements in implementing digital transformation. The best practices from the Kartu Prakerja Program serve as an important learning experience for GovTech implementation.

Abdullah Azwar Anas

Minister of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) of the Republic of Indonesia (2019–2024)

2020 — Swift Response, Significant Impact

Prakerja was designed as a program for workforce competency development, productivity and competitiveness enhancement, and entrepreneurship development.

The Covid-19 pandemic shifted the program's scheme into semi-social assistance. Prakerja was assigned an additional task of supporting the purchasing power of people affected by the pandemic who had yet to receive protection.

The post-training incentive, which was initially small, was increased significantly. At the same time, the budget for training fees, initially intended to support offline sessions, was scaled back due to the shift to an exclusively online training format.

The year 2020 was a period of continuous iteration. A good governance approach, based on the principles of transparency, accountability, and responsiveness, was swiftly strengthened to address the urgent needs of the public.

Prakerja 2020 (Batch 1-11)

Batch Beneficiaries   : 17,026,249
Effective Beneficiaries : 5,509,055
Disbursed Incentive   : IDR13,358,353,550,000

Prakerja Scheme in 2020

Training Mode	Training Scholarship	Post-Training Incentive
Online	**IDR1 Million**	**4 x IDR600 thousand**

Penerima bansos lain tidak boleh menerima Prakerja.

Improving Skills
Prakerja beneficiaries agree that:

>83% — Prakerja provides skilling, reskilling, and upskilling

89% — Prakerja helps improve their knowledge, productivity, competitiveness, and entrepreneurship

92% — Prakerja enhances their competencies

89% — Prakerja improves their job skills*
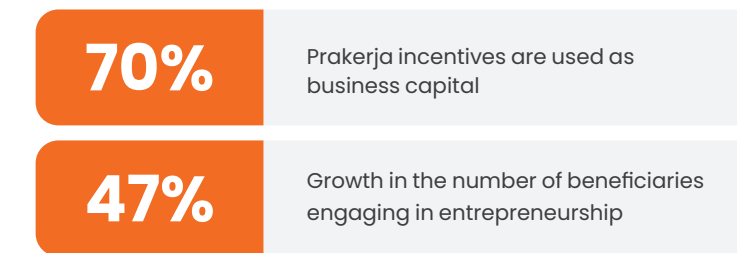
Source: Prakerja Evaluation Survey, 2020
*Statistics Indonesia Sakernas August 2020
**TNP2K Rapid Assessment (2020)

Maintaining Purchasing Power and Strengthening Food Security

95% — Prakerja incentives are beneficial and used to purchase food supplies

86% — Prakerja incentives are used to purchase daily necessities**

Encouraging Entrepreneurship

70% — Prakerja incentives are used as business capital
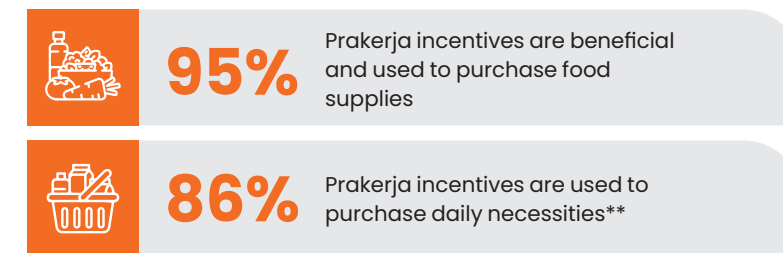
47% — Growth in the number of beneficiaries engaging in entrepreneurship

Source: Prakerja Evaluation Survey, 2020
**TNP2K Rapid Assessment (2020)

Bambang Irawan Husain
Batch 1
Gorontalo, Gorontalo Regency

"After participating in Prakerja and completing the training, I started my own business called King Banana Bams. My business also participated in the provincial-level ambassador competition and the BPD election in my village. Alhamdulillah, I was chosen, thanks to Prakerja.
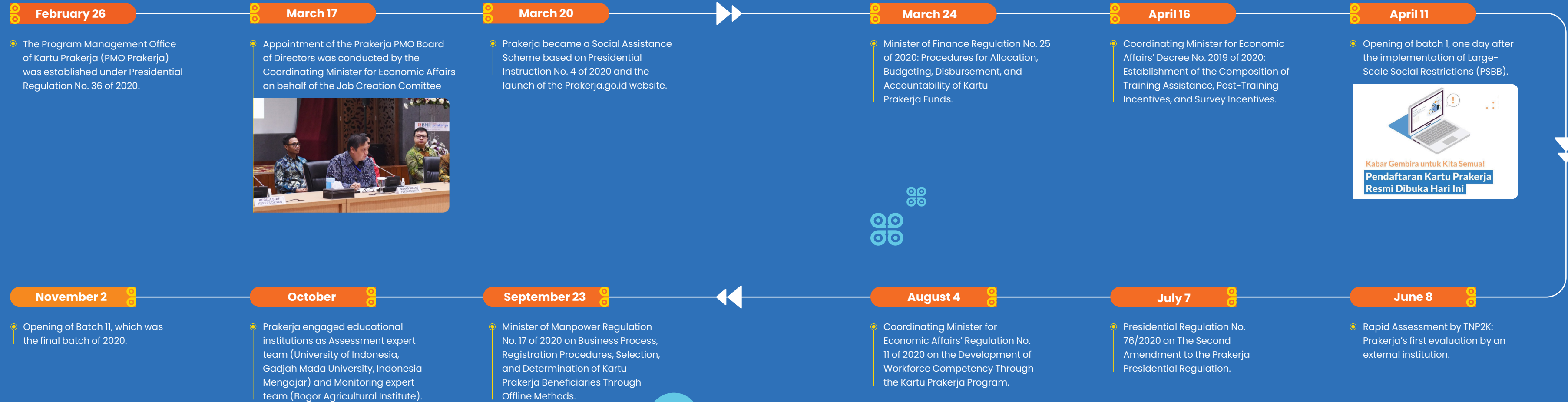

Bill Clinton
Batch 3
Aceh, Banda Aceh City

"Raised by farmer parents, I aspire to become a successful young farmer and contribute to the community. As a business owner, I am motivated to participate in various training programs, including Prakerja. After completing the training on Social Media and Digital Platform Management through Prakerja, I successfully marketed cajuput oil online.

2020   Swift Response, Significant Impact

February 26

The Program Management Office of Kartu Prakerja (PMO Prakerja) was established under Presidential Regulation No. 36 of 2020.

March 17

Appointment of the Prakerja PMO Board of Directors was conducted by the Coordinating Minister for Economic Affairs on behalf of the Job Creation Comittee

March 20

Prakerja became a Social Assistance Scheme based on Presidential Instruction No. 4 of 2020 and the launch of the Prakerja.go.id website.

March 24

Minister of Finance Regulation No. 25 of 2020: Procedures for Allocation, Budgeting, Disbursement, and Accountability of Kartu Prakerja Funds.

April 16

Coordinating Minister for Economic Affairs' Decree No. 2019 of 2020: Establishment of the Composition of Training Assistance, Post-Training Incentives, and Survey Incentives.

April 11

Opening of batch 1, one day after the implementation of Large-Scale Social Restrictions (PSBB).

Kabar Gembira untuk Kita Semua!
Pendaftaran Kartu Prakerja Resmi Dibuka Hari Ini

November 2

Opening of Batch 11, which was the final batch of 2020.

October

Prakerja engaged educational institutions as Assessment expert team (University of Indonesia, Gadjah Mada University, Indonesia Mengajar) and Monitoring expert team (Bogor Agricultural Institute).

September 23

Minister of Manpower Regulation No. 17 of 2020 on Business Process, Registration Procedures, Selection, and Determination of Kartu Prakerja Beneficiaries Through Offline Methods.

August 4

Coordinating Minister for Economic Affairs' Regulation No. 11 of 2020 on the Development of Workforce Competency Through the Kartu Prakerja Program.

July 7

Presidential Regulation No. 76/2020 on The Second Amendment to the Prakerja Presidential Regulation.

June 8

Rapid Assessment by TNP2K: Prakerja's first evaluation by an external institution.

2021   Comprehensive Evaluation and Service Development

In 2021, Indonesia began to recover from the economic contraction that occurred in 2020. The economy grew by 3.69 percent after experiencing a contraction of 2.07 percent in 2020 (Statistics Indonesia 2021). Nevertheless, the Covid-19 pandemic was far from over, with the peak of the first and second waves occurring in the 2021.

In this situation, the role of Prakerja as one of the National Economic Recovery (PEN) initiatives became even more crucial. The system was refined to enhance program effectiveness and address challenges in that year.

The system refinements in 2021 also marked the establishment of an integrated ecosystem from end-to-end, providing access to training and job vacancy information.

2021 became a significant milestone for Prakerja as a comprehensive evaluation cycle from input, process, output, to outcome was successfully completed.

Prakerja 2021 (Batch 12-22)

Batch Beneficiaries	: **22,784,463**
Effective Benificiaries	: **5,931,574**
Insentive Disbursed	: **IDR14,385,675,400,000**

Equipping beneficiaries with future skills needed in the workforce*

36% Leadership

15% Interpersonal Skills

33% Cognitive Skills

16% Digital Skills
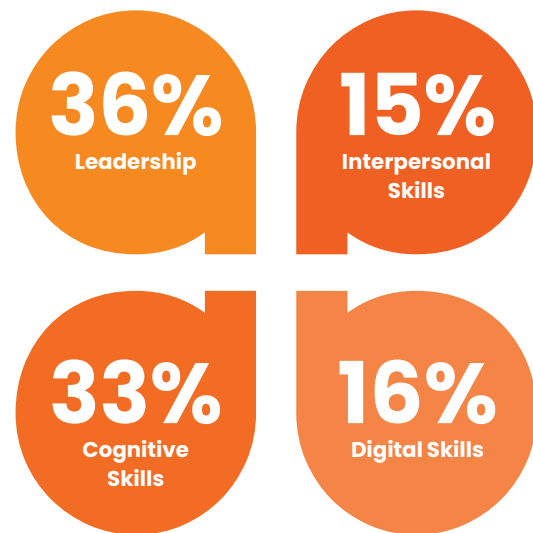
Offering features tailored to beneficiaries' needs

66% beneficiaries used the training recommendation feature to search and choose trainings

63% beneficiaries applied for work through Prakerja's recommended job vacancy feature were invited for job selection
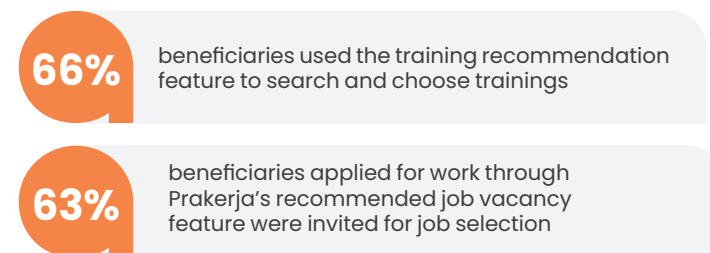
Source: Prakerja Evaluation Survey, 2021
*McKinsey, 2021 (Total Statistic of 100 percent)
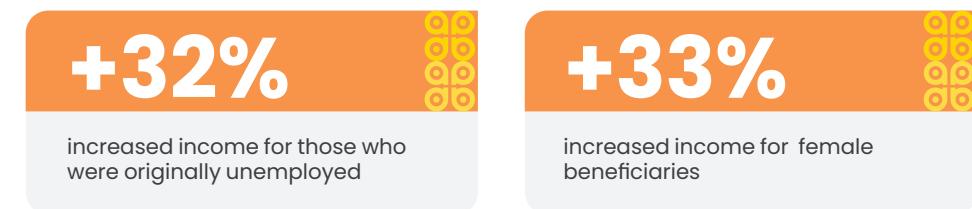
Prakerja Enhances Competitiveness in the Job Market

98% beneficiaries gain knowledge

63% beneficiaries feel they have advantage by including certificates when applying for jobs
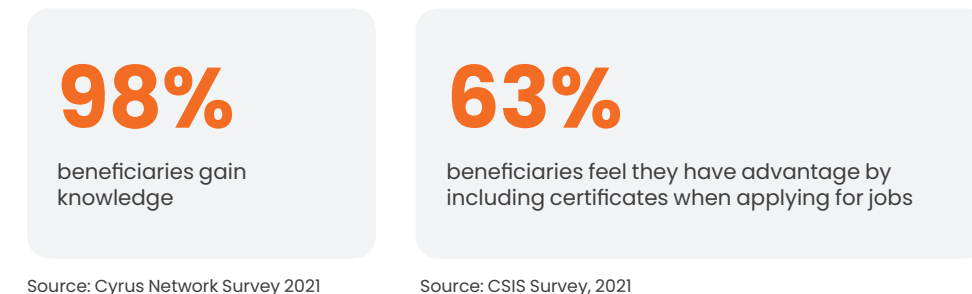
Source: Cyrus Network Survey 2021   Source: CSIS Survey, 2021

Prakerja Boosts Beneficiaries' Pay

IDR255,000 – IDR315,000
On average per month

Prakerja Increases Income

+32% increased income for those who were originally unemployed

+33% increased income for female beneficiaries

Source: Presisi Indonesia Study (2021)

Gunawan
West Sulawesi, Mamasa Regency
Batch 12

"
Before joining Prakerja, I struggled to find employment due to a lack of skills. However, after completing training in Microsoft Word and Excel, my situation changed. Now, job opportunities come to me; I am often requested by Ujung Pandang Research to work as an admin.

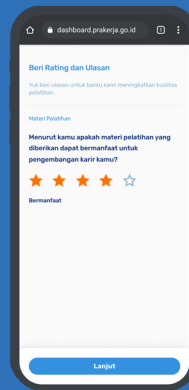# 2021 — Comprehensive Evaluation and Service Development

February 23

Opening of Batch 12 which was the first batch of 2021.

Opened to 600,000 beneficiaries.

March 8

3 live instruction videos on the Prakerja Dashboard

Beneficiaries were required to watch in order to earn the Prakerja number (16 digits). This video was designed to ensure that beneficiaries fully understand the program's objectives and provide guidance for proceeding to the next stage.

March 17

Gathering between the President of Indonesia and Prakerja Alumni.

A total of 20 visited the National Palace to have a dialogue with the President of Indonesia about their experience throughout the program and what they have achieved after completing the program

March 18
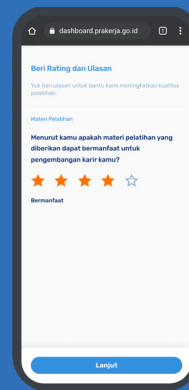
The rating and review feature were released

Beneficiaries provide rating and reviews after completing their training directly on the Prakerja Dashboard.

April 5
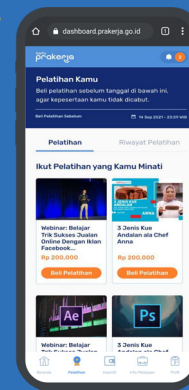
Training Recommendation Feature was released

Prakerja designed a training recommendation feature to help beneficiaries choose training according to their interests and needs.

May 20

Cyrus Survey Report

Survey results showed beneficiary has positive perception of Prakerja.

October 25

**The opening of Batch 22, which was the final batch of 2021**

October

Partnership expansion with Training Institutions as Assessors and Monitoring

Throughout 2021, Prakerja established new partnerships with Airlangga University and Gadjah Mada University as assessment expert teams and IPB, UNUSIA, and UMM as monitoring expert teams.

September 1

Announcement of Batch 19

The cumulative number of Prakerja beneficiaries reached 10 million for the first time within 2 years of operation

August 23
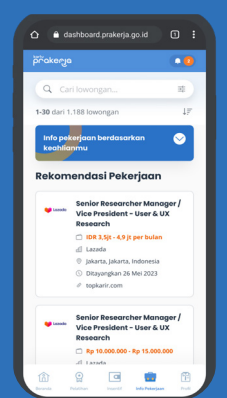
The job vacancy information feature was released

This feature helps Kartu Prakerja beneficiaries, both applicants and beneficiaries, to find job opportunities that match the skills and training they have taken.

August 13

CSIS Survey Report was released

The survey results show the role of Prakerja training and incentives in helping beneficiaries during the Covid-19 period.

2022 Strengthening the Ecosystem and Achieving International Recognition

Entering 2022, Prakerja continued to strengthen governance through a series of innovative and collaborative initiatives, including the implementation of a selfie feature using liveness check technology, which enhanced the accuracy of beneficiary verification, provided convenience, and ensured security throughout the selection process.

Prakerja also hosted the Temu Raya Kita Prakerja event with President Jokowi, attended by more than 8,000 Prakerja alumni.

Walking towards to the post-pandemic era, Prakerja prepared for the transition to the Normal Scheme. Standardization and pilot testing were conducted through consultations with various industry players and universities. Offline training implementation was also tested, supported by bi-monthly reporting updates. Furthermore, intensive capacity building processes, such as drilling and coaching for training institutions, continued to be carried out.

Prakerja's innovations garnered international attention. The program was invited to UNESCO's CONFINTEA VII and recognized by UN DESA as an accelerator for the achievement of Sustainable Development Goals (SDGs). Queen Máxima of the Netherlands, Special Advocate of the UN Secretary-General for Inclusive Finance for Development, praised Prakerja as one of the world's leading innovations supporting financial inclusion and skill development. Furthermore, recognition from UNDP, the World Bank, and UNESCO further cemented Prakerja's position as an inspiring and impactful program on a global stage.

Prakerja 2022 (Batch 23-47)

Batch Beneficiaries   : **9,666,814**
Effective Beneficiaries : **4,984,790**
Incentive disbursed   : **IDR12,433,103,850,000**

Beneficiaries rated:

95%
the Prakerja training ecosystem as high quality

92%
training Institutions, Digital Platforms, and Payment Partners in Prakerja as high quality

89%
the Prakerja registration process is easy

84%
transactions for purchasing training on Digital Platforms is easy

Source: Prakerja Evaluation Survey, 2022

World Bank - TNP2K Study (2022)
Prakerja contributes to inclusive finance

58,5% beneficiaries opens their first e-wallet or bank account for Prakerja

96,4% beneficiaries are satisfied with the disbursement mechanism for Prakerja post training incentive

Poltracking (2022) National Survey

Prakerja (7,5%) **ranks fourth** as the Government program **with benefit enjoyed** after Direct Cash Assistance (28,9%), Healthy Indonesia Card (9,9%), Development of Toll/Trans Roads (7,8%).

Nasrudin
West Nusa Tenggara, West Lombok Regency
Batch 23

"

As a laboratory analyst, I experienced a significant income reduction due to the Covid-19 pandemic. Through Prakerja, I gained valuable skills by participating in training programs like Photography for Marketing and Office English. These skills enabled me to boost my earnings by starting an online business and attracting international clients to my laboratory services.

2022 Strengthening the Ecosystem and Achieving International Recognition

February 17

The opening of Prakerja Batch 23, which was the first batch of 2022

April

BCA joins as a Payment Partner for Prakerja

May 6

Prakerja was recognized by the Resident Representative of UNDP Indonesia Norimasa Shimomura as a skills development program

TO WHOM IT MAY CONCERN

United Nations Development Programme (UNDP) Indonesia which has a history of supporting evidence-based research, helped fund a study to determine how the Impact Evaluation of Pre-Employment Card (Kartu Prakerja) works as part of COVID-19 Recovery Program. We observed that the major findings of our analysis are crucial for enhancing policy formation process.

The study used a rigorous methodology that included a data triangulation and a mitigation approach to address potential flaws in the data collection. Our research discovered various beneficial contributions of the Pra-Kerja program, including an increase in beneficiaries' competence, productivity, competitiveness, and entrepreneurial abilities, particularly among women recipients. Non-Java resident recipients reported a bigger gain in competences than Java resident beneficiaries, according to the research. Furthermore, the program has been beneficial for urban recipients who are of productive age and have a high school diploma or above.

June 15

Prakerja recognized in World Bank and TNP2K study a breakthrough in financial inclusivity

November 14

Prakerja was recognized by Queen Maxima of the Netherlands, the UN Secretary-General's Special Advocate for Inclusive Finance for Development (UNSGSA), at the B20 Summit Indonesia 2022

October 27

The opening of Batch 47, which was the final batch under the Semi-Social Assistance Scheme

June 17

Temu Raya Kita Prakerja with President Jokowi attended by 8000 Prakerja Alumni

June 15–17

Prakerja attends UNESCO CONFINTEA VII in Morocco

The first international forum to recognize Prakerja's achievements

2023 | Entering a New Chapter: Prakerja Normal Scheme

The pandemic ended and the new normal has begun. For Prakerja, this marks the first step towards creating innovative leaps for Indonesia's workforce in the post-crisis era. With the end of the pandemic, Prakerja transitioned from the Semi-Social Assistance Scheme to the Normal Scheme. The Normal Scheme focuses on skill development, increasing the training scholarship to IDR 3,500,000 while reducing the post-training incentive to IDR 600,000. Additionally, Prakerja introduced offline training sessions across various provinces.

To implement the Normal Scheme with proper governance, Prakerja made several adjustments. First, it developed the System Information for Attendance Verification (SIVA) dashboard to ensure beneficiaries' attendance in offline training. Second, Prakerja collaborated with an offline monitoring team consisting of 11 universities and 1 NGO.

Prakerja 2023 (Batch 48-62)

Batch Beneficiaries   : **3,412,358**
Effective Beneficiaries : **1,142,924**
Incentive disbursed   : **IDR626,164,800,000**

CIPG-ADB (2023)

Beneficiary acknowledges that Prakerja develops:

78% ability to solve issues at work   **79%** ability to complete work faster

Prakerja positively contributes to **8 out of 17 SDGs** (Target 1, 2, 4, 5, 8, 10, 16, and 17).

88% Prakeja provides **access to quality training** that supports **lifelong learning**

89% Prakerja **helps secure decent work** through skill improvement.

89% Prakerja is an **ideal example of collaboration** between the Indonesian government and the private sector

DEFINIT-ADB (2023)

Program Scheme

93% amount of training scholarship is attractive*

87% amount of post-training incentive is attractive**

65% the online training duration scheme matched with preferences

52% the offline training duration scheme matched with preferences

Training Benefits under the Normal Scheme

95% Prakerja increases work opportunity

83% Prakerja improves skill, competence, and productivity

99% Prakerja enhances motivation to learn digital technology

*Percentage of beneficiaries who correctly understood the amount of training cost assistance
**Percentage of beneficiaries who correctly understood the amount of post-training incentives
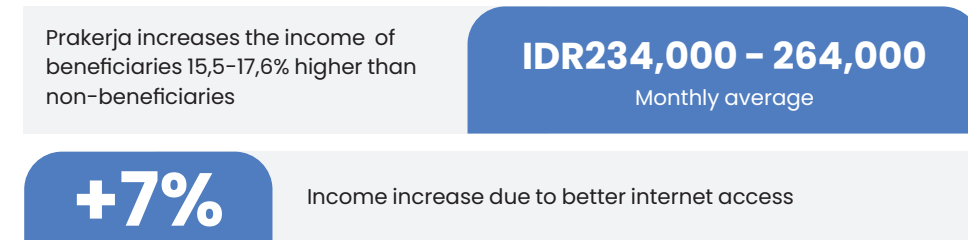
Prakerja inclusivity

86% Have never participated in training*

5% Elementary School or lower level of education

2% Have Disability*

1% From Outermost, Frontier, Least Developed area

56% Women

8% Age >50

65% Unemployed*

66% Ages 18-35

2% Ex-migrant Workers*

508 City/regency Coverage

35% Decile 1-4 (P3KE)

60% Youth NEET (Not in Education, Employment, and Training)*
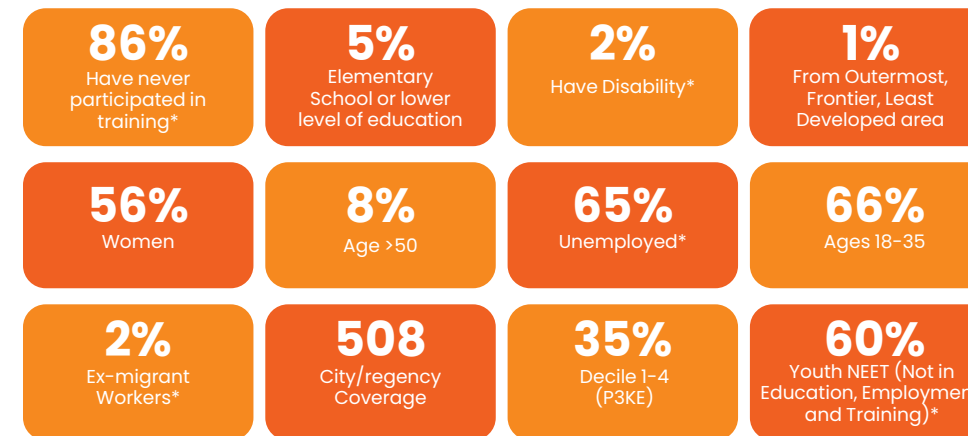
Source: Prakerja Administrative Data, 2023
*Prakerja Evaluation Survey, 2023

Prakerja Evaluation Survey, 2023

93% beneficiaries are satisfied with the Prakerja

86% beneficiaries say that Prakerja training encourages lifelong learning

27% beneficiaries opened their first bank account or e-wallet because of Prakerja

Svara Institute (2023)

Prakerja increases the income of beneficiaries 15,5-17,6% higher than non-beneficiaries

IDR234,000 – 264,000 Monthly average

+7% Income increase due to better internet access
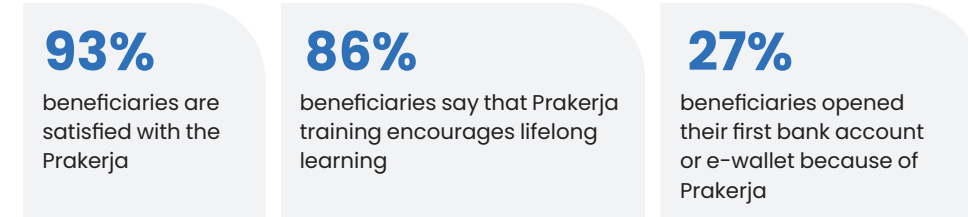
Ardi Wiranto. T
Kalimantan Utara, Bulungan Regency
Batch 54

"
I was introduced to the Prakerja through advertisements on YouTube. I completed two training courses. The first was a Business Training on Chilli Products, as my parents own a chilli plantation. The second course focused on Mining Safety, reflecting my interest in the mining sector and my desire to enhance my knowledge and professional skills. Having previously assisted my parents on their farm and in the fields, I am now employed as a private-sector professional at a mining company.

2023 Entering a New Chapter: Prakerja Normal Scheme

January 5

Results of the Job Creation Committee Meeting on the Implementation of the Prakerja Normal Scheme

(Under) the Normal Scheme to increase competence, a training is at minimum 15 hours. The original training cost of 1 million was increased to 3.5 million. Training is available both online as well as offline. The type of training (provided) anticipates employment needs. The Prakerja program is fully designed to be a bridge (between the workforce and the industrial world).

Airlangga Hartarto
Coordinating Minister for Economic Affairs of Indonesia as head of the Work Creation Committee

March 6-8

National Social Protection Council (NSPC) Cambodia Study Visit

March 15

Hosted the "Breakthroughs in Public Service Innovation" seminar to discuss three years of Prakerja implementation

June 7

Achieved ISO/IEC 27001:2022 Certification and Launched Indonesia Skills Week (ISW)

Prakerja successfully obtained ISO/IEC 27001:2022 Certification for its Information Security Management System (ISMS). The certification, numbered IS789660, was issued on June 7, 2023, and presented to the Coordinating Ministry for Economic Affairs.

At the same time, Prakerja also launched the Indonesia Skills Week (ISW), a special training program open to the public, including Prakerja alumni, students, civil servants, state-owned enterprise employees, and military/police personnel. The program offers hundreds of training sessions that can be accessed for free or at affordable rates

July 3-6

Inclusive Lifelong Learning Conference

The Coordinating Minister for Economic Affairs through Prakerja hosts the Inclusive Lifelong Learning Conference (ILLC) in Bali. The conference, which successfully produced the Bali Manifesto, was attended by 300 experts from 38 countries

July 25

Training Cooperation Agreement with Hino & United Tractors

Prakerja collaborated with Hino and United Tractors to conduct training on driving large vehicles, such as buses, and basic heavy equipment maintenance

November 27

Release of the Microsoft Talenta AI Program

Prakerja collaborated with Microsoft Indonesia to introduce the AI Talent program to Eastern Indonesia through a roadshow at Hasanuddin University entitled: Recognizing AI Challenges and Opportunities in the Future.

November 23

Dissemination of Findings from 3 External Studies on Prakerja

Prakerja disseminated the findings and results of research studies related to the effectiveness and impact of the Prakerja by three independent research institutions; CIPG, DEFINIT, and Svara Institute.

October 11

Annual World Bank Meeting

Prakerja was featured at the World Bank-IMF Annual Meeting as a proof of concept for a successful large-scale skills development program in Indonesia.

September 20

Signing of a Letter of Intent with L'Agence Nationale De Lutte Contre L'Analphabetisme (ANLCA) Morocco

September 17

Sharing Best Practices at the SDG Action Weekend

Prakerja was recognized by the United Nations as a High Impact Initiative and earned the opportunity to be featured at the SDG Acceleration Day at the UN Headquarters in New York. During the event, Prakerja advocated for the importance of skilling, reskilling, and upskilling as key factors for success in the labor market.

August 16-17

3T alumni gathering in Mentawai, Lubuklinggau, Alor, Sigi, and West Seram

2024   Prakerja Inspires Others

Throughout 2024, Prakerja had the opportunity to share experiences and lessons learned through various forums. Various international partners, such as ADB and UNESCO, have recognized the success of Prakerja. Various countries have studied Prakerja, from Malaysia, Thailand, The Philippines, Japan, to Timor-Leste. This demonstrates that the Prakerja program is worth replicating in other countries.

The various achievements of Prakerja mark the conclusion of its first chapter. Over the past five years, Prakerja has provided training access to millions of Indonesian workers. However, the work is far from over. With Indonesia's massive workforce, skill development still needs to continue.

Prakerja 2024 (Batch 63-71)

Batch Beneficiaries	: **3,418,326**
Effective Beneficiaries	: **1,419,298**
Incentive disbursed	: **IDR798,806,650,000**

Prakerja beneficiaries said that:

94% Prakerja training program is better than similar trainings they have previously participated

69% beneficiaries plan to attach their Prakerja training certificates when applying for jobs

86% Prakerja training is aligned with their interests

31% made use of the post-training incentive to purchase additional training outside of Prakerja

Source: Prakerja Evaluation Survey 2024

All Prakerja ecosystem partners received good ratings from program beneficiaries as evidenced with *Net Promoter Scores* >35 (Great)*

Source: Prakerja Evaluation Survey 2024
*Net Promoter Score is a metric that measures loyalty and satisfaction towards a product, in this case training. Range 0-30: Good | 30-70: Great

92% rates Prakerja effective in enhancing skills

Source: Sakernas Februari 2024

Saidatul Fatimah
Bengkalis Regency, Riau
Batch 71

"

As a vocational school graduate, I faced numerous challenges in finding stable employment. Initially working part-time, I eventually pursued a career as a Makeup Artist (MUA). Joining Batch 71 of the Prakerja Program marked a turning point, as I engaged in training on makeup techniques and digital marketing. This training proved instrumental in expanding my business, which now serves up to 10 clients daily. Empowered by the skills and knowledge I acquired, I am also preparing to resume my education, a goal I had previously put on hold.

2024 Prakerja Inspires Others

January 23
KCK and the Implementation Team provided guidance to all Prakerja partners to continuously maintain and oversee the governance of the Kartu Prakerja Program

January 24-25
Socialization and Technical Guidance for Program Implementation to Regional Government

January 26
Statement of fact from ADB Indonesia Country Director Jiro Tominaga, affirms that Prakerja has proven to have a positive impact on achieving SDG targets
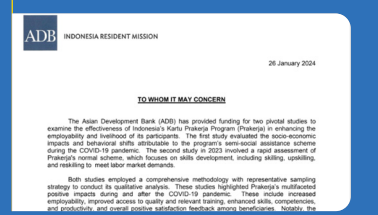
February 2
Hosted a talk show titled 'Digital Transformation Drives Financial Inclusion' along with the signing of a cooperation agreement with the Financial Services Authority (OJK)

February 23
The opening of Batch 63, which marks the first batch of 2024

February 27
Prakerja attended an invitation from Nahathai Thewphaingarm, the Vice Minister for the Office of the Prime Minister of Thailand

March 20
Prakerja collaborated with Coursera to offer free training programs

April 22
Prakerja launched a WhatsApp channel as part of its Contact Center services

July 31
Study visit from Deputy Secretary General of the Thailand Prime Minister Dr. Teerapa Pirohakul
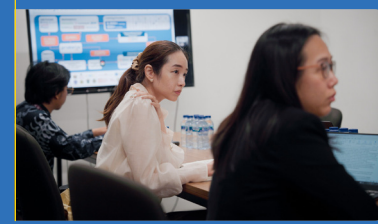
June 29
Prakerja held a public seminar titled 'Building a Sustainable Future Through Lifelong Learning and Skill Development' in collaboration with Professor Jeffrey D. Sachs, President of the UN Sustainable Development Solutions Network

June 24
Prakerja received a study visit from the Thai Parliament, led by the Chairperson of the Committee, Parit Wacharasindhu

June 14
Prakerja collaborated with ELSA Speak to offer AI-based English language training

May 27
Prakerja was one of 15 institutions that signed a commitment to accelerate digital transformation and integrate national services within the E-Government

May 15
Prakerja held the #JadiBisa Public Discussion to mark the release of the 2023 Kartu Prakerja Program Implementation Report

May 2
Prakerja received an Honorable Mention for the Wenhui Award 2022 from UNESCO for its Innovation in Education for Learning Recovery

August 20

Study visit from Universiti Malaya delegates

August 28

Prakerja hosted the Career Compass Webinar, providing guidance on careers and labor market trends

August 29

The launch of Komunitas Alumni Prakerja (Prakerja Alumni Community/KOMPAK) provides a dynamic platform for alumni to learn, engage in discussions, and participate in various activities.

September 2

Prakerja collaborated with Alibaba Cloud Academy to provide scholarships for training in Big Data and Cloud Computing

September 24

Prakerja shared best practices with the delegation of the Public Service Agent for Change Development Program (PSAC) Thailand
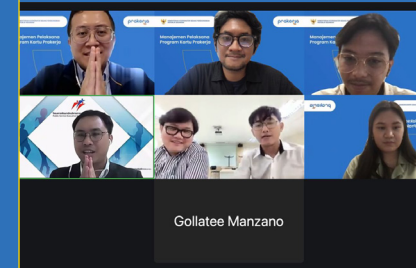
September 25

Prakerja was recognized as "GovCyber Innovator Of The Year" at the IndoSec Awards 2024

September 30

Prakerja welcomed a study visit from the delegation of Waseda University

October 23

Study visit from Education Partnership (CSEP) Timor-Leste

October 18

Second meeting with Vice Minister for the Office of the Prime Minister of Thailand Nahathai Thewphaingarm

October 17

Prakerja has joined the Equitable Education Alliance (EEA), while also serving as the organizer of the All for Education (AFE) Conference in Bangkok, Thailand.

October 16

Prakerja was selected to host a session titled "From Policy to Practice: Lessons from Prakerja G2P Payment Solutions" during Financial Inclusion Week
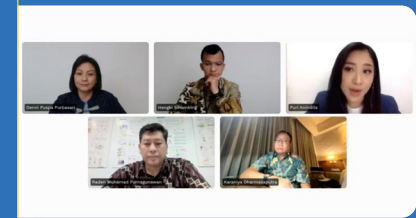
October 3

Prakerja hosted the event 'Celebrating Prakerja, Celebrating #JadiBisa,' attended by hundreds of Prakerja alumni from all provinces in Indonesia

October 2

Prakerja welcomed a study visit from the delegation of Philippine Business for Education (PBEd)

Prakerja Multi-stakeholder Partnerships

Serving Indonesia requires a large-scale program capable of reaching all segments of society. However, the government cannot accomplish this task alone. Prakerja relies on technology and multi-stakeholder partnerships to make it a reality.

The government does not need to build everything from the ground up. Expertise already exists within the private sector, NGOs, universities, and foundations, all of which bring specialized knowledge and capabilities. Over the past five years, Prakerja has successfully established an integrated ecosystem, delivering high-quality services that meet the diverse needs of the community.

500+

7500+

Prakerja

Training Institution
Alibaba Cloud
University
DUDIKA
Job Portal
E-wallet
Microsoft Talenta AI
Job Vacancy Information
Bank
Training
Recruitment Trend
ELSA Speak
Corporation
Indonesia Skills Week
Coursera
Webinar, Event
Marketplace
Match Making
Communication Assets
Contact Center
International Development Partners
College Students
Jobseekers
Workers/ Entrepreneurs
Research Organization
NGO

Prakerja Ecosystem

Prakerja Training Institutions

Prakerja Ecosystem

Digital Platforms

Job Portals

Payment Partners

Assessment Expert Teams

Monitoring Expert Teams

Dudika Verificators

"

I am deeply impressed with the achievements of the Prakerja, the many ideas I discovered prompted me to invite more people to study this program. The program develops training, education, and standard setting in science and technology; all of which are key milestones for achieving the SDGs in the next few years.

Jeffrey D. Sachs

Presiden UN Sustainable Development Solutions Network (SDSN)

"

I really appreciate the Prakerja ecosystem for providing relevant and quality training. With multi-stakeholder partnerships like in Prakerja, beneficiaries can choose training according to their needs, making it more relevant to the labour market and industry.

Nahathai Thewphaingarm

Vice Minister for the Office of the Prime Minister of Thailand

"

Prakerja's impact on society is very positive, developing the skills of the workforce and lifelong learning in Indonesia.

Ruslan Mirzaliyev

Director of DOST Center, Azerbaijan Ministry of Manpower and Social Protection

"

Prakerja is the pride of Indonesia. Other countries need to learn from Prakerja how to properly design a skills development program.

Naveed Akbar

Director of Benazir Income Support Program Pakistan

02

Building an Innovative and Collaborative Program

Hengki Mardongan Sihombing

Director of Operations Prakerja

Building an Inclusive Government Service Platform

On February 24th, 2019, President Joko Widodo presented the concept of Prakerja. However, with the onset of the Covid-19 pandemic, Prakerja was given an additional mandate to function as a semi-social aid program aimed at mitigating the pandemic's impact. This urgent shift required the rapid development of Prakerja's system and operations in 2020—a feat comparable to constructing a temple overnight.

To achieve this ambitious goal, innovative approaches and advanced cloud technology solutions were implemented, coupled with best-in-class programming practices. These efforts were driven by the need to fulfill the mandates outlined in the Presidential and Ministerial Decrees governing Prakerja.

How did Prakerja rise to the challenge and overcome obstacles to deliver nationwide services?

When the prakerja.go.id website launched on March 20, 2020, during the height of the pandemic, the Program Management Office of Kartu Prakerja, which was responsible for program implementation, had not yet been formally established. This meant we had no internal human resources to rely on. To bridge this gap, we drew on support from partner teams, including product managers and software engineers from the Digital Platform team, Payment Partners, telephone lines, and customer service agents from Bank BNI.

Operating under the 2020 mandate, we distributed IDR600,000 in incentives across four payments to beneficiaries. The scale and urgency of this task were immense, requiring a level of technological capability sufficient to handle the challenge. In less than 14 days, we developed a Content Management System (CMS) to facilitate distribution. Without an operations team to manage reconciliation and settlements for incentive payouts, we turned to Bank Mandiri and BCA for interim support until a dedicated operations team was recruited 30 days later. Every day, we processed incentive distribution data through the CMS. This system handled over 100,000 disbursement order lines (MT100) daily, with peak distributions reaching between 800,000 and 1 million lines in a single day. This unprecedented effort demonstrated the power of collaboration, innovation, and agility in responding to a national crisis.

Building Prakerja:
A Five-Year Journey of Operational Transformation

Sari Ulina Kacaribu
Head Operation Strategic
and Policy Prakerja

The Prakerja website was officially launched on March 20, 2020, even before the Regulation of the Coordinating Minister for Economic Affairs, a derivative regulation of the Presidential Decree, was enacted. The first batch opened on April 11, 2020. During the launch of this batch, key operational roles, including the Operations team, Product Development team, and Software Engineers, were filled by seconded

personnel from Digital Platform partners and Payment Partners.

The batch opening was temporarily suspended and later resumed in August 2020. To support large-scale incentive distribution, comprehensive API integration with Payment Partners was implemented. Initially, the integration was limited to verifying the beneficiary's NIN and authorizing transactions via SMS OTP. Over time, it was expanded to include name matching for enhanced security.

A crucial element of Prakerja's journey was its collaboration with Dukcapil. This partnership facilitated API integration for essential data checks, including date of birth, family registration number, and mother's name. Additionally, Dukcapil provided quotas for liveness checks during registration and training. Initially limited, these quotas were gradually increased to meet the high demand from Prakerja applicants. This integration also played a vital role in Prakerja's achievement of ISO 27001:2022 certification for its Information Security Management System (ISMS) in 2023—a certification that Prakerja continues to maintain as a testament to its commitment to information security.

After three years and with the end of the pandemic, Prakerja transitioned to the Normal Scheme, returning to its original mission of enhancing the competence, productivity, competitiveness, and entrepreneurial capacity of Indonesia's workforce. Under the Normal Scheme, training incentives were adjusted from IDR2.4 million to IDR 600 thousand. Training standards were enhanced, and payment rules for training were restructured. Despite these changes, public enthusiasm for the program remained strong. Prakerja surpassed its target of 1 million beneficiaries, demonstrating the community's continued interest and trust in the program

ISO 27001:2022 Information Security Management System (ISMS)

As part of the API integration with Dukcapil, Prakerja is required to have an ISO 27001:2022 certificate regarding Information Security and Management Systems.

> It is undeniable that literacy in Indonesia is disproportionately distributed, especially digital literacy, we recognize this and resolved to continue building upon the prakerja.go.id site that was built in a short time in order to provide the best user experience for our users or beneficiaries.

The introduction of offline training in the Prakerja ecosystem under the Normal Scheme presented its own set of challenges, particularly in verifying beneficiary attendance at training locations. To address this, Prakerja developed a verification dashboard called SIVA. This tool enables training institutions to verify beneficiary identities using facial recognition (FR) and liveness detection technology at every training session or meeting

For online training, including self-paced learning and webinars, liveness and FR technology are also employed. Training institutions must integrate their systems with Prakerja's via API to utilize this technology. The development of this integration was expedited, with the entire process—from socialization and testing to full implementation—completed in less than 14 days. As a result, over 300 training institutions were successfully integrated into the system within just eight weeks, underscoring Prakerja's agility and commitment to technological excellence.

Prakerja UX Research Process

As previously mentioned, we have developed other technological innovations, including:

OTP (One Time Password) for email and phone number verification	Redeem Code, for validation
OCR (Optical Character Recognition), the technology to extract text from images	Artificial Intelligence for training search and recommendation
Liveness, technology to ensure applicants are humans, not bots	Artificial Intelligence for job search and recommendation
Face Recognition, biometric authentication technology to identify and verify someone based on unique facial characteristics	Artificial Intelligence for anti-cheating system

It is undeniable that literacy in Indonesia, particularly digital literacy, remains unevenly distributed. Aware of this challenge, we have committed to continuously improving the prakerja.go.id site, which was initially built under urgent conditions. Our goal is to provide an optimal user experience for beneficiaries. To achieve this, we have introduced features that make it easier for beneficiaries to search for training, receive personalized training recommendations, access job search and recommendations, track incentive disbursement status, and view ratings and reviews for each training. In addition, we regularly update the site's copy and design to remain relevant and user-friendly. Every feature enhancement and update are driven by data and insights from user activity, which we actively monitor.

Providing a seamless website experience alone is not enough. Prakerja also continues to strengthen its contact center services. Initially, we borrowed agents from Bank BNI. However, with the establishment of the Program Management Office, we were able to develop our own contact center. Starting with 30 agents and limited to paid telephone and email support, Prakerja has since expanded its capabilities. Today, we have 133 agents and multiple support channels, including IVR features, chatbots, complaint forms, and the newest addition—WhatsApp—introduced in 2024. From 2020 to the present, Prakerja's contact center has handled 17.3 million inquiries and complaints across all channels, maintaining an average user satisfaction rate of 89 percent. This demonstrates Prakerja's unwavering commitment to prioritizing service excellence and user satisfaction.
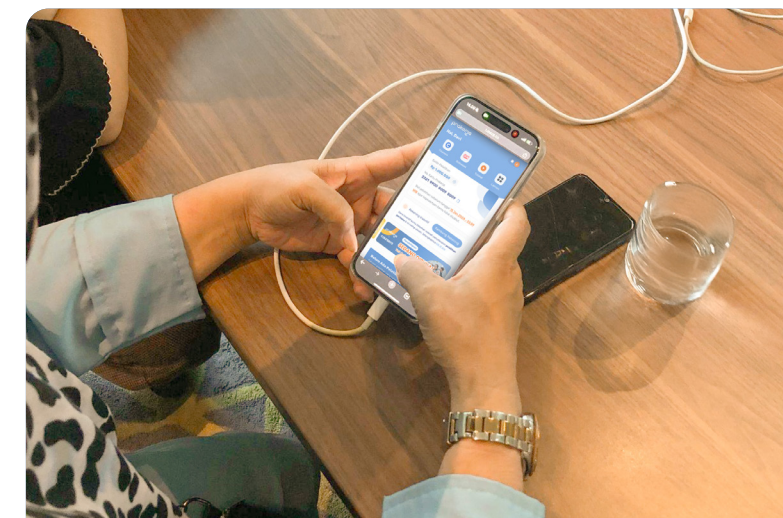
Prakerja Dashboard Interface on Beneficiary's Mobile Device
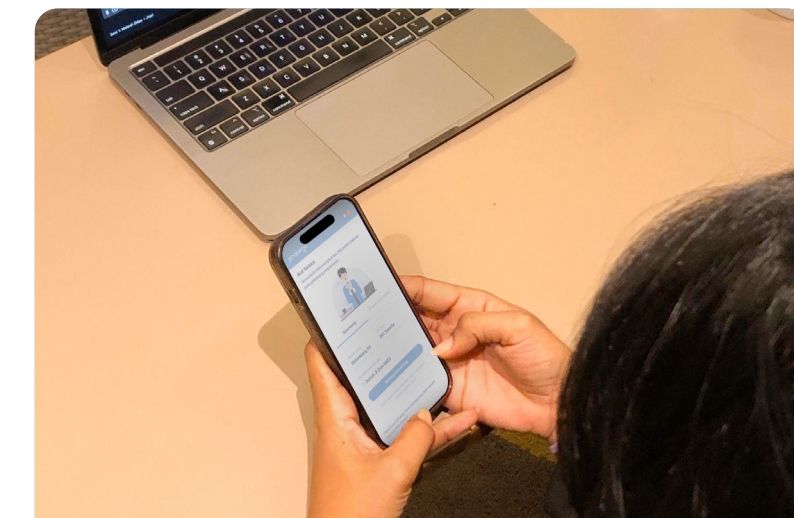
User-Friendly UX Design of the Prakerja Dashboard

Since 2020, The Ops Policy Team has created

49
SOP and Technical Guidelines

- Application and Selection
- Training Purchases
- Incentive Disbursement

Principles of Sustainable Product Development: Balancing Program Targeting Accuracy and Ease of Use

Jepri Torang Sinaga
Head Product Prakerja

One of the biggest challenges that the Prakerja Product Team faced was balancing the program's targeting accuracy (beneficiaries) and ease of use (user experience). Targeting accuracy is essential to ensure that support is directed toward individuals who genuinely need lifelong learning opportunities. To achieve this, Prakerja employs strategies such as membership data validation, biometric verification, profiling, and basic skills assessments.

However, the program also contends with the reality of Indonesia's uneven digital literacy. As a result, Prakerja must design an identity verification mechanism that is robust enough to prevent misuse, yet accessible to users with limited familiarity with digital technology.

Product Development Principles

Targeting Accuracy

Implement a verification process to ensure that individuals participating in training fulfill the criteria.

Ease of Use

Implementing the empathy principle in the design and development of digital platforms, especially for individuals with low digital literacy.
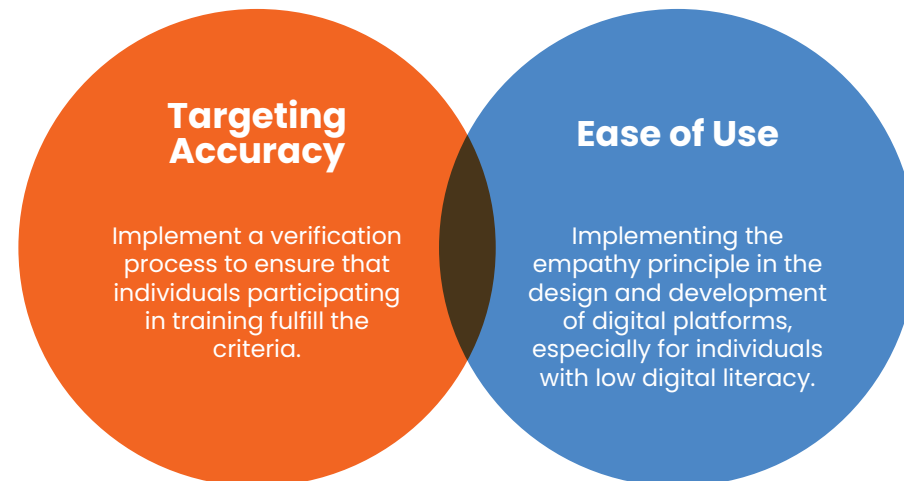
> " The development of the Prakerja digital platform **adopts Agile methodology principles to ensure that released features are relevant, timely, and aligned** with the evolving needs of the Prakerja Program in supporting Indonesia's dynamic skills development agenda.

Prakerja UX Research Process
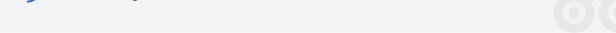
Sustainable Product Development: Shifting from Waterfall to Agile Methodology

The development of the Prakerja digital platform follows the principles of agile methodology, ensuring that new features are relevant, timely, and aligned with the program's evolving needs. Agile methodology supports the dynamic nature of skill development required by Indonesia's diverse population.

In a program designed to serve millions of beneficiaries from various backgrounds, agile methods offer the flexibility, efficiency, and continuous improvement needed to keep pace with changing demands. The iterative development process—which involves six key stages—is guided by data-driven evidence to ensure relevance and effectiveness.

Throughout this process, Prakerja remains committed to maintaining user-friendliness while adhering to regulatory requirements, ensuring that both accessibility and compliance are prioritized in every system enhancement.

Agile methodology

① Plan
② Design
③ Develop
④ Test
⑤ Deploy
⑥ Review
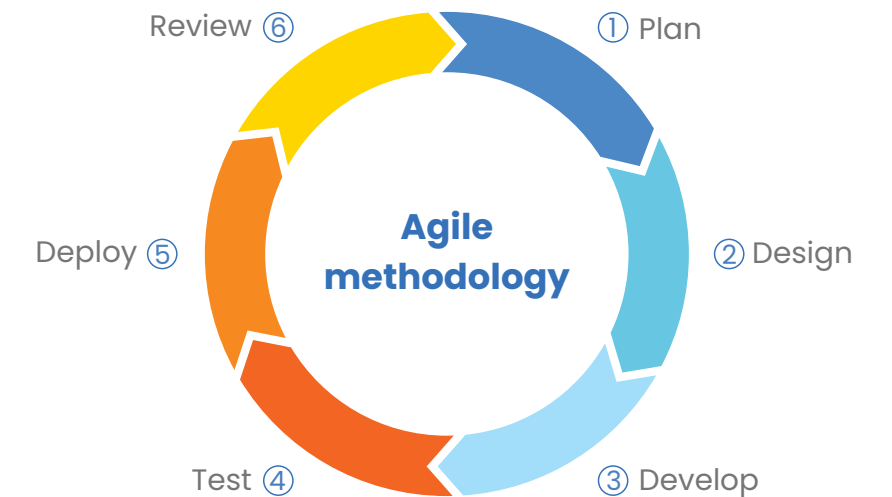
Timeline of Sustainable Product Development

2020

- Developed the Prakerja program using mobile-first principles (website format) to ensure accessibility for all Indonesians.
- Collaborated with the Director General of Dukcapil of the Ministry of Home Affairs for identity verification.
- System integration for assigning virtual accounts (VA) to beneficiaries with Bank BNI (as the State Treasury Account/ RKUN).
- System integration for training purchases on the Digital Platform.
- System integration with e-wallets and banks as incentive disbursement method.

2021

- Added ratings and reviews for training completed by beneficiaries.
- Implementation of interest survey and skills, along with a training recommendation feature to facilitate beneficiaries in finding the training they need.
- Developed the Digital Platform Partner Dashboard.
- Revamp Registration and Update Beneficiary Personal Data 2.0.
- Development of job information as a reference for the job market versus training.

2022

- Addition of residential address variable according to the ID card for individual verification.
- Implementation of liveness check (also known as face verification) in the registration process.
- Update to training recommendations for beneficiaries implementing machine learning.
- Usability Test (UT) to prepare for the Normal Scheme training, starting from registration process, training purchase, redeem code and training participation.

2023

- Implementation of a redeem code mechanism to ensure that beneficiaries participate in the training programs, and API integration between PMO Prakerja and the Training Institution.
- User experience (UX) research through registration mentoring events in The Outermost, Frontier, Least Developed areas to find out the challenges of beneficiaries.
- Development of SIVA for Training Institutions as a tool to verify offline training.

2024

- Continuous user experience (UX) research in various public programs to ensure a good conversion rate.
- Implementation of liveness check in the pre-training process to ensure that beneficiaries actively participate in the training sessions.

Ensuring Targeting Accuracy

01

API data integration with Dukcapil

This integration allows Prakerja to perform automatic and real-time identity verifications based on accurate and up-to-date population data.

This ensures that beneficiaries who register are legitimate Indonesian citizens and match the data registered in Dukcapil, thus helping to reduce the risk of identity misuse or duplicate registration.

API data integration scheme with Dukcapil

Input population data and facial photo through liveness check

Personal data verification (administration and biometric)

API INTEGRATION

Program participants

prakerja

Population Administration and Civil Registry
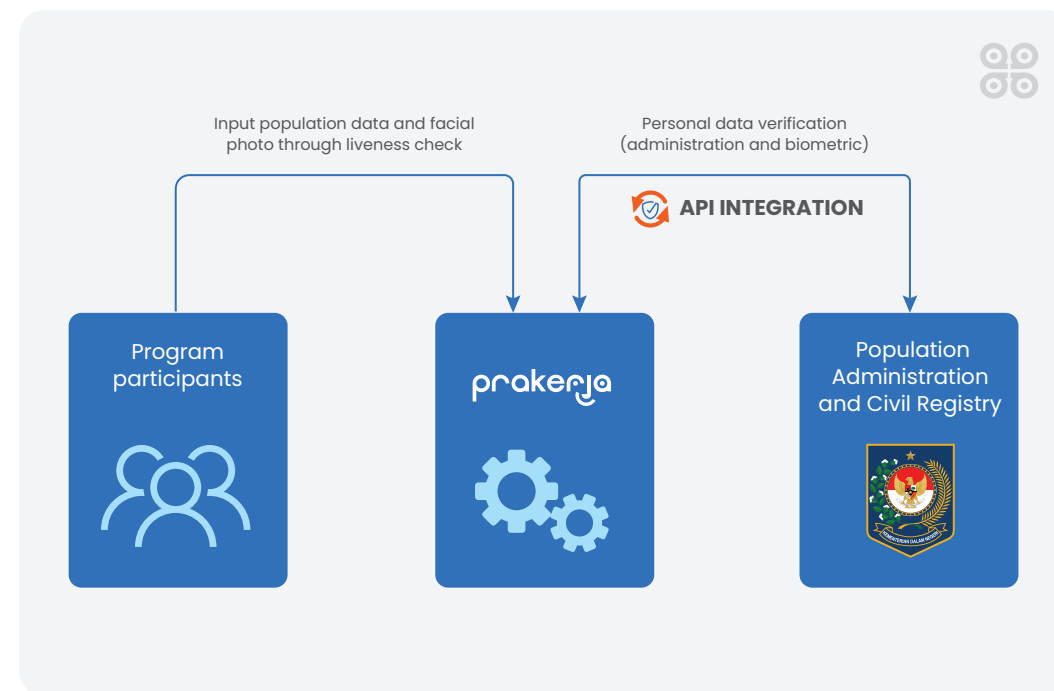
02

Biometric technology implementation (liveness check)

The liveness check or facial verification feature is a biometric identification process that ensures the registrant is the genuine owner of the identity, not someone attempting to use a stolen identity. This process involves facial scanning and real-time authenticity detection, such as asking beneficiaries to perform certain movements or position their face in front of the camera at a specific angle.

This technology can detect signs of life and distinguish between a real face and a photo or video recording, which are commonly used by individuals attempting to misuse someone else's identity.

Biometric technology implementation (liveness check)
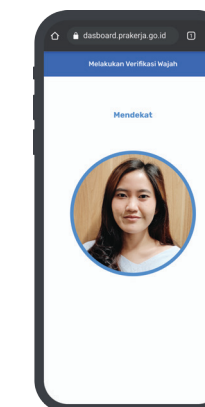
Participant facial verification during registration process
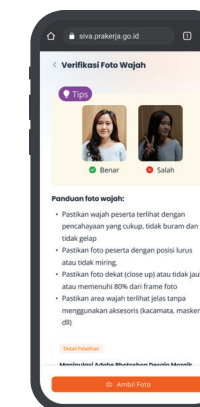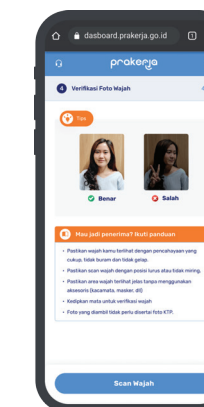
Participant facial verification during training
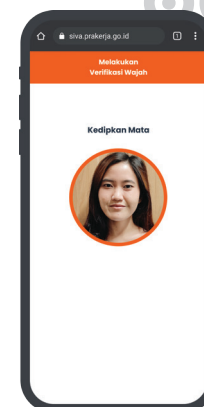
03

Implementing redeem code for training attendance

To ensure that the beneficiaries attending the training are genuinely those who are registered, Prakerja implements a redeem code system. This feature works as a form of validation that requires beneficiaries to input (or present) a unique code when attending the training.

This redeem code is designed to ensure that the training beneficiaries are the rightful Prakerja beneficiaries. With this system, beneficiaries cannot send other people to attend in their place, as attendance is a requirement to obtain a certificate or incentive from the Prakerja program.
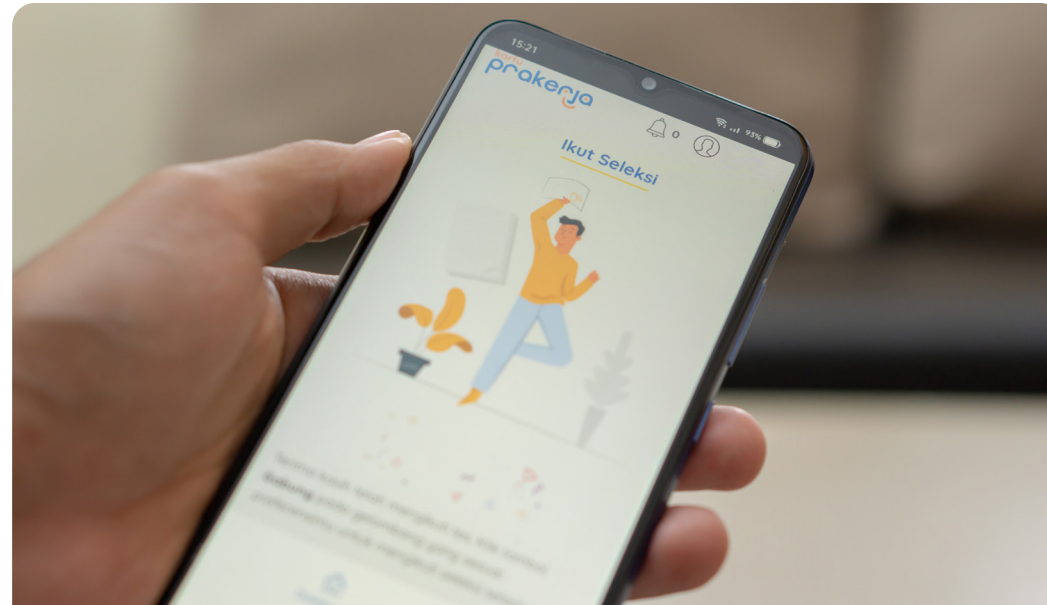
Prakerja Application Interface

Redeem code implementation (online)
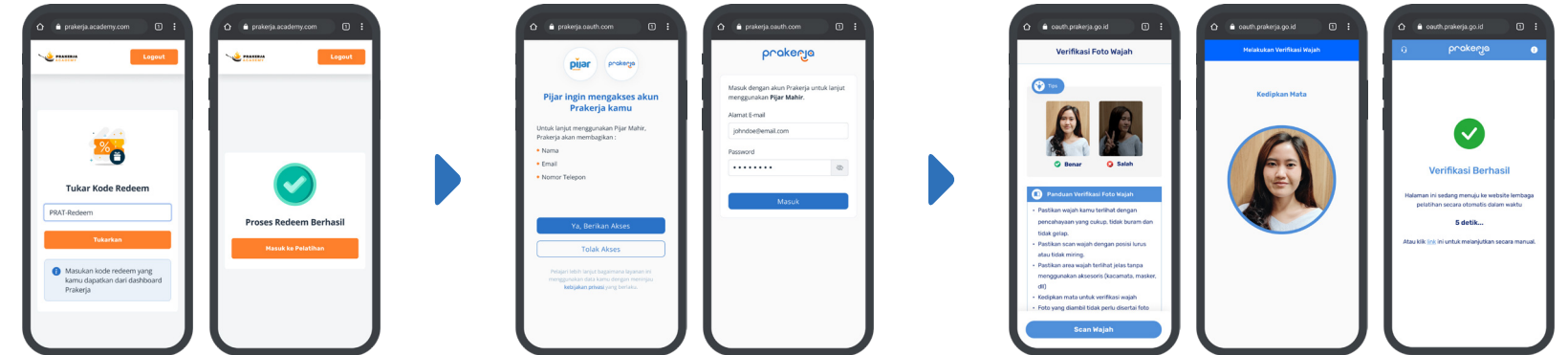
"Redeem Code" verification to attend training

"Redeem Code" is matched with the account owner

Beneficiaries are also required to perform a liveness check, and the facial photo results are compared with the face registered in the Prakerja system.

Redeem code implementation (offline)

Validation of beneficiary attendance involves two steps:

1. Scanning the redeem code (in the form of a QR code), and

2. Beneficiary facial photo verification
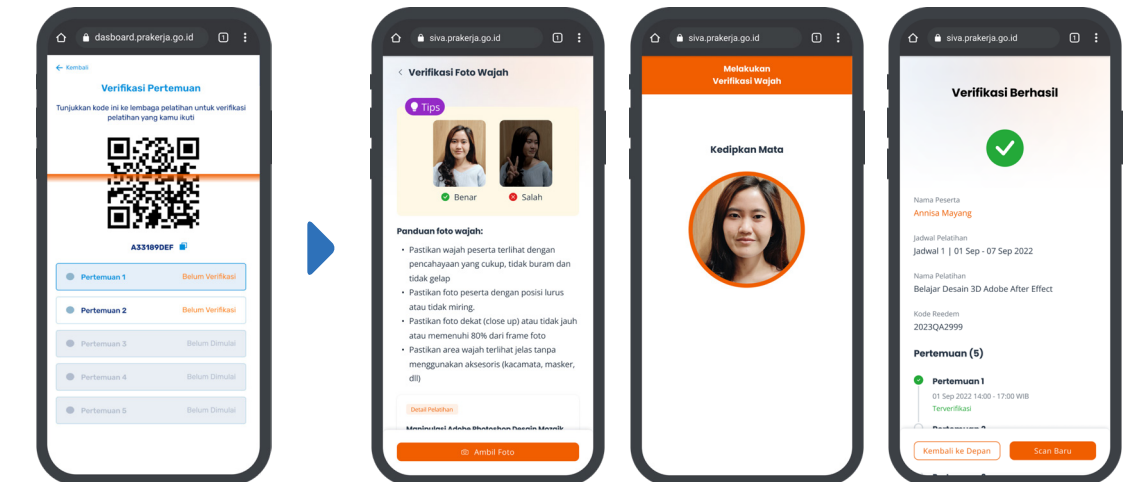
Improving Ease of Use

01

Implementation of mobile-first principles in product design and development

Implementing a mobile-first approach by developing a web-based platform is a strategic move to broaden access for Indonesians, particularly those who do not own high-end smartphones.

High Compatibility and Space Efficiency
The web-based platform is compatible with various operating systems and can be accessed directly without the need to download a separate application. This approach ensures broader accessibility, even for users with low-specification smartphones.
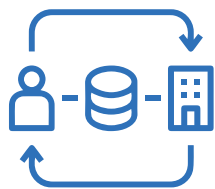
Real-time service delivery
The web format enables faster service updates and maintenance, allowing for real-time adjustments to design and user flow. This responsiveness ensures that the platform continuously adapts to the evolving needs of its users.

Implementation of mobile-first principles
The implementation of the mobile-first principle ensures that the website design always appears optimized on smartphone screens.
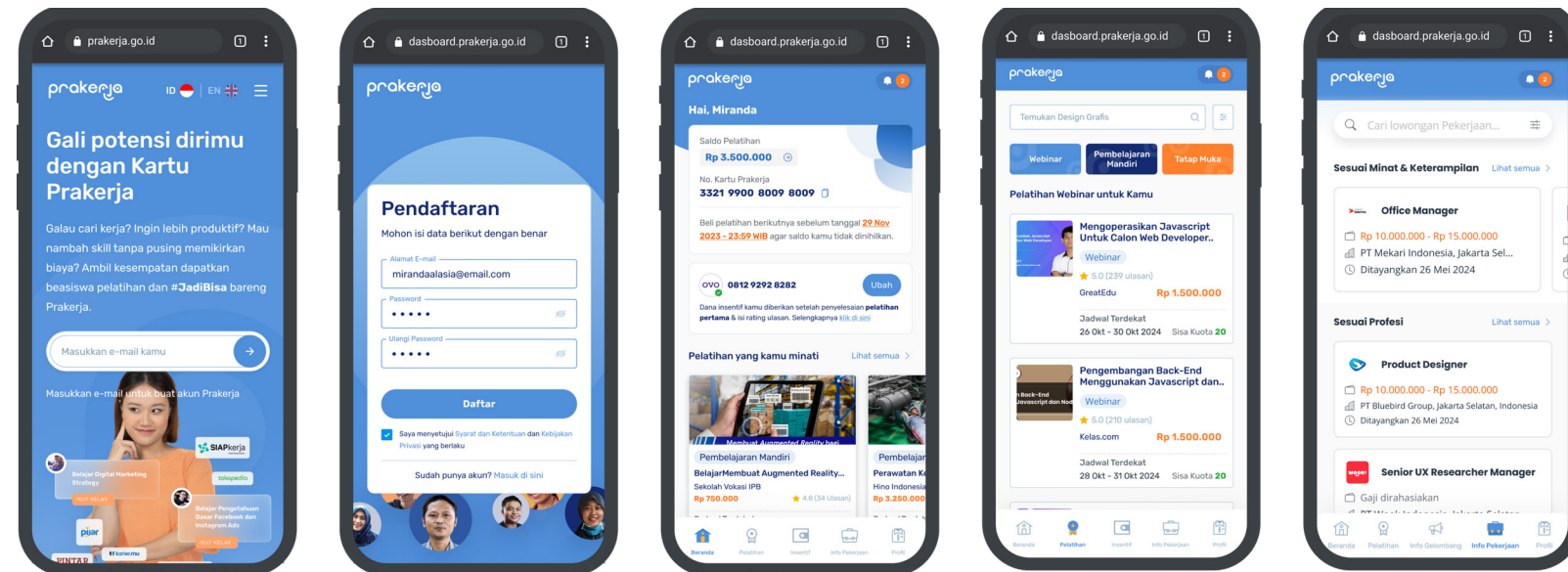
02

Research and
evidence-based
continuous
improvement

By integrating human-centered design principles, Prakerja ensures that product design changes and enhancements align with the needs and digital literacy levels of Indonesia's diverse population.

Through usability testing and direct observation, Prakerja gains insights into how users interact with its digital products, allowing for the identification of design elements that require improvement.

In the research process, we always ensure inclusivity by involving individuals from diverse levels of digital literacy, ethnicities, and educational and economic backgrounds.

Implementation of UX research principles

03

Development
of interest-
based training
recommendation
feature

The principle of ease extends beyond technical usability to support beneficiaries in making quick and informed decisions when selecting the right training. To achieve this, Prakerja developed an interest-based training recommendation feature, which personalizes suggestions based on users' interests and skills. This data is collected during the initial account registration process.

Implementation of training recommendation
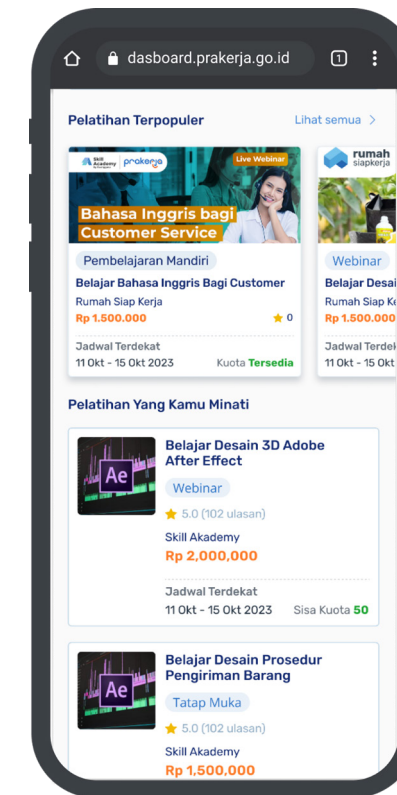
"Most popular" recommendation

Recommends training most often purchased by other beneficiaries.

"Trainings You Are Interested In" recommendation

Recommends training based on their interest and skill data. This recommendation is always updated based on the activity of trainings purchased by the beneficiaries.

User Journey: Prakerja Account Registration

Complete and verified input of personal data is one of the ways to ensure that the Prakerja program is targeting accurately. Prakerja implements various verification technology to ensure that the personal data entry process can be done automatically, making it easy for users to follow
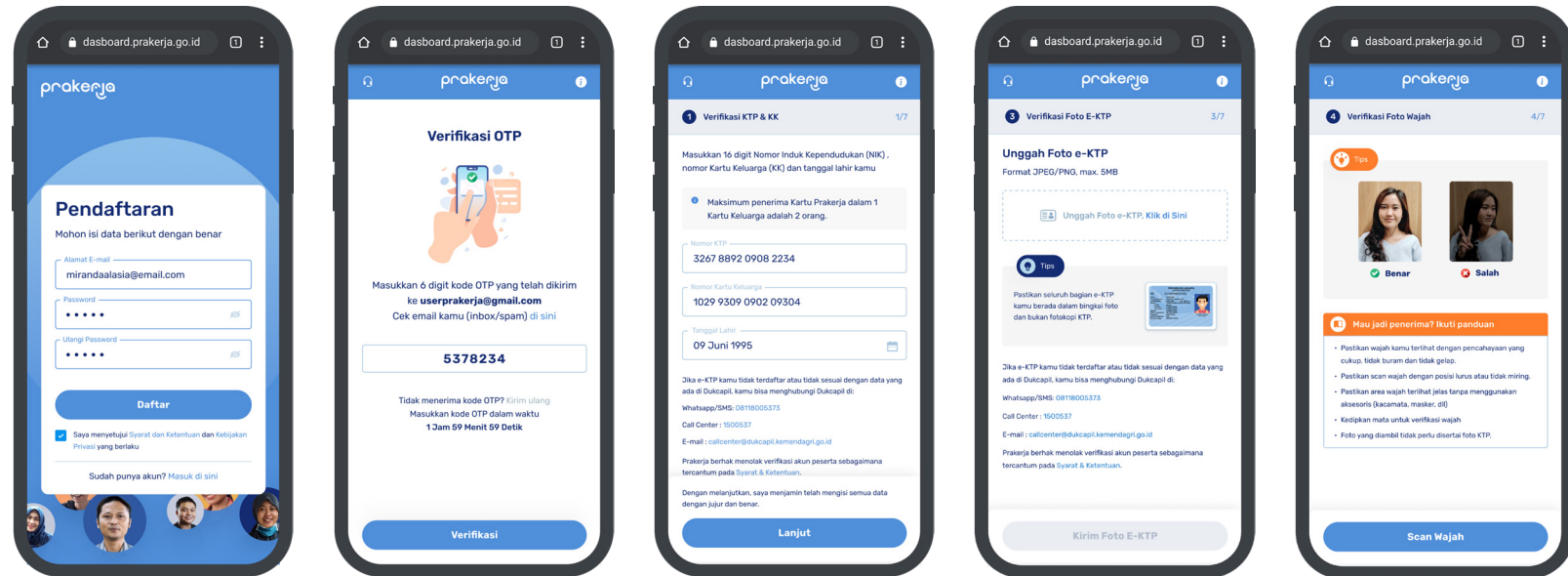
| Account Registration Page | Email verification | ID Card and Family Registration verification | ID card photo verification | Liveness check |

User Journey: Training Catalog Tailored to Beneficiaries' Interests

Prakerja collaborates with training institutions to provide a wide range of training options tailored to the interests and needs of beneficiaries.

To simplify the search and selection process, beneficiaries are offered training recommendations based on their individual interests and skills.
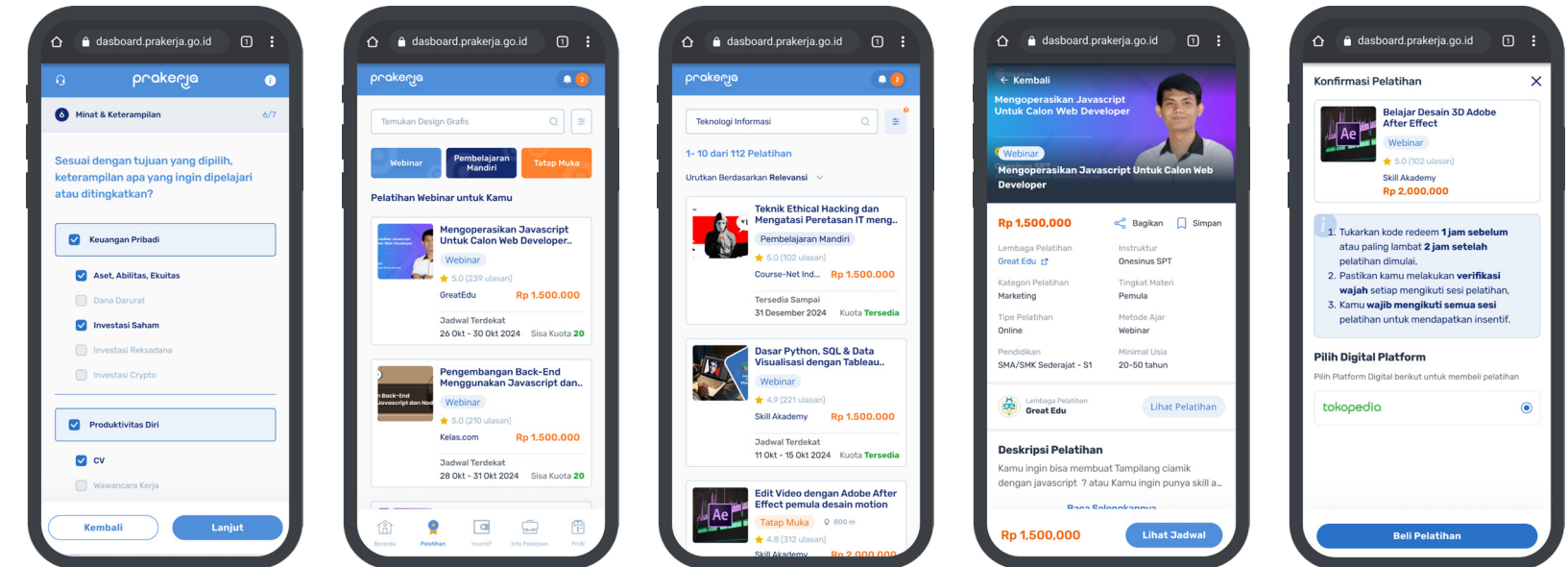
| Interest and skill survey | Training Catalog and recommendations | Search feature | Training details | Confirmation of training purchase |

User Journey:
Continued Program Evaluation

After completing the training, beneficiaries are required to fill out an evaluation survey. This survey is conducted to ensure beneficiary satisfaction and assess the effectiveness of the training, enabling Prakerja to continuously and systematically improve the quality of the program.
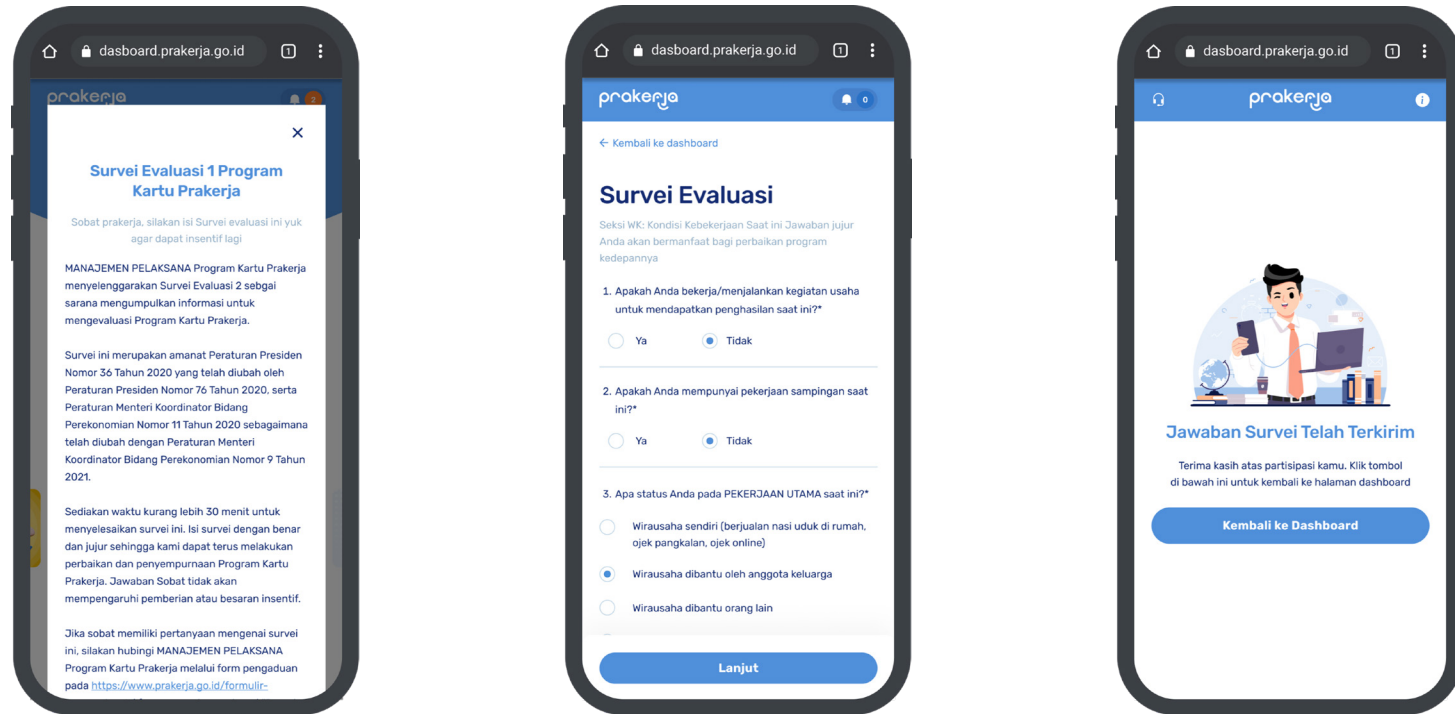
Welcome page of the evaluation survey

Training survey form

Survey confirmation page

User Journey:
Job Vacancy Page

To assist beneficiaries in taking the next step, Prakerja has created a job vacancies page tailored to their interests, skills, and professions. This feature is designed to help beneficiaries gain further benefits from the training they have completed.

The job listings are sourced from websites such as Karir.com, JobStreet.co.id, Pintarnya, TopKarir, and others.
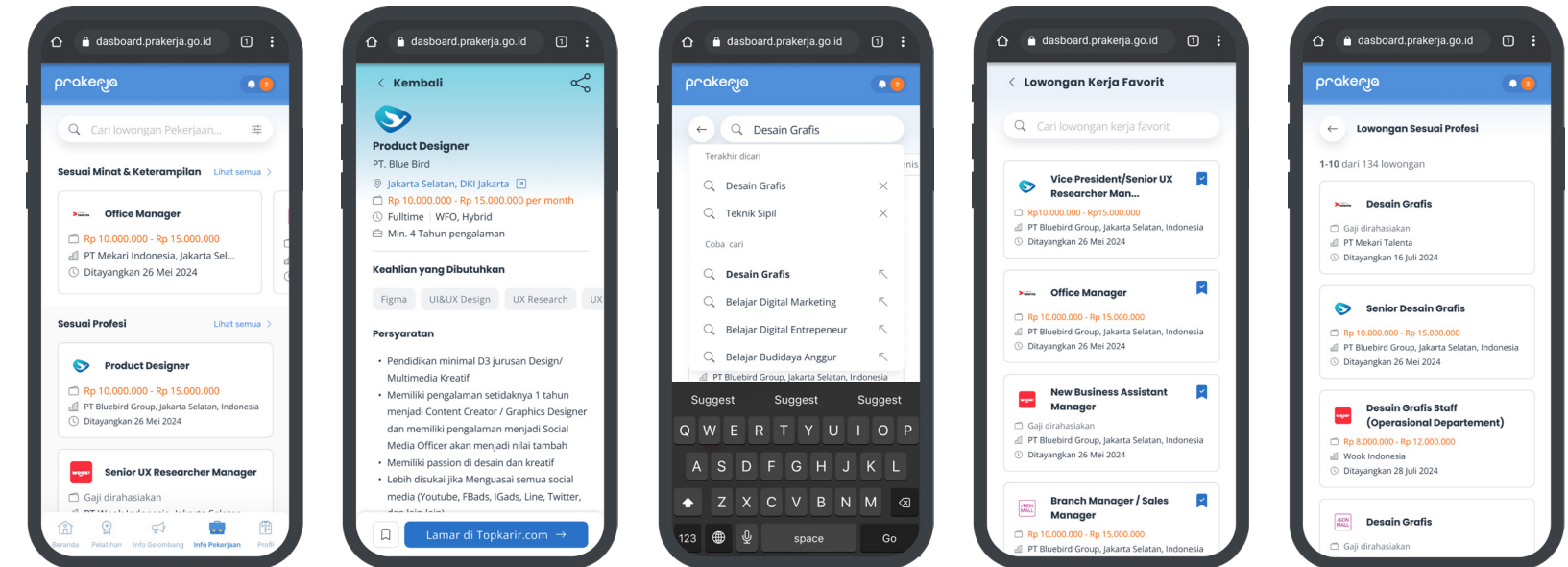
Job vacancy page

Additional detail of the vacancy

Job search feature

Favorite job vacancies

Job vacancy recommendation based on profession

User Journey: Learning Continuity

During the Normal Scheme, Prakerja also collaborates with other training institutions to form other public programs that can support the sustainability of learning even at the international level.

For example, some of the international institutions that Prakerja collaborates with include Microsoft, Coursera, Alibaba Cloud, and ELSA Speak.
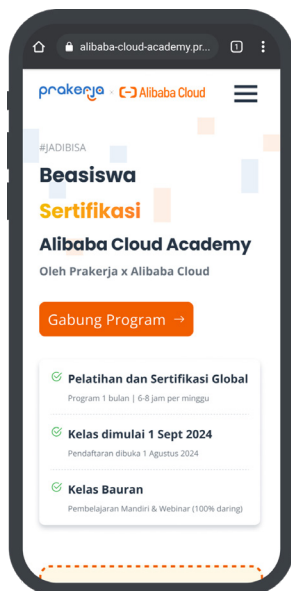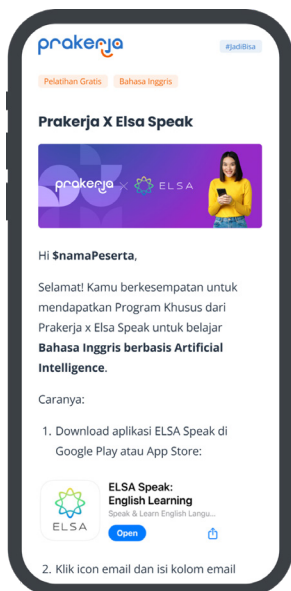

Indonesia Skills Week (ISW)

Prakerja x Microsoft AI

Prakerja x Coursera

Prakerja x Alibaba Cloud Academy

Prakerja x Elsa Speak

Alumni Testimonials on Further Learning with Prakerja

Sabrina Lutfiani
ISW participants from Cirebon, West Java

"

ISW has been extremely helpful in allowing me to acquire new skills that I hadn't had the chance to learn during my Prakerja training. It allows me to use of my free time to study and provides opportunities for human resources to grow and reach their potential.

Makhinun Amin
Coursera participants from Cirebon, West Java

"

I took AI and Basic Korean Language training through Prakerja's Coursera program. I am thrilled to continue learning from international universities and other institutions. I hope Prakerja continues to provide training opportunities for alumni like me.

Rosalina
ISW participants from Medan, Sumatera Utara

"

ISW has been incredibly beneficial and helpful. I was able to access free classes and affordably priced ones. Without ISW, I might never have enrolled in online classes due to their high costs. Thanks to ISW, I can learn, gain knowledge and skills, and earn certificates. Thank you, Prakerja, for providing ISW.

Data Treatment Principles: Converting Data into Strategic Prakerja Assets

Afandi
Head of Data and
Analytic Prakerja

Prakerja data as a strategic asset, serving as the foundation for evidence-based decision-making.

Through data utilization, Prakerja can gain a deeper understanding of benecifiaries' needs, enabling targeted innovation in products and services. Prakerja also recognizes the importance of aligning the use of this extensive data with data governance principles.

To achieve this goal, there are several challenges in the data input, processing, and output flow

Input: Exponentially increasing data volume and growth

The rapid growth of beneficiaries and the program's evolving nature have resulted in an exponential increase in data volume. Furthermore, the Prakerja system integrates with various sectors, including Dukcapil from the Ministry of Home Affairs, banks, digital platforms, and training institutions. Each entity operates with unique data formats and systems, creating a complex and expansive data ecosystem. Prakerja is also responsible for maintaining ISO 27001-compliant data entry and exit flows to ensure the highest standards of data security.

Challenges	Solution
OWNERSHIP ACCESSIBILITY Over time, the data in Prakerja grew rapidly as more and more users joined the system.	Building data storage based on cloud computing provides high scalability at an efficient cost and allows flexibility as data grows.
QUALITY Diverse data sources from across sectors lead to non-standardized data formats.	Using a scripting language to standardize the data format so that it is consistent and ready for further analysis.
SECURITY ACCESSIBILITY Avoid leakage and unintended utilization of data.	Implementing strict data usage policies by granting access only to users with specific and relevant roles.
QUALITY Ensure the relevance of membership data to keep up with the changing conditions of beneficiaries.	Conducting regular updates of beneficiary data, for example: (1) withdrawing blacklist data from K/L every 6 months and (2) asking beneficiaries to update administrative data once a year.

> "
> *Through data utilization, **Prakerja can understand the needs of the program beneficiaries** with greater depth.*

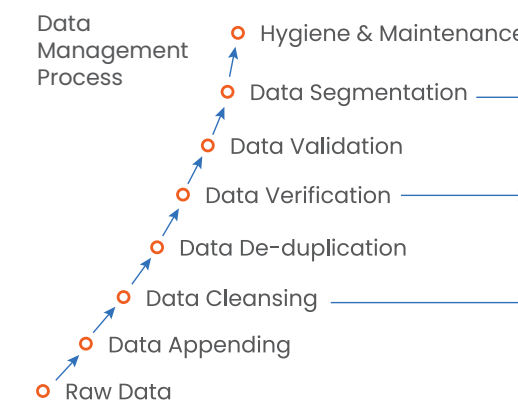## Output: Collaboration for effective data communication

Data and lessons learned must be presented in a clear and engaging format to effectively convey the intended message. Close collaboration with other teams enables the data team to understand the specific needs of each work unit, allowing for customized data formats and communication strategies.

Process: Harnessing Advanced Technology for Efficient Data Transformation

Data sourced from diverse origins varies in structure and standards, necessitating gradual transformation before it can be analyzed and utilized by work teams. This process includes:

1. Standardization of data formats to create consistency
2. Data cleansing to eliminate anomalies and inaccuracies
3. Data verification to ensure reliability and precision
4. Analysis tailored to stakeholder requirements. To enhance efficiency, Prakerja employs advanced technologies such as Big Data Analytics, database query optimization, data pipelines, and machine learning algorithms, streamlining the transformation and analysis processes.

Data Management Process

- Hygiene & Maintenance
- Data Segmentation
- Data Validation
- Data Verification
- Data De-duplication
- Data Cleansing
- Data Appending
- Raw Data

Challenges	Solution
KNOWLEDGE Provide added value for users in product development and meet the needs of internal and external stakeholders.	Collaborating with Product Team to build artificial intelligence-based technology to recommend training and jobs based on user profile data.
KNOWLEDGE Provide updated information to relevant Prakerja beneficiaries regarding program information outside the dashboard.	Running automated campaigns (in the form of email, SMS, or Whatsapp) to provide relevant information to Prakerja program beneficiaries quickly, such as when the deadline for purchasing the last training is.
QUALITY KNOWLEDGE Data required from internal and external stakeholders to make quick and responsive decisions.	Building streaming analytics technology: data can be accessed via dashboards in real-time, according to stakeholders' information needs.
QUALITY The more data, the more disorganized.	Documenting every activity related to journey data so that data is easily accessible and supports the smooth management of information in the Prakerja PMO.

Prakerja Contact Center Services Providing Convenience for The Public to Access Information and Submit Inquiry

Simon Charlie
Head of Operation Prakerja

As part of the customer-centric mindset, Prakerja has had a Contact Center Service since its inception in 2020. It offers the public convenient access to information and a platform to provide feedback about the program. Four accessible channels are available: toll-free telephone, complaint form, live chat, and WhatsApp. These services operate daily, Monday to Sunday, from 08:00 to 20:00 WIB.

The iteration process remains a key focus for continuously improving the Prakerja Contact Center Service.

Service Improvement
(7 DAYS, 08,00 - 20,00 WIB)

Toll-free Telephone
With IVR (Interactive Voice Response) feature

Complaint Form
With detailed category & ability to attach supporting document

Live Chat
With chat BOT feature & ability to attach supporting document

Whatsapp
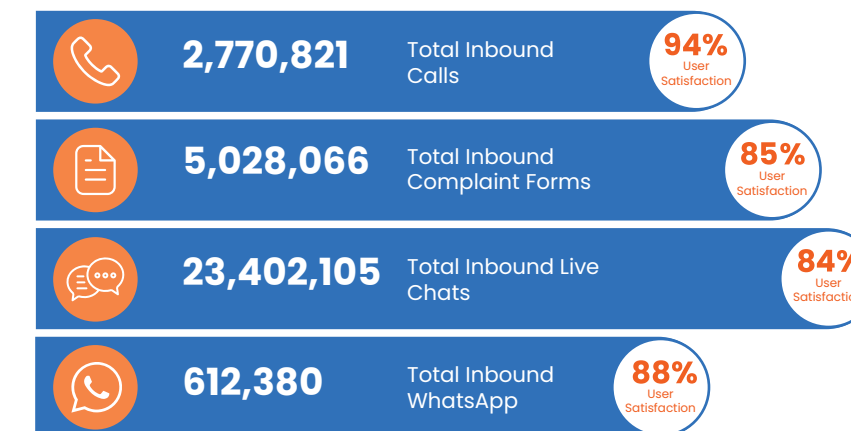With chat BOT feature & ability to attach supporting document

> The system we used is **benchmarked to international standards and optimizes the process and quality of agent handling** when interacting with the public.
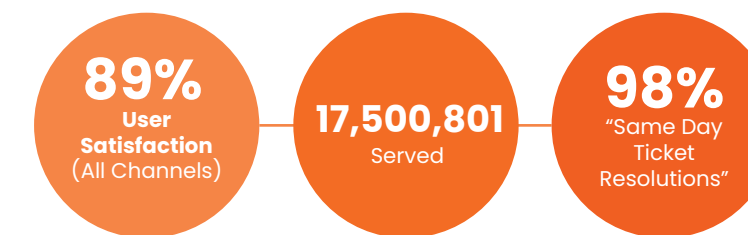
Summary of Prakerja Contact Center Service Performance, 2020 – 2024
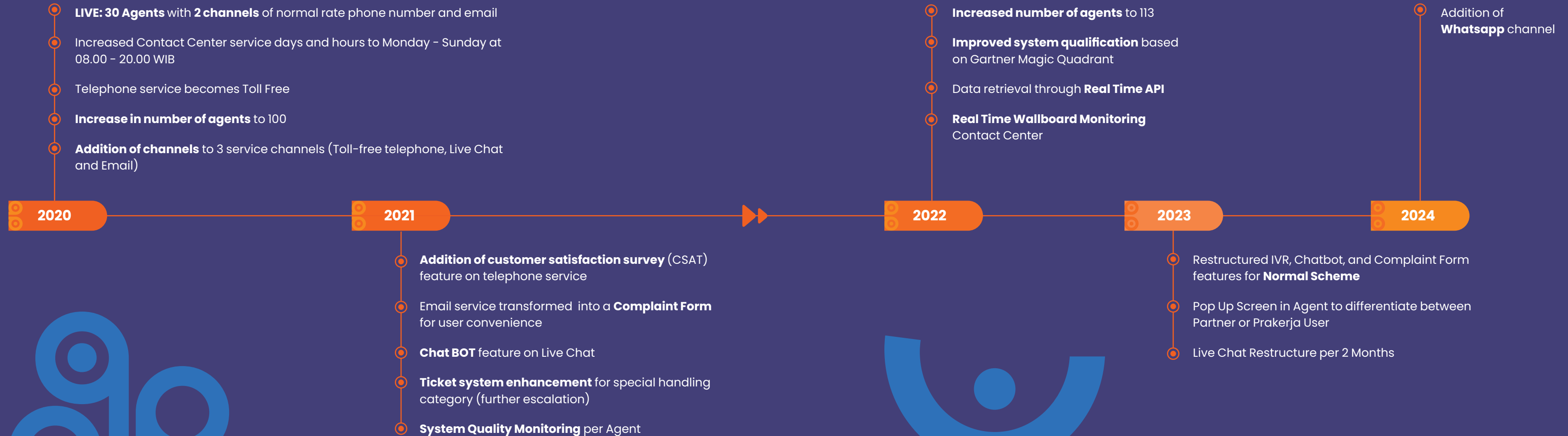
Prakerja is not just about providing access to information and handling complaints, but also about maintaining the quality of interactions and handling. Each interaction is measured for satisfaction with handling using the CSAT (Customer Satisfactory) survey method.
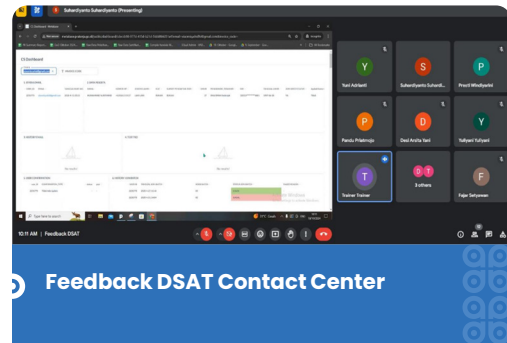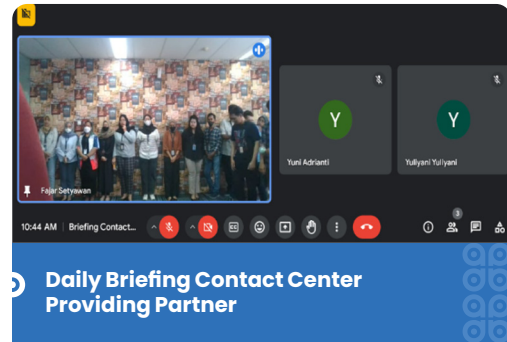
		User Satisfaction
2,770,821	Total Inbound Calls	94%
5,028,066	Total Inbound Complaint Forms	85%
23,402,105	Total Inbound Live Chats	84%
612,380	Total Inbound WhatsApp	88%

Summary of All Channels

89% User Satisfaction (All Channels)

17,500,801 Served

98% "Same Day Ticket Resolutions"

Iteration of Prakerja Contact Center Service

2020

- **LIVE: 30 Agents** with **2 channels** of normal rate phone number and email
- Increased Contact Center service days and hours to Monday - Sunday at 08.00 - 20.00 WIB
- Telephone service becomes Toll Free
- **Increase in number of agents** to 100
- **Addition of channels** to 3 service channels (Toll-free telephone, Live Chat and Email)

2021

- **Addition of customer satisfaction survey** (CSAT) feature on telephone service
- Email service transformed into a **Complaint Form** for user convenience
- **Chat BOT** feature on Live Chat
- **Ticket system enhancement** for special handling category (further escalation)
- **System Quality Monitoring** per Agent

2022

- **Increased number of agents** to 113
- **Improved system qualification** based on Gartner Magic Quadrant
- Data retrieval through **Real Time API**
- **Real Time Wallboard Monitoring** Contact Center

2023

- Restructured IVR, Chatbot, and Complaint Form features for **Normal Scheme**
- Pop Up Screen in Agent to differentiate between Partner or Prakerja User
- Live Chat Restructure per 2 Months

2024

- Addition of **Whatsapp** channel

Regular Prakerja Contact Center Activities

Daily Briefing Contact Center Providing Partner

Weekly Meeting Contact Center x Contact Center Providing Partner

Coaching Agent Contact Center

Feedback DSAT Contact Center

Contact Center QM Calibration

Monthly Performance Contact Center

External Appreciation

Beneficiaries stated:

DEFINIT-ADB Study (2023)
91.6% **are satisfied**
with contact center service

CSAT 2020 –2024
89% are satisfied
benchmark CSAT: 78% (banking)

EVALUATION SURVEY 2023
95%
Prakerja's complaint handling is reliable

Other Prakerja Contact Center Activities

Focus Group Discussion With Training Institutions

In addition to regular evaluations of training institutions, Prakerja also conducts Focus Group Discussions with partners to get feedback from institutions who have expertise and experience in the industry for dozens of years.
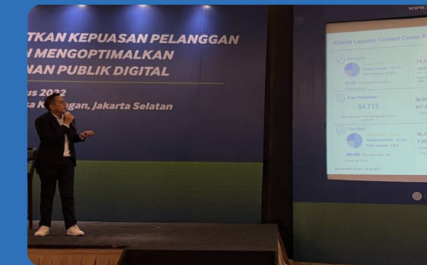
Seminar on Digital Public Service

Participation on Public Service Seminars to increase public awareness of the Prakerja's Contact Center Service

Socialization of The Normal Scheme to Agents

The implementation of the Normal Scheme with various changes to the Semi-Social Assistance Scheme and other related information resulted in considerable changes in the activities of handling information requests and complaints. Detailed and in-depth socialization of changes to ensure information is updated to the agent.

Socialization of Liveness Check to Agents

Socialization activities to Agents as the frontline in handling issues related to the new Verification feature during training.

> " I really admire Prakerja for having a contact center. As people say, if you want to see whether a company is good or not, check its contact center.

Wani Sabu
Executive Vice President Center of Digital BCA

> " The Kartu Prakerja program strongly supports and provides opportunities for Indonesians who want to enhance their knowledge and skills in line with global trends through training, enabling them to enter the appropriate job ecosystem.

Eka Kartika
President Director of Hakka Indonesia

> " Prakerja is an evidence-based program that studies market competency needs and prepares people with the appropriate skills.

Akhmadjon Nurullaev
Researcher at the Institute of Social Protection Uzbekistan

> " The system and operations of Prakerja are excellent and can be implemented in other countries.

Dr. Nurulhuda Mohd Satar
Senior Lecturer from the Department of Economics. Faculty of Business and Economics, Universiti Malaya

Samsu Sempena

Director of Technology Prakerja

Prakerja Technology in the Race to Boost Workforce Productivity

Technology, especially through digitization, is a key strategy to ensure access to training for millions of workers in a short period of time while maintaining high accountability. How can we achieve this?

Technology enables large-scale access to training. Integrated data systems and server infrastructure that support interoperability across ministries, agencies, and the private sector—such as payment platforms, learning management systems (LMS), and other digital platforms—serve as critical "pit stops" that must be continuously updated to sustain this transformation.

In addition to accessibility, cybersecurity is another crucial foundation. Developing an information security management system to protect beneficiaries' personal data must be carried out rigorously and regularly. This acts as a safeguard against individuals or entities that may attempt to exploit vulnerabilities for personal gain at the expense of the state budget.

This field of challenges resembles a race track with sharp turns and steep climbs. Each challenge at this digital "pit stop" demands precision, speed, and caution. How does Prakerja's technology navigate this race while managing scale, cost, and time efficiently? The answer lies in the synergy of responsive technology, robust infrastructure, and an unwavering commitment to accountability.

# Responsive, Robust, and Accountable Technology for Service Excellence

Responsive Technology

Responsive technology enables Prakerja to continuously adapt to evolving community needs and economic conditions. A flexible technology system not only supports rapid service integration but also allows for the customization of various training types relevant to the workforce in the digital era. This capability is crucial in preparing human resources to be resilient and ready to face contemporary challenges.

Responsive technology also prioritizes user-friendly services, featuring a simple yet functional interface that ensures accessibility for people from all backgrounds, from the highly educated to grassroots users experiencing digital services for the first time.

Maulana Okto Fitriadi
Head Engineering Prakerja
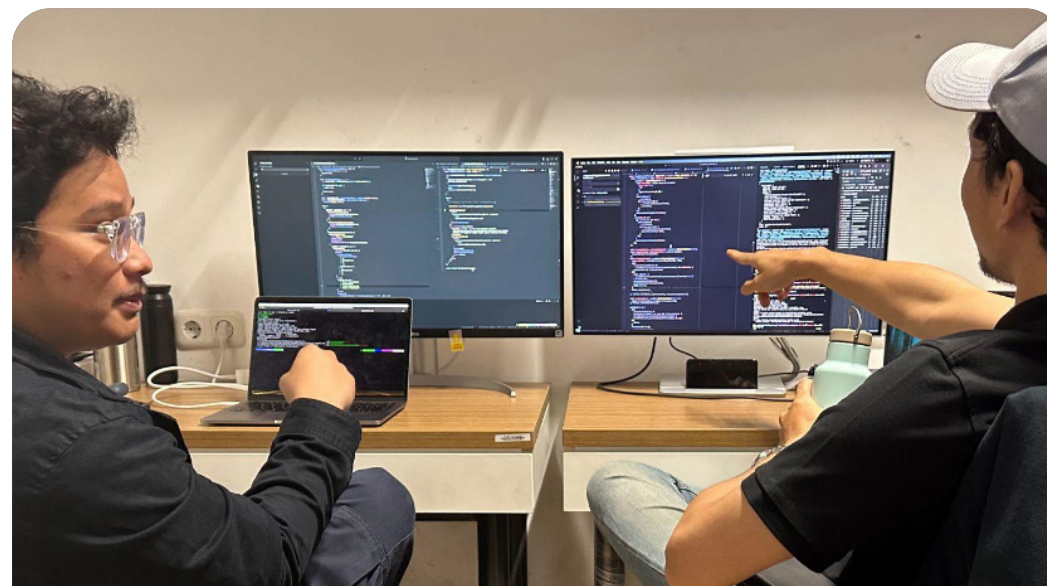
Prakerja UX Research Process

> Just like in a race, this technology allows the program to continuously improve, while still going at an optimal speed, adapting to the demands of the field, and ultimately achieving the big goal that has been set: creating competitive human resources and realizing the Golden Indonesia 2045 vision.

Solid infrastructure is a non-negotiable foundation

To accommodate millions of beneficiaries across Indonesia, Prakerja requires a robust and reliable digital infrastructure, including servers capable of handling vast amounts of data and cloud systems that ensure uninterrupted, fast access.

This infrastructure facilitates seamless data synchronization with partners from both the private sector and other government agencies. In this context, Prakerja employs an in-house team of software engineering experts (not vendors) to provide technical support and configure infrastructure, ensuring consistent service quality even during significant surges in user activity.

Commitment to Accountability

Forms the third pillar that ensures all processes adhere to transparent and accountable standards. Accountability extends beyond the utilization of state funds to include maintaining public trust in the services provided. To achieve optimal accountability, Prakerja employs real-time monitoring and evaluation systems that enable continuous tracking of program performance.

For instance, big data technology and data analytics are integrated into a reporting system that monitors the number of active beneficiaries, training progress, and the outcomes of each program. This ensures that every component can be accounted for in detail, including the targeted use of state funds (APBN).

Cybersecurity Becomes a Critically Important Layer of Protection

In the digital era, data is a valuable asset, and data protection is key to ensuring the privacy and security of beneficiaries. Prakerja enforces strict security protocols, including data encryption and threat detection systems, to anticipate and mitigate cyber-attacks that could compromise the integrity of beneficiary data. In June 2023, Prakerja achieved ISO 27001:2022 certification for international security standards, adapting to the latest advancements in security technology. This milestone is critical in creating a secure ecosystem and preventing malicious actors from exploiting system vulnerabilities.

Building a Sustainable Digital Public Service

Ultimately, Prakerja embodies a holistic approach to digitized public services, focusing not only on efficiency but also on resilience and sustainability. Through the integration of responsive technology, robust infrastructure, and unwavering commitments to accountability and cybersecurity, Prakerja continues to advance on this challenging path.

Implementation of e-KYC and Digital Integration in the Prakerja Program

Since 2020, Prakerja has implemented e-KYC to verify users through demographic and biometric data, including facial recognition, by matching beneficiary data with Dukcapil. This ensures accurate qualification of beneficiaries while addressing challenges related to maintaining ease of use, minimizing costs, and reducing verification errors. Additionally, Prakerja developed customized interfaces for training institutions and integrated APIs with digital platforms and LMSs. Phased in from 2023, this initiative ensures a seamless and efficient process for both beneficiaries and institutional partners.

"

The lesson from Prakerja is that a digital system should not only provide benefits to beneficiaries but also deliver valuable information to program owners, such as data validation and beneficiary verification, enabling better targeting and measurement of effectiveness.

Yose Rizal Damuri

Executive Director of Centre for Strategic and International Studies (CSIS) Indonesia

"

Prakerja is amazing example, this is what i can say. It's really impressive and this is a future, i would say in training, in posting participation, in lifelong learning for both young people and adults.

Cristina Mereuta

Senior Human Capital Development Expert, European Training Foundation

Dwina Marshanda Putri

Director of Partnership, Communication, and Ecosystem Development Prakerja

Strategic Partnerships and Effective Communication: The Pillars of the Prakerja Ecosystem

Providing training is obvious. However, providing training for at least 2 million individuals with diverse needs and limited available training institutions is a significant challenge. Moreover, the training must be both relevant and of high quality.

According to data from Statistics Indonesia in August 2024, 54.9 percent of Indonesia's population is part of the workforce, highlighting the unique challenge of developing training programs for this working-age population. Creating a single, truly inclusive program amidst Indonesia's cultural, educational, socio-economic, and technological diversity is no easy task. BPS data also reveals that more than 90 percent of the workforce in Indonesia has never participated in training. In other words, the majority of Prakerja beneficiaries are beginner adult learners.

A report from the World Bank indicates a mismatch between the skills of the workforce and the demands of the labor market, despite the growth in job opportunities in Indonesia. Unfortunately, this growth is not always accompanied by a corresponding improvement in

workforce skill quality. This is where Prakerja plays a pivotal role in addressing these challenges. Each year, Prakerja serves nearly 2 million beneficiaries across various regions in Indonesia.

Given these complexities, Prakerja offers a range of learning modes to accommodate the diverse needs of its users. The development of training standards and regulations is carefully considered to ensure inclusivity without compromising quality. While Prakerja's training is designed to be accessible to early adult learners, it maintains a strong focus on quality to ensure that the program's goal of enhancing Indonesia's workforce skills is achieved. Furthermore, Prakerja strives to offer training at reasonable prices, ideally below market rates, to increase accessibility and provide quality training to as many people as possible.

An additional challenge is ensuring the availability of training providers that meet established curriculum standards. Prakerja has implemented comprehensive standards, regulations, and capacity-building initiatives for training partners to address the challenges of training provider availability across Indonesia.

Once the standards are in place, the next hurdle is effectively communicating the program to the public. The public's perception of training scholarship programs, such as Prakerja, must be consistently managed, requiring collaboration with various stakeholders.

Transforming Training in Indonesia through the Partnership Approach

Tri Adi Pasha
Head Partnership and Program Prakerja

The partnership approach was deliberately chosen as the core of Prakerja's strategy to: 1) scale training delivery to reach millions of beneficiaries annually, and 2) ensure the Prakerja Program is accessible across Indonesia, from Sabang to Merauke. This partnership approach involves various groups working collectively to support the operationalization of Prakerja. These include Training Institutions as training providers, Digital Platforms as data aggregators and

facilitators of digital transactions through e-commerce infrastructure. Independent Expert Teams as verifiers and assessors of training design quality, Banking/Fintech as financial service providers for distributing cash incentives, and Job Portals as aggregators of up-to-date labor market information. By adopting this approach, Prakerja operates with a lean structure while maintaining high efficiency and effectiveness.

The Training Program Standard was then developed as the spearhead product of the public service of Prakerja. To ensure optimal public service delivery, a standardization process is embedded at every stage of the multi-stakeholder partnership engagement. This standardization is documented as a comprehensive "guide" outlining the stages

and prerequisites for operationalization. These documents are created with the aim of fostering a proactive, creative, adaptive, and participatory ecosystem among partners. The standardization process does not conclude with the completion and dissemination of the document; it is considered complete only when the entire ecosystem aligns with the defined standards to deliver optimized public services.

The Training Program Standard was developed as the flagship product of Prakerja's public service. With a focus on social intervention through training scholarships, these Training Program Standards are designed to provide a reference for the delivery of an optimal training experience in encouraging beneficiaries to master certain competencies. Through the

mastery of these competencies, beneficiaries are able to increase their chances of getting a job or increasing their income to improve their living standards in the future.

Since transitioning to the Normal Scheme in 2023 and continuing into 2024, Prakerja has elevated the quality of training services by emphasizing standards that address not only knowledge and attitude aspects but also psychomotor skills. This enhancement is implemented through: 1) Independent Practice Assignments at the end of each training session, and 2) Skill Demonstration activities as part of the end-of-training evaluation (post-test).

The diversity of training programs within the ecosystem is regularly updated through the continuous submission mechanism for Training Programs and Training Institutions throughout the year. Prakerja ensures that its programs remain aligned with the evolving needs of the labor market. The program actively updates its trend library, incorporating the latest skills and occupations that serve as standard references in response to technological advancements, automation, and ongoing digitalization. The involvement of the Asosiasi dari Dunia Usaha, Dunia Industri, dan Kerja (DUDIKA) as part of the Independent Expert Team further guarantees that the trainings provided are relevant, appropriate, and necessary for the current and future labor market and industry.

Over its five years of operation, Prakerja, through its Partnership strategy, has successfully built an ecosystem that has produced 18.9 million alumni. Prakerja represents the transformation of the training ecosystem, preparing an Indonesian workforce that is forward-looking and development-oriented. It stands as clear evidence of the state's commitment to ensuring that the workforce in Indonesia has equal access to opportunities for learning, growth, and achieving a brighter future.

> *Prakerja **symbolizes the transformation of the training delivery ecosystem** to prepare an Indonesian workforce that is oriented towards future development.*

Visit to the United Tractors Training Facility, one of Prakerja's Partners

Town Hall with Prakerja Partner Training Institutions

Building the Prakerja Narrative:
Effective Communications to Reach Millions

Lydia Maria Kusnadi
Head of Communication
Prakerja

Prakerja has become one of the government's most anticipated initiatives. The program is not merely about training; it is a movement to enhance the quality of Indonesia's human resources. Behind the program's success lies the critical role of effective communication in reaching and engaging millions of beneficiaries.

One of the keys to successful communication in Prakerja is a deep understanding of the audience. By identifying the interests, needs, and preferences of beneficiaries, messages can be crafted to be both appropriate and relevant. Relevant messages go beyond conveying information; they must inspire and motivate.
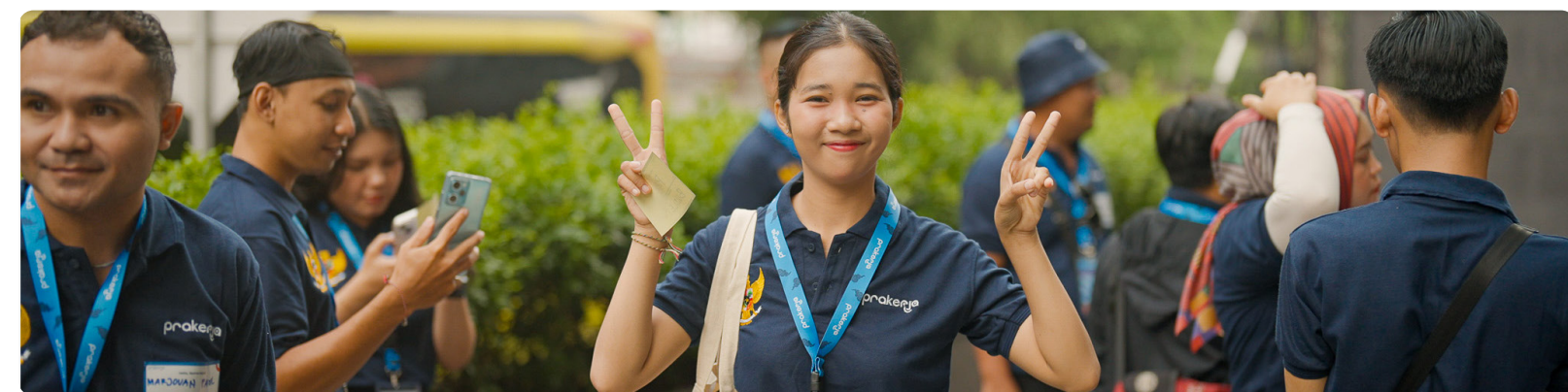
For instance, for a young person in a village, a message highlighting new job opportunities

after training would be more engaging than statistics about national productivity increases.

Delivering such messages requires the use of diverse and suitable communication channels. These range from social media platforms popular with younger generations to traditional media such as radio and television. Simple language, engaging visuals, and real-life examples make messages more accessible and memorable. Additionally, it is vital to consider cultural and social differences across regions. For example, using local languages can help beneficiaries feel closer and more connected to the program.

Offline activities such as workshops, seminars, and exhibitions also play a crucial role in building personalized relationships with beneficiaries. These events provide opportunities for beneficiaries to interact directly with the Prakerja

team, ask questions, and share experiences. This not only strengthens the relationship between the organizers and beneficiaries but also builds a strong sense of community among the beneficiaries.

To ensure messages are consistent and impactful, clear communication guidelines are essential. A comprehensive brand guideline helps maintain uniformity in the use of logos, colors, and tone of voice across all communication materials. Additionally, involving various stakeholders in developing these guidelines ensures that the messages align with the organization's vision and mission.

Continued evaluation is also critical to measure the effectiveness of communication efforts. By assessing public awareness of Prakerja, participation rates, and beneficiary satisfaction, areas for improvement can be identified. These insights can then refine future communication strategies.

Effective communication is pivotal to Prakerja's success. By understanding the audience, selecting appropriate communication channels, and delivering inspiring and relevant messages, Prakerja can continue to grow and evolve. Consistency in communication and ongoing evaluation are equally important to ensure the program's sustainability. Through effective communication, Prakerja transcends being just a training program, becoming a movement that transforms the lives of millions.

> From social media to regional language, from data to stories, **Prakerja embraces Indonesia's diversity through an innovative and directed communication strategy.** This is proof that powerful messaging can drive change.

Placement of Prakerja Advertisements in Jakarta MRT

"

Prakerja encourages us as a training institution to keep innovating by improving training standards and employment opportunities; through close collaboration, Gamelab by Educa is optimistic that this partnership will continue to empower beneficiaries with relevant skills, keep up with employment trends, and support sustainable entrepreneurship.

Andi Taru Nugroho Nur Wismono
CEO, Gamelab by Educa

"

We have a very exciting partnership with Prakerja. They run a very large program that provides skilling, reskilling and upskilling opportunities for Indonesian youth. The program is not only intended to provide individuals with work-relevant learning, but also to really drive real impact for our youth.

Raghav Gupta
Managing Director India and Asia-Pacific, Coursera

"

As one of the Job Portals, we experience the positive impact of Prakerja, helping us connect workers with the best quality in their skills to job providers. We hope for the continuation of this program and its further improvements.

Raynata
Director of PT Qerja Manfaat Bangsa (Karir.com)

"

Prakerja has conducts an innovative and successful program, proving that the use of digital technology can be very helpful, and solve our long-standing problems in addressing financial literacy and deepening our economic inclusion.

Karaniya Dharmasaputra
President Director of OVO

Optimal Monitoring of Program Implementation

Neil Efryano Prayoga

Director of Legal, General Affairs and Finance Prakerja

Right Regulations, Right Processes, Right Documentation

The Director of Legal, General Affairs, and Finance at Prakerja is responsible for

1. Planning internal human resources, which includes experts, administrative staff, and business entities;

2. Managing secretarial functions and procurement of goods and services to support the operational activities of the Program Management Office;

3. Executing financial functions, including budget planning, payments, and reporting;

4. Assisting to ensure the Prakerja implementation is in compliance with legal frameworks for the Program Management Office; and

5. Carrying out other related tasks as assigned by the Executive Director.

Right Regulations

Prakerja operations are required to consistently comply with regulations, including those outlined in the Presidential Regulation (Perpres), the Minister of Coordinating Economic Affairs Regulation (Permenko), or the Minister of Finance Regulation (Permenkeu). How to ensure this? The key is through legal discussions and analysis, both internally and across Directorates, for each activity. Furthermore, existing regulations are continuously refined to stay up to date with ongoing developments. For instance, the Prakerja Presidential Regulation has been amended twice, in 2020 and 2022, to better address practical needs on the ground.

Right Processes

Every process must adhere to the established Standard Operating Procedure (SOP). How to ensure this? The approach is by implementing a tiered control, monitoring, and evaluation function as well as synergizing and coordinating across Directorates. Additionally, the SOP is designed to be dynamic, meaning it is subject to amendment in the emergence of new innovations or policies requiring the adjustment of business processes.

Right Documentation

Implementing good governance requires the support of correct and accurate documentation. How to ensure this?

Protecting the Prakerja Program: Strategic Steps Amid Regulatory Complexities

Gabriel Christo Tonaas Mukuan
Head of Legal Affairs Prakerja

As a national-scale social innovation, Prakerja faces inevitable legal challenges. With the engagement of various stakeholders, including government institutions, private sector partners, and the general public, legal risks become a dimension that must be meticulously managed. How does Prakerja protect the program from legal claims and ensure the resilience of its legal foundation amid dynamic regulatory changes? The following are several implemented approaches.

Regulatory Compliance as a Key Pillar

All legal instruments issued by Prakerja such as SOPs, technical guidelines, and implementation manuals, are designed to align with the Presidential Regulation (Perpres), Ministerial Regulations (Permen), and the General Principles of Good Governance (AUPB). Compliance with these regulations is not only a legal responsibility but also a means to foster transparent and accountable governance.

In addition, Prakerja implements all regulations accurately, carefully, and prudently. This approach includes efforts to identify provisions that may lead to multiple interpretations. To address this risk, Prakerja engages competent institutions such as the Attorney General's Office, the Police, the Financial and Development Supervisory Agency (BPKP), and legal experts to obtain fatwas or legal opinions that serve as the foundation for program implementation. Since 2020, collaboration with the Attorney General's Office for Civil and Administrative Affairs (Jamdatun) has resulted in three legal opinions pertaining to Prakerja, which have become key references in the program's execution.

Training Institution Visit in Semarang

> " With a solid regulatory foundation, multi-stakeholder collaboration based on robust legal documents, and regulatory flexibility, Prakerja ensures that the program remains relevant and impactful.

Visit to Training Institutions in Makassar

Multi-Stakeholder Collaboration Based on a Robust Legal Documents

In fostering a multi-stakeholder ecosystem, Prakerja establishes comprehensive cooperation agreement as the foundation for all partnerships. While the agreement recognizes the equal standing of all parties involved, Prakerja ensures that all agreed-upon provisions remain compliant with regulations related to Prakerja.

Data confidentiality is a primary concern, particularly when the cooperation agreement involve the exchange of beneficiary data. In this context, stringent and detailed stipulations regarding data protection invariably remains an integral part of legal documents.

Adjusting Regulations to Support Program Growth

Iterations or adjustments are continuously made to ensure the program meets the needs of the public. Prakerja leverages the authority granted by regulations to make changes to the program's business processes. However, should the iterations require changes to higher level regulations, Prakerja will propose said changes to the KCK (Job Creation Committee).

Since its launch in 2020, regulations relevant to Prakerja have undergone several revisions to ensure their relevance and effectiveness. The changes include two revisions to the Presidential Regulation, three revisions to the Minister of Coordinating Economic Affairs Regulation, and one revision to the Minister of Finance Regulation. This step demonstrates regulatory flexibility as a key to program sustainability.

Commitment to Public Accountability

In addressing potential legal issues, Prakerja is committed to actively supporting the legal process. This includes providing data and information up to the court trial stage. Collaboration with the Attorney General's Office, the Police, and BPKP is also continually strengthened, both in terms of program governance and accountability.

With this strategic and collaborative approach, Prakerja not only protects the program from legal claims but also ensures that Prakerja remains relevant and beneficial to the public. This approach serves as an example of how social innovation can operate in alignment with legal compliance amid the complexities of existing regulations.

Strategy for Efficiency and Budget Accuracy in Prakerja

Ali Subhan
Head of Finance 01 Prakerja

Budget management and procurement of goods/services are critical aspects in large-scale national programs as Prakerja. The program requires precise budget planning and effective procurement management to ensure timely, targeted, and compliant implementation. How does Prakerja address these challenges and meet the program's needs? The following are some of the implemented strategic steps and innovations.

Data-Driven and Needs-Based Budget Planning

The Prakerja budget consists of two main components: the Program Budget/Fund and Operational Fund. For the Program Fund, the scholarship amount has been determined by the Chair of the KCK, so the unit price is readily available. The volume of beneficiaries is calculated by considering the annual demand for workforce training, which is estimated from the unemployment rate and the allocation of operational funds. The remaining budget ceiling is divided by the unit price to determine the volume of beneficiaries.

Whereas, the Operational Fund is prepared through intensive coordination across Directorates.

This process involves:

1. Needs Identification: Mapping the requirements for human resources, services/activities, and non-contractual activities such as business trips and meeting packages.

2. Data Synchronization: The Finance Team 01 collaborates with the General Affairs Division to develop a new Terms of Reference (TOR) or update the existing TOR, while also preparing the Budget Plan (RAB) for each package.

3. Budget Revision (POK): Carried out to adjust allocations to meet actual needs in the field. This process typically takes an average of five days.

> " Budget management and procurement are complex challenges for Prakerja, but they are solvable through cross-team coordination, technological innovation, and effective communication. **Prakerja uses this approach to ensure that the program meets its targets and delivers maximum benefits to the public.** This success reflects the commitment to continuously adapt and innovate in responding to public needs.

Prakerja Budget Planning Discussion

Prakerja ensures synergy between the procurement and budget planning processes through close coordination among the Finance Team 01, the General Affairs Division, and external stakeholders such as APIP and DJA. The procurement process begins two months prior to issuance of the DIPA (Detailed Implementation Budget), with steps including cross-team collaboration to synchronize needs, candidate screening through digital platforms, and effective initial communication with providers.

To address complexity, Prakerja adopts innovations such as a cloud-based database for document integration, detailed timelines, data matrices for monitoring, virtual meetings, and intensive partnerships with stakeholders. This approach ensures that the management of budget and procurement runs smoothly, meets targets, and delivers maximum benefits, reflecting Prakerja's commitment to innovation and adaptation in the public interest.

Integration and Accountability:
Behind the Prakerja Financial Statement

Mohammad Nashir
Head of Finance 02 Prakerja

In public sector accounting, preparing financial statements that adhere to standards while meeting strict deadlines is a significant challenge. Prakerja, as part of a work unit equivalent to the Accounting Unit for Budget User Authority (KPA) and consolidated with the Financial Statements of the State General Treasurer (BUN), navigates various complexities requiring an accounting approach that is both accurate and responsive to shifting regulatory frameworks.

One of the initial steps is ensuring that Prakerja has experts with a deep understanding of Government Accounting Standards (SAP). Unlike the Financial Accounting Standards (SAK) used in the private sector, SAP has specific principles and management practices designed to reflect public accountability.

As an entity consolidated in the financial statements of the State General Treasurer (BUN), a comprehensive understanding of the planning process through to BUN accountability is essential.

However, it is not a simple task to find human resources with comprehensive understanding of these differences. Therefore, Prakerja invests in developing internal capabilities and recruiting experts capable of more than preparing financial statements but who also understand the context of government audits.

Confirmation Process Ensures Accountability in Prakerja's Financial Statements

To that end, Prakerja continues to innovate to enhance efficiency and transparency in the financial reporting process.
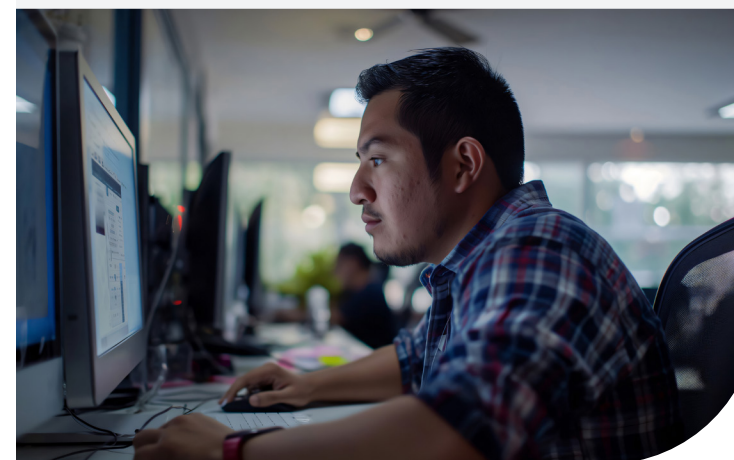
Preparing Reports Based on Evolving Regulations

The process of preparing financial statements at Prakerja always adheres to the updated relevant regulations, such as those outlined in Government Regulation No. 71 of 2010 and the latest Minister of Finance Regulation (PMK No. 232/PMK.05/2022).

In practice, the finance team at Prakerja ensures that all transactions are accurately recorded through intensive coordination with the Directorate of Accounting and Financial Reporting (APK) at the Directorate General of Treasury. This validation guarantees that each report complies with government accounting standards.

Furthermore, Prakerja manages internal control through specifically designed accounting policies. This control evaluation is further strengthened by the preparation of the Financial Internal Control Assessment Report (PIPK), which serves as an instrument to ensure that all processes comply with the regulations.

The preparation of financial statements faces significant challenges, ranging from the need for experts in SAP, constantly evolving regulations, to the demand for high rigor to ensure accuracy. Since the implementation of the SAKTI application in 2022, the team has been demanded to continuously adapt to new technologies. To address this, Prakerja has taken proactive measures by strengthening coordination with relevant parties and providing ongoing training to cope with regulatory changes while maintaining the quality of financial statement preparation.

To this end, Prakerja continues to innovate to enhance efficiency and transparency in the financial statement preparation process. Cloud-based documentation is used to integrate transaction data, while structured working papers ensure that each stage is neatly documented and verifiable. Layered internal controls are applied to maintain report quality, supported by efficient virtual meetings to strengthen coordination. With the combination of skilled human resources, technological innovation, and strict controls, Prakerja is committed to producing accurate, transparent, and timely financial statements, upholding public trust as a manifestation of accountability.

Combining Performance and Innovation: Creating a Government Start-Up Work Environment

Eko Suradi
Head of General Affairs Prakerja

Prakerja adopts a startup work culture that emphasizes open communication and rapid execution. Furthermore, we also ensure that every process and outcome is in line with government regulations. This effort is aimed at creating an adaptive and innovative work environment.

Transparent communication and fast response are key to ensuring that every team member can deliver maximum contribution to the achievement of the organization's vision. Additionally, we strive to create

a positive, comfortable, and supportive work environment, where every individual feels valued and motivated. We believe that a conducive work atmosphere starts with leadership that sets a good example, supported by clear work guidelines to foster harmonious relationships among individuals, teams, and organizational units.

To strengthen personal relationships with our predominantly Gen Y and Gen Z talent, we organize various activities to enhance employee engagement, such as team sports, birthday celebration, group lunch, gift exchange, and other events. These activities not only foster a sense of camaraderie but

also create a more close-knit and warm work atmosphere.

We also instill the values of agility and collaboration in every aspect of our work. All teams are expected to quickly adapt to changes, collaborate across functions, and responsively address challenges. Collaboration is key to achieving collective goals while maintaining flexibility and innovation. With this approach, we create a balanced work culture, professional yet human, allowing every individual to grow alongside the organization, while remaining harmonious with the vision, mission, and values of Prakerja.

Team Sports Activities with Prakerja Employees

> With an adaptive approach, from digital recruitment to 360-degree evaluations, Prakerja demonstrates **that innovation is not just a tool, but the spirit that unites vision and action to create real impacts for Indonesia.**

Finding the right digital talent, in the right place, at the right time.

We recognize that the success of the program is highly dependent on the quality of human resources. Hence, we implement a well-planned and effective recruitment strategy to attract excellent talents who are more than technically competent but also share the passion that aligns with the vision of the organization in making a real impact for Indonesia.

1. **Conducting an in-depth identification of workforce needs.**
   The Human Resource (HR) team ensures a clear understanding of the roles, responsibilities, and required technical and interpersonal skills for each position. This ensures that the search for candidates is focused on individuals who truly meet the requirements and are capable of making the most contributions.

2. **The candidate profile is specifically formulated to ensure alignment between the organization's needs and the candidate's potential.**
   This includes more than qualifications and experience but also shared values, where we seek individuals who have the vision to contribute to Indonesia through innovation and public service.

3. **The candidate search process is conducted using modern sourcing tools such as LinkedIn, Workable, and other professional platforms.**
   Technology allows us to more expansively reach potential talent, while also accelerate the selection process through efficient automated search features. In addition, Prakerja relies on the extensive network of the HR team, forming strategic collaborations with various partners, including universities, talent pool agencies, and professional communities.

The recruitment process is complemented by a hiring dashboard designed to monitor each recruitment stage in real-time. The dashboard enables transparency and accountability, enabling users and stakeholders to verify that Service Level Agreement (SLA) targets are met on time. With this approach, Prakerja is able to attract the best individuals who not only meet the organizational needs but also share a common vision to create a positive impact for society. This strategy ensures that every position is filled by the right talent, at the right time, thereby supporting the overall sustainability and success of the program.

Innovation in Performance Assessment Mechanism: The 360-Degree Method

Performance and work evaluations are conducted comprehensively and objectively through an annual performance appraisal process. This process aims to assess the contributions, achievements, and development of each TA/TP against the targets or goals set by the organization. The evaluation covers various key aspects, including organization value, personal value, work output, work process, and leadership for staff at the managerial level. To achieve optimal feedback, this year, we are using the 360-degree performance assessment method, which involves more evaluators. With this method, we strive for each employee to receive constructive feedback from a wider range of perspectives, not just from their leader. The results of this performance assessment serve as the basis for giving appreciation and career development opportunities.

Prakerja Town Hall:
An event to strengthen team performance

Fostering excellence and accountability: Prakerja's reward and punishment system

The reward and punishment system is designed in a structured manner, based on the principles of transparency and objectivity, referring to the contracts of expert staff (TA) and supporting staff (TP).

Rewards are one of the main pillars in motivating employees to reach their full potential. Prakerja gives appreciation not only in the form of financial rewards but also through non-financial rewards, offering employees the opportunity to develop themselves and have meaningful careers, including:

- **Opportunity for Self-Actualization:**
  Positively contributing employees can be given the opportunity to participate in national discussion forums, allowing them to share innovative ideas that support the organization's progress..

- **Personal Development Program:**
  For example, through internal ideathon activities, employees are encouraged to hone their creativity and present innovative solutions that are relevant to the organization's challenges.

- **International Assignments:**
  As appreciation for their achievements, top performers may be entrusted with representing Prakerja in global forums. This experience not only broadens their perspective but also strengthens Prakerja's position on the international stage.

Conversely, punishment is applied wisely with a constructive approach. The goal is to help employees understand and address their shortcomings, so they can contribute more effectively. This approach includes gradual steps, ranging from light reprimands to corrective actions designed to provide an educational impact.

Internal Ideathon Activities for Prakerja Employee Personal Development

Management of procurement processes based on information technology at Prakerja

Prakerja continues to innovate in managing the procurement process by utilizing information technology to create efficiency, transparency, and accountability. Based on Presidential Regulation Number 12 of 2021 and LKPP Regulation Number 12 of 2021, the procurement process is systematically managed through stages of preparation, planning, implementation, and accountability. In human resources procurement, Prakerja utilizes Workable and LinkedIn as tools to search for the best candidates. These platforms allow the recruitment team to reach potential talents widely and efficiently, with data-driven search features that support a fast and targeted selection process.

The procurement process faces several challenges, such as sudden needs, changes in technical specifications, and discrepancies between realization and the Budget Plan (RAB). To address these, Prakerja implements strategies such as synchronization between the Operational

Activity Guidelines (POK) and the General Procurement Plan Information System (SIRUP), as well as careful contract drafting to minimize revisions.

Technology-based innovation is the key to the success of procurement at Prakerja, including:

- Cloud-based Document Management: Storing procurement documents on a cloud platform facilitates real-time access and transparent monitoring of the process.

- Structured File Management: Consistent file naming and coding system simplifies document tracking, revisions, and archiving.

- Accurate Timeline: The development of a detailed and precise schedule ensures that each procurement process is in accordance with the time targets.

- Digital Collaboration: Intensive communication through Google Meet, Zoom, and WhatsApp groups facilitates coordination between the internal team and external partners.

Prakerja General Affairs Team Meeting

"

Overall, Prakerja is a commendable initiative and deserves to be followed through. However, each step needs to be evaluated, with excellent adherence to sound management practices. This is the only way that will allow the program to achieve its full potential.

Boediono

Vice President of the Republic of Indonesia (2009-2014)

"

Prakerja, introduced by President Jokowi in 2019, presents an opportunity to enhance competencies and provide support for workers who need to acquire new skills through retraining, as well as explore new possibilities. This initiative aims to improve the productivity of human resources, particularly the workforce in Indonesia.

Sri Mulyani Indrawati

Minister of Finance of the Republic of Indonesia

Cahyo Prihadi

Director of Monitoring and
Evaluation Prakerja

360 Degree Monitoring and Evaluation

Monitoring and Evaluation is underrated. Always underrated. Yet, it ensures true progress.

Without monitoring and evaluation, we would never know what to measure, and consequently, we would not know what needs to be managed. Monitoring or quality control is an integral part of the process. Compliance with the standards or indicators that we regulate as the "rules of the game" is part of the process. It is the government's responsibility to regulate, create rules, and enforce them. Both training and non-training aspects are targets for supervision. Non-compliance will be met with legal action, with no exceptions. Why is this important? Because a good process will never betray its results. A good process will inevitably lead to positive outcomes. We educate our partners to be aware of the regulations when conducting business within the program's ecosystem. The adherence of all parties to proper governance reduces the risk of deviating from the program's objectives. This is the real manifestation of good governance in public service.

 If governance is well-implemented, does that mean the program's objectives

have been achieved? The answer is no, not yet. The process indicators we have developed and are monitoring only go as far as ensuring that beneficiaries receive quality training. But it doesn't stop there—beneficiaries are also given the opportunity to provide feedback through evaluation surveys. This serves as a snapshot of the beneficiaries' input and conditions. All of this provides signals to ascertain how far the program is going in line with its objectives. This is part of continuous improvement spirit. We don't assume we know but first seek to know. Program improvements and enhancements must be based on data. The data is processed into information, and this information will assist management and the Job Creation Committee (KCK) in making well-informed decisions.

So, how do we gauge the impact of the program on society? To measure and understand the impact of the program on beneficiaries, we need experts—credible, accountable researchers of good repute. Self-evaluation of impact may be seen as biased. Why? Neutrality. Evaluators hired by management are often accused of "being part of the system" or "producing research results made to order." They are deemed as

subjective. This situation requires external researchers with independent perspectives. Of course, with the right context and valid methods. Now, are we ready to be independently evaluated? Are we capable of accepting input from research findings?

Prakerja is intended for a workforce with the motivation to learn. People who can leverage the program's products for the outcome of their well-being. This means that access to Prakerja is open to everyone meeting the eligibility requirements. However, government programs are demanded to not only be effective but also inclusive. Leaving no one behind. With the demands of Prakerja's mission, are the partners within the program's ecosystem fulfilling their responsibilities properly? Are the beneficiaries receiving the best possible benefits from the program? Prakerja has built an ecosystem to become a large-scale program. Alignment of multi-stakeholder visions and missions within the ecosystem is crucial. Therefore, a 360-degree form of monitoring and evaluation is necessary to ascertain how to track and address program achievements.

Effective Strategies to Monitor the Implementation of Training Across Millions of Sessions

Anthonius
Head of Monitoring and Data Verification Prakerja

Prakerja conducts monitoring of millions of online and offline training sessions through two main strategies. First, Multi-Stakeholder Monitoring, which involves various parties to ensure that the training is conducted effectively and accurately. Prakerja collaborates with 11 universities

and 1 NGO across Indonesia, which serve as the Monitoring Expert Team to assess training compliance and quality. Additionally, Prakerja utilizes a training data repository to monitor training implementation, where training institutions are required to submit implementation reports. Digital platforms also play an active role in monitoring training provided by training institutions within the ecosystem. The Beneficiary Feedback Channel gives beneficiaries access to provide reviews and report any issues encountered during the training or the overall program via the

Contact Center channel. In the discovery of non-compliance indications, the Prakerja Monitoring Team conducts direct monitoring of the training sessions (offline or online if necessary) and carries out further reviews and detailed investigations if non-compliance is detected during the training implementation. Second, the Utilization of Technology by Prakerja to improve monitoring efficiency. Technologies such as face matching and face recognition are used to ensure the beneficiaries' identity matches the registered data. Additionally, teleconferencing is used for coordination meetings between the Monitoring Expert Teams spread across Indonesia, and connected worksheets (live docs) are used for efficient data processing and analysis.

As a further step in supervision, Prakerja also imposes sanctions on training institutions found to be in violation in order to maintain the quality and integrity of training implementation.

Coordination with the Monitoring Expert Team

> *Through a punishment system based on the level of violations and mitigation of suspension impacts, Prakerja ensures a balance between maintaining the compliance of training institutions and meeting beneficiaries' needs. **This is not just monitoring, but a strategic measure in maintaining public trust in the Prakerja ecosystem.***

Monitoring of Offline Training

Offline Training Monitoring: Ensuring Efficiency in Wide-Reaching Implementation

Onsite monitoring is carried out by the Monitoring Expert Team through multi-stakeholder collaboration with universities and NGOs based near the offline training locations. For areas that are inaccessible to the Monitoring Expert Team, monitoring is still conducted by the PMO Internal Monitoring Team through the repository submitted by the training institutions (LP) and onsite monitoring. Each training program, whether online or offline, will be monitored at least once, either onsite or through the training repository. If violations are found during the training implementation, Prakerja will impose sanctions, such as suspending the training or the training institution found to be in violation.

Fair and Effective Formulation and Imposition of Punishments

As a follow-up to the monitoring process, a punishment system is implemented in the form of a suspension sanction on training program for the subsequent training transactions. Punishments or sanctions are graded based on the severity of the violation, categorized into Light, Medium, and Heavy violations. These categories will affect the duration for which a training program is suspended from conducting transactions within the Prakerja ecosystem. An example of a Heavy violation might involve non-compliance with training regulations outlined in the Minister of Coordinating Economic Affairs Regulation on Prakerja, such as adherence to training pricing. The imposition of training program suspension could potentially reduce the supply of training program quota in the ecosystem. For specific cases, when monitoring findings affect a suspended training program, Prakerja takes mitigation measures to ensure the continued supply of training programs, so that demand for training program within the ecosystem meets the needs of the beneficiaries. Prakerja carries out mitigation by periodically estimating quota availability across all training programs in the ecosystem and comparing it with the quota lost due to suspensions and communicating with the partnership directorate to ensure the availability of training programs meets the quota for beneficiaries.

Data-driven Evaluation:
Measuring the Impact of Large-Scale Training Programs

Romora Edward Sitorus
Head of Evaluation, Research, Dissemination, and Advocacy Prakerja

Why is the evaluation of Prakerja very important? Evaluation is essential to determine whether Prakerja has been implemented effectively, efficiently, and has delivered the expected outcomes. Specifically, the program evaluation measures the extent to which Prakerja has contributed to improving skills, productivity, competitiveness, and entrepreneurship. This process also ensures that the budget allocated provides the maximum possible benefit to the workforce.

The evaluation of Prakerja is crucial for identifying areas of improvement and innovation, ensuring accountability, and supporting data-driven decision-making. A comprehensive evaluation allows Prakerja to continuously adapt to the needs of beneficiaries and the labor market.

Several factors make evaluating Prakerja a significant challenge. First is the massive scale and complexity of the program. From 2020 to 2024, the program offers over 7,500 training sessions designed by more than 500 institutions, serving 18.9 million beneficiaries. These beneficiaries are spread across 38 provinces, 514 regencies/cities, and 6,812

districts throughout Indonesia. The training offered covers 49 categories, and beneficiaries will collectively accumulate 154 million hours of training.

Second, the evaluation of Prakerja must also consider the innovative and phased enrollment process, including the addition of batches. Enrollment occurs in 71 waves over five years, with an average of 279,000 beneficiaries per batch, reflecting high public enthusiasm, and with oversubscription reaching up to 7.5 times per batch. This complexity in the enrollment process adds another layer of challenge to the evaluation.

Third, to align with Prakerja's new methods, the evaluation process itself must be innovative. Various data types and approaches are used, including ratings and reviews, evaluation surveys, administrative data, phone surveys, online surveys, and in-depth interviews. This innovative approach ensures the evaluation is objective, data-driven, and timely, enabling early improvements at every stage of the program's execution.

> "
> *The Prakerja evaluation system **starts with the Theory of Change** as the foundation for designing and assessing the program's effectiveness.*

The Flow of Prakerja's Theory of Change

INPUT	PROCESS	OUTPUT	OUTCOME	IMPACT
◉ Budget	◉ Operational Standards	◉ Number of Beneficiaries	◉ Training Rating	◉ Income increase
◉ Legal Basis	◉ Participant registration	◉ Number of beneficiaries who completed training	◉ Skill Development	◉ Better Employment
◉ Team	◉ Training implementation	◉ Number of classes run	◉ Certificate utilization	◉ Welfare improvement
	◉ Incentive disbursement	◉ Amount of incentives disbursed		

The Prakerja Theory of Change

The evaluation system of Prakerja starts with the Theory of Change as the foundation for designing and assessing the program's effectiveness. The Prakerja Theory of Change outlines the strategic framework designed to improve beneficiaries' skills, productivity, competitiveness, and entrepreneurship through structured, practical training, including IVET (Initial Vocational Education and Training) and CVET (Continuing Vocational Education and Training). The Theory of Change is essential as it provides a clear guide on how inputs and implemented processes can generate the desired social and economic outputs, outcomes, and impacts.

The Prakerja evaluation system based on the Theory of Change includes several key components: *Input, Process, Output, Outcome,* and *Impact*. First, the *Input* component encompasses government funding, digital infrastructure, qualified instructors, and training materials. Second, the *Process* component includes operational steps such as beneficiary registration, selection, online training implementation, and incentive distribution, ensuring the program operates efficiently.

Types of Evaluations Conducted

Evaluation that has been conducted

01 Rapid Assessment
Process evaluation and perception of the implemented scheme (TNP2K, DEFINIT-ADB)

02 Beneficiary Evaluation Survey by Prakerja
Obtaining perceptions and status updates from beneficiaries

03 Partner Evaluation Survey by Prakerja
Once a year. For training institutions, digital platforms, banks and fintech, as well as job portals

04 Labour Force Survey by Statistics Indonesia
Twice a year in the National Labor Force Survey (Sakernas) by Statistics Indonesia

05 Perception Survey by External Institutions
Assessment of the process, user perceptions, and indications/ direction of outcomes (CSIS, Cyrus Network, Ipsos, Poltracking, training institutions)

06 Randomized Control Trial (RCT)
Impact Evaluation by comparing outcomes between beneficiaries and non-beneficiaries (J-PAL SEA, Presisi, Svara, CEDS)

07 Other Independent Studies
May include studies or other surveys (CIPG-ADB, TNP2K-World Bank, LPEM FEB UI)

08 Tracer Study
Survey of all Prakerja alumni from 2020-2024 to obtain alumni employment status updates

Research and Evaluation Activities

Coordination on the Progress of Impact Evaluation Study with International Development Partners

Biweekly Meeting with International Development Partners

Focus Group Discussion with Economists

Townhall Meeting on Employment Conditions & Workforce Survey Updates

Training Interest Survey for Prakerja Alumni

Kick-Off Meeting for Partner Surveys and Independent Studies Implementation

Third, the *Output* component includes the number of beneficiaries who successfully complete training and obtain certification. Fourth, the *Outcome* component takes the form of skill levels, the use of certifications for employment, and the growth of entrepreneurial skills. Finally, the *Impact* component refers to the long-term effects of the program, such as income, well-being, and productivity.

Continuous evaluation

Over the past five years, Prakerja has conducted 13 evaluation surveys (SE) of beneficiaries who have completed the entire Prakerja user journey. The surveys were successfully answered by 85 percent of all effective beneficiaries, equating to 16.2 million respondents. On average, each Prakerja Evaluation Survey has received responses from 3.2 million beneficiaries.

In addition, Prakerja regularly conducts surveys with partner institutions, including Training Institutions (LP), Digital Platforms, Job Portals, and Payment Partners, to assess the program's impact on the partnership ecosystem. Prakerja also provides Training Institutions with coaching to conduct self-evaluations and measure the impact of the training on their respective beneficiaries.

Prakerja has also been evaluated by 15 external institutions through 17 independent studies, including TNP2K, the World Bank, J-PAL SEA, and others. Since 2020, Statistics Indonesia has also collected Prakerja data through the National Labour Force Survey (Sakernas), strengthening the program's evaluation validity.

Knowledge Sharing Between Prakerja and Statistics Indonesia (BPS) Team

Launch of the 2021 Prakerja Report: Two Years of Transforming Public Services with the Prakerja

> *Prakerja's commitment to sharing and collaboration has been internationally recognized, with accolades such as an Honorable Mention at the Wenhui Award 2022 for Innovative Learning Solutions in the Asia-Pacific. Prakerja has also received a statement of fact from the UNDP and ADB regarding the program's effectiveness and its impact on accelerating the SDGs.*

Study Visit of the Delegation of the House of Representatives of Thailand with Airlangga Hartarto, the Coordinating Minister for Economic Affairs

Prakerja is open to sharing evaluation insights, research findings, and best practices through dissemination and advocacy efforts. Every quarter, Prakerja distributes infographics on program progress to all regents and governors across Indonesia. Additionally, statistics on Prakerja beneficiaries are publicly accessible at https://statistik.prakerja.go.id/

These efforts are driven by the belief that evaluation results must deliver broader benefits, as stated by the 8th UN Secretary-General, Ban Ki-Moon: "*Governments cannot carry out their duties alone. To serve those in need, we must broaden our base and reach, and harness the full power of partnerships across the Organization.*"

The initial recognition of Prakerja on the global stage began when Indonesia's Minister of Economic Affairs, Airlangga Hartarto, was invited to present Prakerja's best practices at the International Conference on Adult Education (CONFINTEA VII) in Marrakech, Morocco, in 2022.

In 2023, Prakerja was also entrusted with hosting the international Inclusive Lifelong Learning Conference (ILLC) in Bali, in collaboration with the UNESCO Institute for Lifelong Learning. The conference was attended by 300 international lifelong learning experts from 40 countries. Prakerja has also been invited by various

Sharing Best Practices with The World

international organizations such as the ADB, ASEAN Secretariat, UNESCAP, UNESCO, NILE, World Food Programme (WFP), APEC, EdTech Asia, the World Bank, the IMF, and the Digital Convergence Initiative.

Prakerja's commitment to sharing and collaboration has been internationally recognized, with accolades such as an Honorable Mention at the Wenhui Award 2022 for Innovative Learning Solutions in the Asia-Pacific. Prakerja has also received a statement of fact from the UNDP and ADB regarding the program's effectiveness and its impact on accelerating the SDGs. Furthermore, Prakerja has shared its best practices through the Global Solutions Journal and the T20 Policy Brief.

Global partners continue to show interest in Prakerja. Several partners such as ANCLA (Morocco), National Social Protection Council/NSPC (Cambodia), Universiti Malaya (Malaysia), Waseda University (Japan), PBEd (Philippines), and CSEP (Timor-Leste) have conducted study visits to explore the intricacies of the program's best practices.

The Government of Thailand's representation has specifically initiated a close relationship with Prakerja through meetings with Vice Minister for the Office of the Prime Minister Nahathai Thewphaingarm, study visits by Parliament and Deputy Secretary-General of Prime Minister, and membership in the Equitable Education Alliance (EEA).

Global Collaboration and International Alliance: Exchange of Knowledge and Support

Prakerja's presence on the international stage can be seen as a reflection of Indonesia's leadership. It is not merely about participation but also about contributing new ideas for a better world. It is not just about listening but also about speaking up. Prakerja is also part of alliances that enable greater collaboration for joint initiatives to advance sustainable development through skill development. The program remains committed to continuous learning, recognizing that solutions can become outdated, requiring the adoption of new approaches.

Seoul, South Korea
1. Edtech Korea Forum 2022
2. Edtech Korea Fair 2022
3. Audience with UN APCICT dan UN POG
4. UN APCICT Digital Leaders Programme
5. MoU signing with ANLCA Maroko
6. The 3rd Asian Economic Development Conference 2024

Jeju, South Korea
NILE Lifelong Learning for Future Education

Incheon, South Korea
UNPOG Effective Governance and Digital Transformation Symposium

Hangzhou, China
Alibaba Cloud Global Summit 2023

Shanghai, China
1. INCLUSION Conference
2. Asian Inclusion Week 2024

Tianjin, China
Wenhui Award 2022 Ceremony

New York, United States of America
1. 61st Session of UN Commission for Social Development
2. SDG Action Weekend 2023 Side Event
3. Discussion about Prakerja at Cornell University and Columbia University
4. Audience with UNSGSA
5. Audience with UN DESA
6. Audience with UN Women

Canberra, Australia
1. Audience with the Department of Employment and Workplace Relation, Digital Transformation Agency, and Department of Foreign Affairs and Trade
2. Discussion on Prakerja at Australia National University

Manila, Philippines
1. ADB Social Protection Week 2023
2. Discussion about Prakerja at the Ateneo de Manila University
3. Discussion on Prakerja at University of Philippines

San Fransisco, United States of America
APEC Multistakeholder Forum

Marrakesh, Morocco
1. Annual Meeting World Bank-IMF 2023 Side Event
2. UNESCO CONFINTEA VII

Bangkok, Thailand
1. UN 67th Session of the Commission on the Status of Women
2. All for Education Conference 2024

Singapore
1. Global Lifelong Learning Summit
2. Visit to Skillsfuture Singapore and Institute for Adult Learning
3. Digital Futures of Work Global Conference

Oxford, United Kingdom
Leadership and Diversity Program for Regulators Women's World Banking

Tokyo, Japan
Audience with Ministry of Health, Labour, and Welfare and study visit to Hello Work

Rome, Italy
WFP Global Learning Event "Her Money, Her future"

Kuala Lumpur, Malaysia
1. ESD for 2030 Regional Meeting
2. Discussion on Prakerja at Universiti Malaya

Ulaanbaatar, Mongolia
Mongolia Social Protection Forum
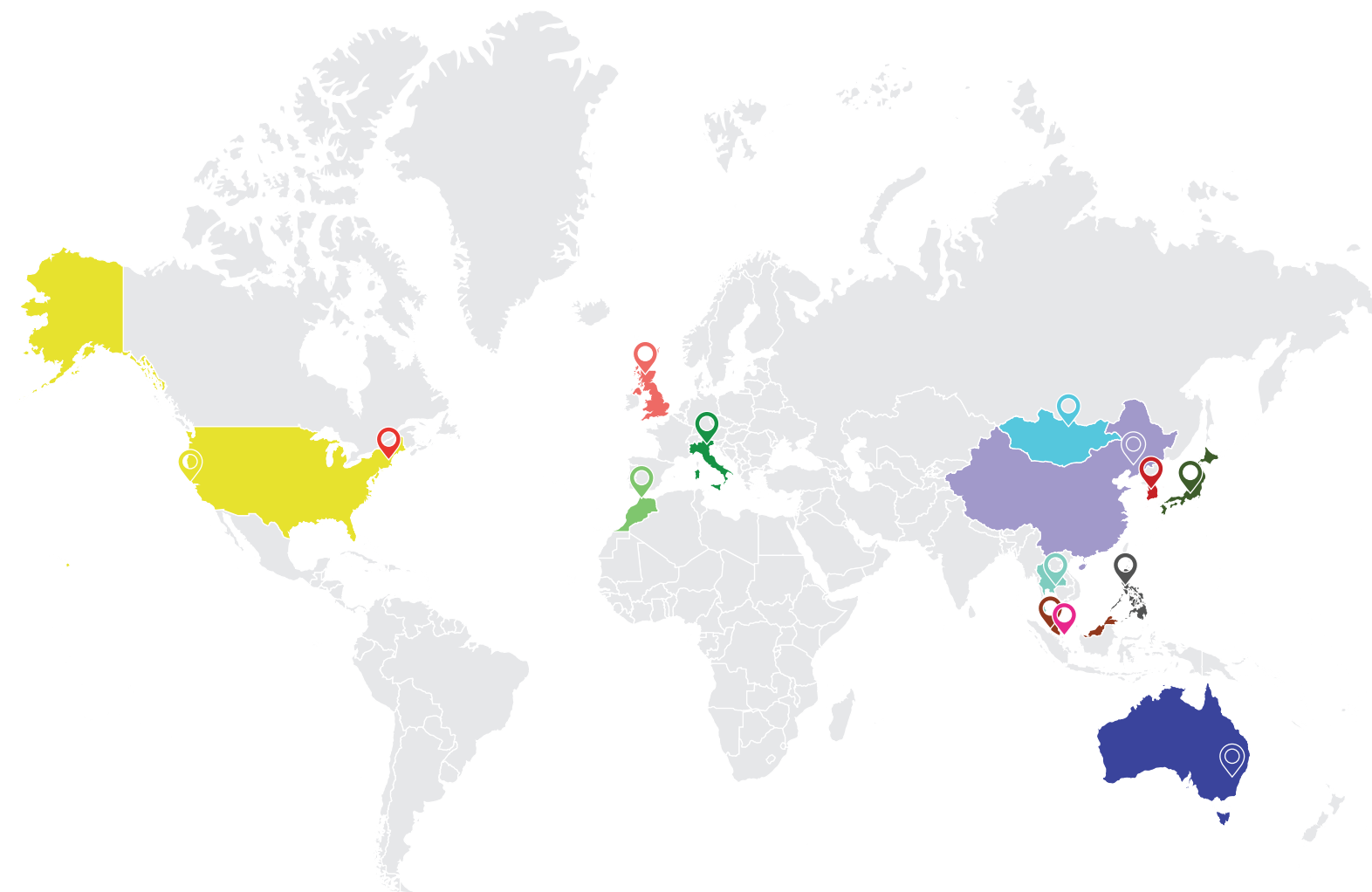
Timeline of External Studies on Prakerja

Since its launch, Prakerja has been evaluated by 15 independent research institutions to assess the program's impact.

The evaluations conducted by external parties include rapid assessment program, surveys evaluating beneficiaries, and impact evaluations using the randomized control trial method

To produce credible information, Prakerja's studies and evaluations by external institutions are conducted repeatedly and involve reputable research organizations.

Launch of Prakerja

TNP2K Rapid Assessment
May 19 - June 1, 2020
4.777 respondents

Bukalapak Digital Merchant Survey by World Bank*
May 27 - June 27 2020
1.020 respondents

Program Impact towards Mental Health LPEM FEB UI
Aug - Sept 2020
4.000 respondents

Shopee Digital Merchant Survey by World Bank
December 21 -25, 2020
15.238 respondents

Cyrus Network Survey
May 2021
2.000 respondents

Impact Evaluation J-PAL SEA
June 29 - Oct 21, 2021
47.750 respondents

Ipsos Survey
June 16-24, 2021
500 respondents

CSIS Survey
Jul 27 - Aug 2, 2021
2.000 respondents

11 April 2020	May 2020	August 2020	December 2020	May 2021	June 2021	July 2021

2024	2023	December 2022	November 2022	April 2022	October 2021	September 2021

Prakerja Alumni Tracer Study

Prakerja Impact Evaluation under Normal Scheme 2024

Rapid Assessment by DEFINIT-ADB
Jun 8-20 2023
2.972 respondents

Qualitative Study by SMERU
Jun - Jul 2023
18 respondents

National Economy-Politic Projection Survey*
Apr 9-15, 2023
1.220 respondents

CIPG-ADB Survey
Dec 11, 2022 - Jan 6, 2023
385 respondents

National Economy-Politic Projection Survey*
Nov 1-7 2022
1.220 respondents

Impact Evaluation CEDS UNPAD
Apr - Aug 2022
4.141 respondents

World Bank - TNPK Survey on G2P Disbursement
Oct 6-25 2021
1.000 respondents

Impact Evaluation by Presisi Indonesia
Sep 24 - Nov 1, 2021
2.156 respondents

Urban Amenities Impact Evaluation Study by Svara Institute
Sep 24 - Nov 1, 2021
2.156 respondents

Note:
Since August 2020 Statistics Indonesia have included questions about Prakerja in the SAKERNAS (9x survey up to this point)

*The survey/study while not specifically referring to Prakerja does reveal respondents' perception towards Prakerja. Performed by research institutions without Prakerja administrative data

Prakerja's External Research Partner:

TNP2K · THE WORLD BANK · LPEM FEB UI · CYRUS NETWORK · Ipsos · J-PAL · PRESISI INDONESIA · SVARA INSTITUTE · CEDS · POLTRACKING Indonesia · smeru · CIPG · DEFINIT · ADB ASIAN DEVELOPMENT BANK

"

Our involvement as the monitoring team for the 2024 Kartu Prakerja Program is truly an honor, considering the positive impact this program has on the wider community. The technological innovations in its implementation and the professionalism of those involved deserve recognition, making the program not only accurately targeted but also continuously educational.

I Ketut Sutama, M.A.
Vice Director IV for Cooperation, Bali State Polytechnic

"

This is an outstanding intervention. Prakerja emphasizes the importance of sustainable evaluation and a data-driven mindset. The program requires evidence of what is working well and what needs to be improved throughout its implementation.

Karin Schelzig
Director of Human and Social Development, Asian Development Bank (ADB)

"

Petra Christian University is proud to serve as the Kartu Prakerja Expert Monitoring Team. The monitoring processes and indicators are carefully designed to ensure that the government's mission to enhance public skills and welfare is accurately achieved and continues to develop in the future.

Dr. Rudy Setiawan, S.T., M.T.
Vice Rector for Student Affairs, Petra Christian University

"

I believe the Thai parliamentary committee can learn valuable lessons from Prakerja and potentially develop it. We hope the Government of Thailand will take note and consider adopting certain features and aspects of Prakerja to be replicated in Thailand.

Parit Wacharasindhu
Chairman of the Political Development, Mass Communication, and Public Participation Committee, Thai Parliament

04

Prakerja Aligns with the Golden Indonesia 2045 Vision

Towards Golden Indonesia 2045

According to the 2015 Intercensal Population Survey (SUPAS), Indonesia's demographic bonus period began in 2012 and will end in 2036. Starting in 2036, the dependency ratio is projected to exceed 50. This signifies that the combined number of individuals aged 0-14 and those over 65 will surpass the number of those aged 15-64, which is recognized as the productive age group. While not as pessimistic as the estimate from Statistics Indonesia, Bappenas (2023) anticipates that Indonesia's demographic bonus period will extend for five extra years until 2041. Regardless of whether the ending is in 2036 or 2041, we merely have 11-16 years to develop our population's productive capacity to be able to support Indonesia's economy now and beyond 2041.

As we commemorate the 100th anniversary of independence, we aspire for Indonesia to become a developed country—a high-income nation. This aspiration has shaped our vision: the Golden Indonesia 2045 Vision, which serves as a guide determining the direction of Indonesia's development. A vision without action is merely a dream. The vision is broken down into strategies, assessing where we currently stand versus where we aim to be in 2045, and devising strategies to narrow the gap between these two points.

In 2023, Indonesia's GNI per capita is USD 4,580 (Ministry of Finance, 2023), while to enter the classification of a developed nation requires a GNI minimum of USD 14,005 (Our World in Data, 2024). From these two figures, we need a GNI per capita growth of 5.2 percent per year within the 2024 - 2045 period, or 7.1 percent per year if calculated in Rupiah. This demands an annual GDP growth of approximately 8.1% from 2024 to 2045. Many people question whether we are capable of achieving this target. The answer is, it's challenging. However, this question is not substantive. The more pertinent question is: **what sort of efforts are necessary to bring our economy closer to the Golden Indonesia 2045 Vision?**

Leveraging on the Demographic Bonus

The first step in realizing the Golden Indonesia 2045 is to optimally leverage the demographic bonus.

The demographic bonus is anticipated to conclude by 2036. Subsequently, the number of productive age group individuals will be surpassed by those in the non-productive age brackets. If the smaller productive population does not achieve high productivity, Indonesia's per capita income trajectory will continue to decline, moving us further away from, rather than closer to, the Golden Indonesia 2045 aspirations.

Therefore, the government must swiftly invest in workforce skills and enhance the labor market allocation function. The Prakerja program is a human resources investment that has been proven to be beneficial and profitable, as from 2020 to 2024, the Prakerja program is expected to achieve an ROI of 14 percent.

Demographic Bonus to Peak
in 6 years (2030)

Demographic Bonus to End
in 12 years (2036)

Projected Population (2015-2045)*

% Productive age (25-65 years old)   % Non-Productive age   dependency ratio
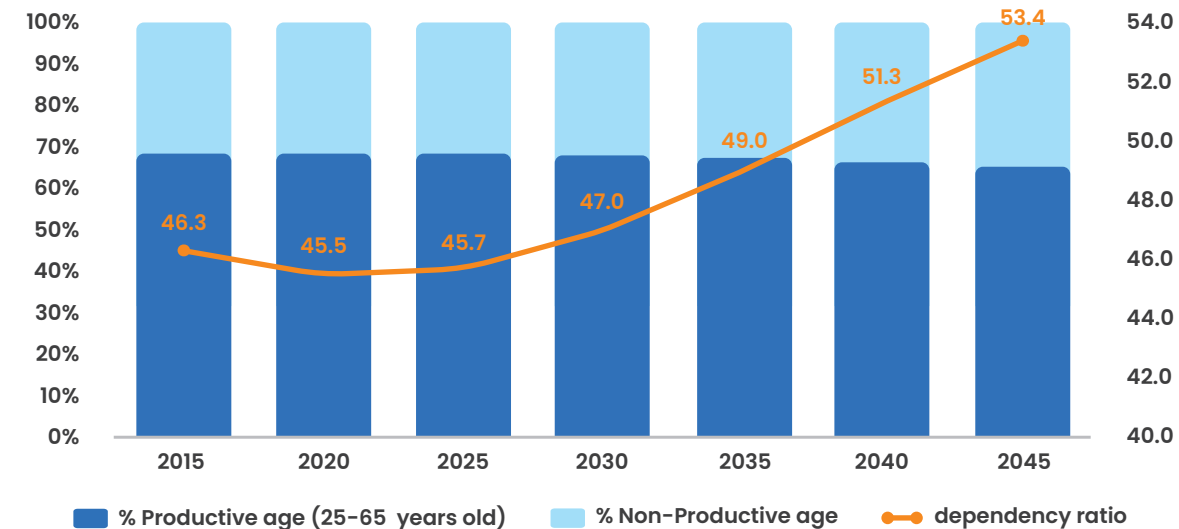
Source: Statistics Indonesia (2023)

The Government's Vision for Lifelong Learning

2025-2045 National Long-Term Development Plan

Law Number 59 of 2024 on the National Long-Term Development Plan 2025-2045

SALINAN

PRESIDEN
REPUBLIK INDONESIA

UNDANG-UNDANG REPUBLIK INDONESIA

NOMOR 59 TAHUN 2024

TENTANG

RENCANA PEMBANGUNAN JANGKA PANJANG NASIONAL

TAHUN 2025—2045

DENGAN RAHMAT TUHAN YANG MAHA ESA

PRESIDEN REPUBLIK INDONESIA,

Menimbang　:　a.　bahwa visi bernegara Indonesia yang tercantum dalam Pembukaan Undang-Undang Dasar Negara Republik Indonesia Tahun 1945 adalah merdeka, bersatu, berdaulat, adil, dan makmur;

b.　bahwa visi bernegara Indonesia sebagaimana dimaksud dalam huruf a diwujudkan melalui misi bernegara Indonesia sebagaimana tercantum dalam Pembukaan Undang-Undang Dasar Negara Republik Indonesia Tahun 1945, yaitu untuk melindungi segenap bangsa dan seluruh tumpah darah Indonesia, memajukan kesejahteraan umum, mencerdaskan kehidupan bangsa, dan ikut melaksanakan ketertiban dunia yang berdasarkan kemerdekaan, perdamaian abadi, dan keadilan sosial;

c.　bahwa misi bernegara Indonesia sebagaimana dimaksud dalam huruf b sekaligus merupakan visi Pemerintah Negara Indonesia yang diwujudkan melalui pembangunan nasional;

d.　bahwa untuk melaksanakan pembangunan nasional sebagaimana dimaksud dalam huruf c, Pemerintah Negara Indonesia perlu menyusun perencanaan pembangunan jangka panjang nasional yang menjabarkan visi dan misi bernegara ke dalam bentuk visi, misi, dan arah pembangunan nasional untuk periode 20 (dua puluh) tahun yang disusun dengan memperhatikan perubahan pesat pada berbagai bidang;

e. bahwa . . .

SK No 218684 A

Produktivitas Tenaga Kerja

Tenaga kerja dibentuk menjadi tenaga kerja berkeahlian yang tangguh, adaptif, inovatif, kompeten, dan mampu mengisi pasar kerja lokal dan global. Kebijakan penguatan SDM secara inklusif dan ditempuh dari sisi permintaan dan penawaran, disertai oleh fasilitasi mobilitas pekerja. Dari sisi permintaan, penciptaan lapangan kerja menengah ke atas di sektor-sektor produktif termasuk lapangan kerja hijau, biru dan digital bagi 206,6 juta angkatan kerja. Pasar tenaga kerja memerlukan transformasi struktural untuk menciptakan pekerjaan yang menawarkan produktivitas dan pekerjaan lebih tinggi. Dari sisi penawaran, keahlian angkatan kerja utamanya disiapkan dengan (i) percepatan untuk pemantapan penyelenggaraan pendidikan dan pelatihan vokasi yang berbasis kebutuhan dan *dual-system*; ==(ii) penguatan pelatihan *re-skilling* dan *up-skilling* serta integrasi *soft skills* bagi angkatan kerja untuk mengantisipasi disrupsi dengan prinsip pembelajaran sepanjang hayat dan memanfaatkan teknologi,== dan (iii) pembentukan regulasi penguatan vokasi yang memberikan kepastian sinergitas dan relevansi penyelenggaraan pendidikan vokasi dan

Prakerja aligns with Section 4.2 on Economic Transformation, specifically the topic of Labour Productivity, in the 2025-2045 National Long-Term Development Plan (RPJPN).

Law on National Education System No. 20 of 2003

PRESIDEN
REPUBLIK INDONESIA

UNDANG-UNDANG REPUBLIK INDONESIA
NOMOR 20 TAHUN 2003
TENTANG
SISTEM PENDIDIKAN NASIONAL

DENGAN RAHMAT TUHAN YANG MAHA ESA

PRESIDEN REPUBLIK INDONESIA

Menimbang　:　a.　bahwa pembukaan Undang-Undang Dasar Negara Republik Indonesia tahun 1945 mengamanatkan Pemerintah Negara Indonesia yang melindungi segenap bangsa Indonesia dan seluruh tumpah darah Indonesia dan untuk memajukan kesejahteraan umum, mencerdaskan kehidupan bangsa, dan ikut melaksanakan ketertiban dunia yang berdasarkan kemerdekaan, perdamaian abadi dan keadilan sosial;

b.　bahwa Undang-Undang Dasar Negara Republik Indonesia Tahun 1945 mengamanatkan Pemerintah mengusahakan dan menyelenggarakan satu sistem pendidikan nasional yang meningkatkan keimanan dan ketakwaan kepada Tuhan Yang Maha Esa serta akhlak mulia dalam rangka mencerdaskan kehidupan bangsa yang diatur dengan undang-undang;

c.　bahwa sistem pendidikan nasional harus mampu menjamin pemerataan kesempatan pendidikan, peningkatan mutu serta relevansi dan efisiensi manajemen pendidikan untuk menghadapi tantangan sesuai dengan tuntutan perubahan kehidupan lokal, nasional, dan global sehingga perlu dilakukan pembaharuan pendidikan secara terencana, terarah, dan berkesinambungan;

d.　bahwa Undang-undang Nomor 2 Tahun 1989 tentang Sistem Pendidikan Nasional tidak memadai lagi dan perlu diganti serta perlu disempurnakan agar sesuai dengan amanat perubahan Undang-Undang Dasar Negara Republik Indonesia Tahun 1945;

e.　bahwa berdasarkan pertimbangan sebagaimana dimaksud pada huruf a, b, c, dan d perlu membentuk Undang-Undang tentang Sistem Pendidikan Nasional.

BAB III

PRINSIP PENYELENGGARAAN PENDIDIKAN

Pasal 4

(1) Pendidikan diselenggarakan secara demokratis dan berkeadilan serta tidak diskriminatif dengan menjunjung tinggi hak asasi manusia, nilai keagamaan, nilai kultural, dan kemajemukan bangsa.

(2) Pendidikan diselenggarakan sebagai satu kesatuan yang sistemik dengan sistem terbuka dan multimakna.

(3) ==Pendidikan diselenggarakan sebagai suatu proses pembudayaan dan pemberdayaan peserta didik yang berlangsung sepanjang hayat.==

(4) Pendidikan diselenggarakan dengan memberi keteladanan, membangun kemauan, dan mengembangkan kreativitas peserta didik dalam proses pembelajaran.

(5) Pendidikan diselenggarakan dengan mengembangkan budaya membaca, menulis, dan berhitung bagi segenap warga masyarakat.

Prakerja aligns with the principles of lifelong learning.

The Eight Aspirations (Asta Cita) of President Prabowo's 2024-2029 Administration

Prakerja aligns with the following Vision and Mission of the President-Elect:

Asta Cita #3

*....increasing quality job opportunities, **encouraging entrepreneurship,** developing the creative industry...*

Asta Cita #4

Strengthening human resource development, science,** technology, education... enhancing the roles of **women, youth,...

Improving the skills and productivity of our workers is a continuous, **endless mission. Prakerja needs to be continued,** especially because the Government is yet to have a large-scale and inclusive training mechanism other than Prakerja.

We do not have time for pauses, experimentation, or **reinventing the wheel.** due to rapid changes in the world of work is, growing number of the workforce, and continual occurrence of layoffs.

Prakerja has been incorporated into the 2025-2029 Government Work Plan as part of National Priority 6 (Presidential Regulation Number 109 of 2024 on the 2025 Government Work Plan)

Prakerja Prepares Lifelong Learners

Prakerja serves all individuals of productive age, from 18 to 64 years old, with a focus on fostering a spirit of lifelong learning. The program is specifically designed to address the significant challenges faced by workers aged 35 and above, a group particularly vulnerable to displacement due to outdated skills. In response to the ever-changing vocational landscape, Prakerja offers access to market-based training, ensuring they remain competitive and productive. Through this approach, Prakerja not only enhances skills but also bolsters the confidence of the Indonesian workforce to adapt and thrive in an increasingly dynamic era.

LIFELONG LEARNING

Preschool - University

prakerja

Birth

0 year old — 2 years old — 18 years old — 22 years old — **35 years old** — 64 years old — 77 years old

Death

35 years old
Prone to job displacement
Due to irrelevant job skills

Adult Learning and Education
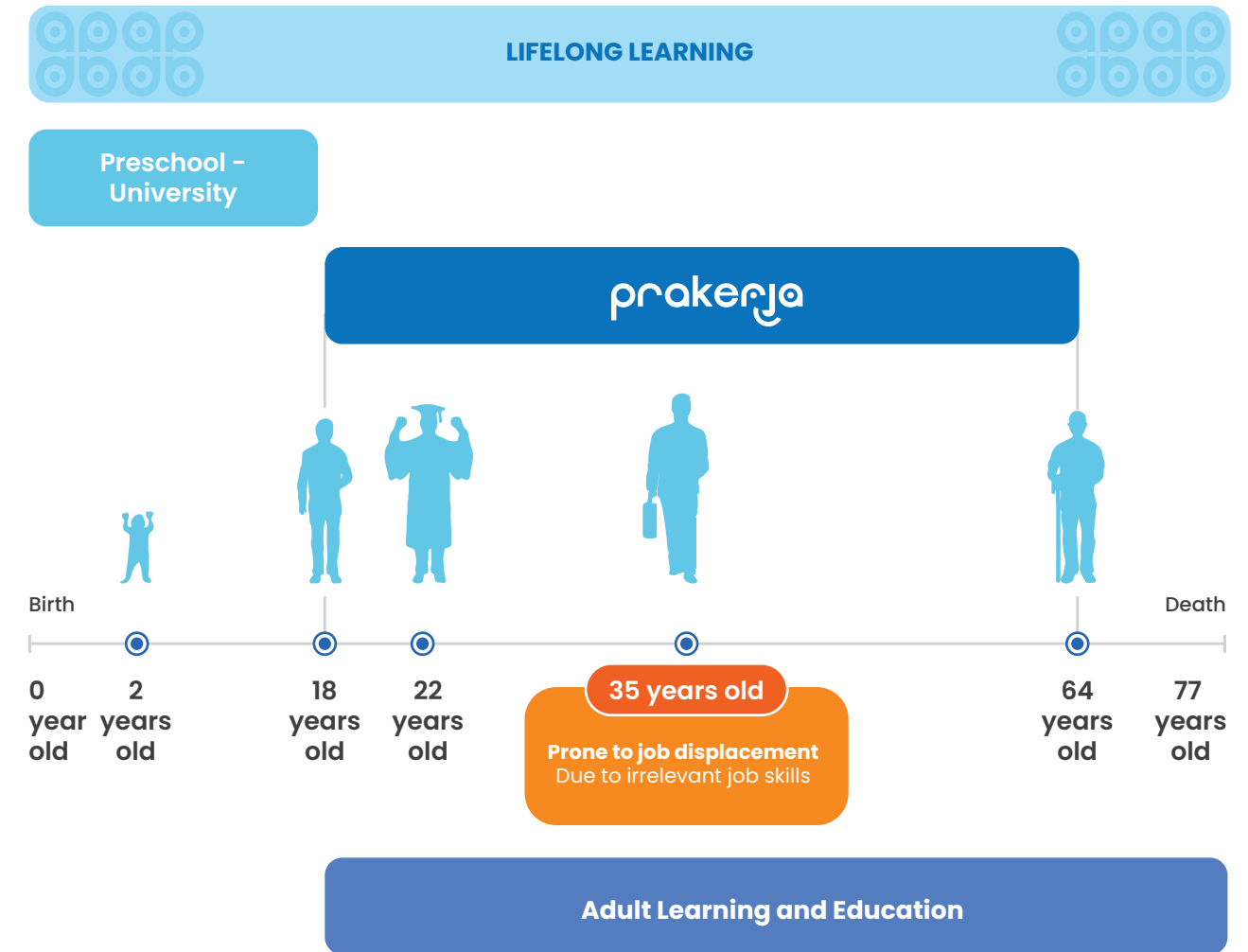
Prakerja encompasses both the IVET and CVET spectrum, addressing the broader needs in skills training for individuals entering the workforce and those already employed who require further development. The program is designed to be flexible and inclusive, providing benefits across all ages and career stages. Prakerja's dual role includes facilitating training and supporting lifelong learning.

- Broad accessibility. The digital-based system enables easy participation, whether for beginners or working professionals.

- Diverse training. A wide range of training programs, from basic to advanced levels, caters to the varied career stages of program beneficiaries.

Prakerja as IVET
(Initial Vocational Education and Training)

Prakerja provides opportunities for individuals who have recently graduated from school or college, or those with no prior work experience - **individuals who are new to the workforce.**

- The training offered by Prakerja covers fundamental skills such as soft skills and technical skills.

- Prakerja can be a stepping stone for program beneficiaries to get their first job.

Prakerja as CVET
(Continuing Vocational Education and Training)

Prakerja also offers ongoing training designed for workers already in the job market, aiming to enhance or update their skills. Beyond job seekers, Prakerja benefits workers and entrepreneurs seeking to improve their competencies to meet the demands of a dynamic job market.

- Prakerja is accessible for individuals looking to change careers or expand their expertise into new fields.

- With a flexible and relevant curriculum, Prakerja enables workers to upgrade their skills in alignment with technological and economic changes.

Best Practices in Government Assistance Distribution

Best Practices in Government Assistance Distribution

Prakerja Is Indonesia's first fully digital Government-to-Person (G2P) 3.0 program, offering ease and transparency. With flexible payment features through banks and e-wallets, beneficiaries enjoy secure, efficient access with no transfer fee from several options. Prakerja supports better financial planning and a competitive environment, creating government services more inclusive.

96.4%
Beneficiary feels **satisfied** towards the fast incentive **payment mechanism***

58.5%
Beneficiaries opens their **first e-wallet or bank accounts** for Prakerja*

68.9%
Prakerja beneficiaries becomes a Prakerja beneficiary first before performing KYC for e-money**

Sources:
* Study byWorld Bank-TNP2K (2022)
** Prakerja bi-monthly report for November - December 2023

Advantages of Prakerja Incentive Disbursement System:

- Easy and intuitive on-boarding process
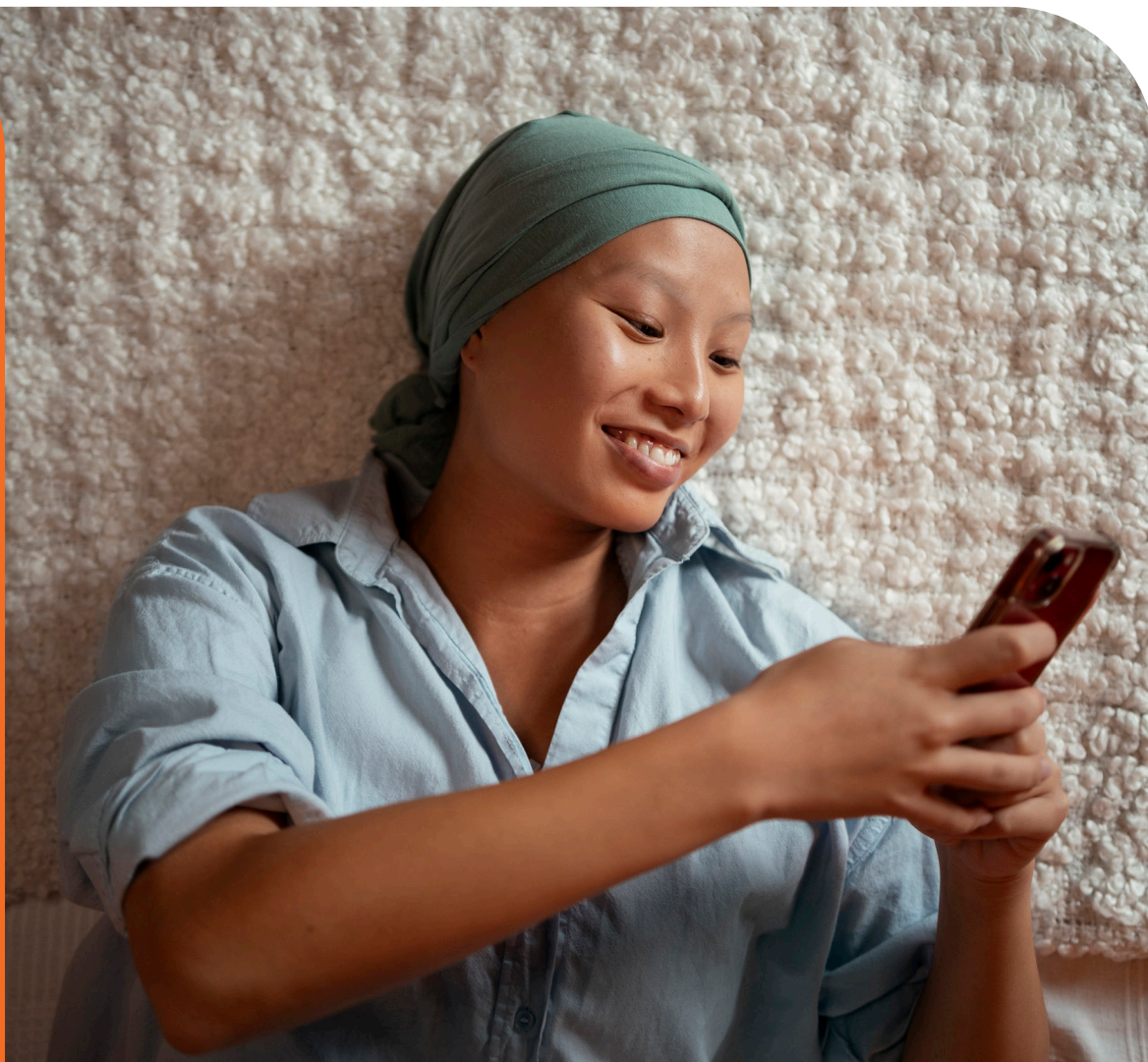- Variety of disbursement channel choices
- No applied fees
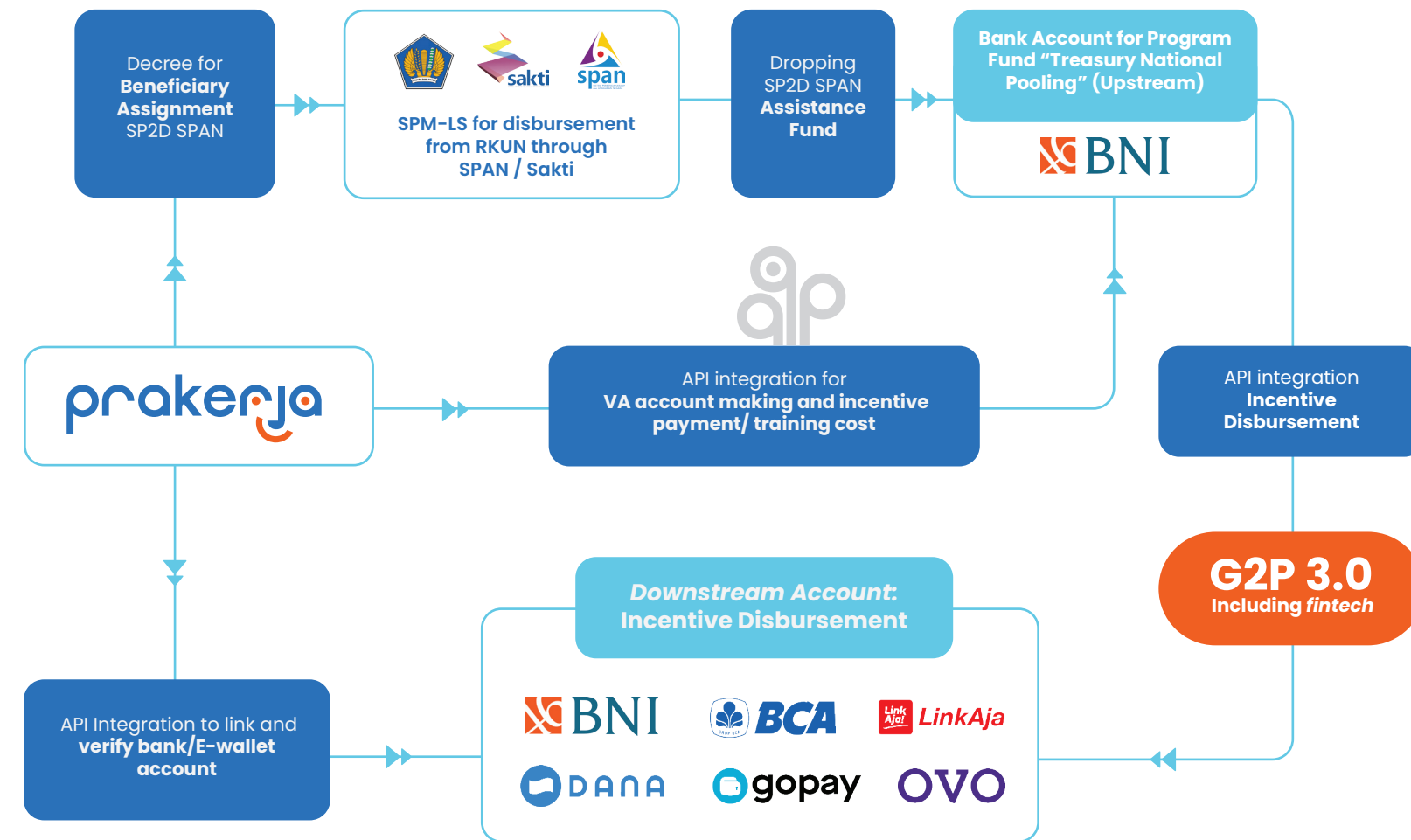- Transparent incentive disbursement status
- Availability of multi-channel mechanism

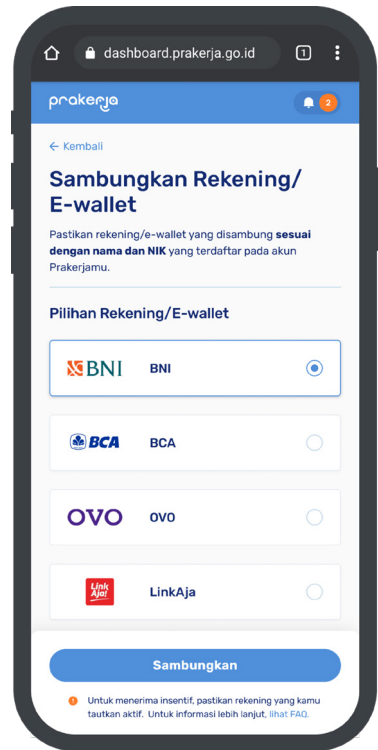# From the State General Treasurer (BUN) directly to Beneficiary's Account

Prakerja uses an integrated Government-to-Person (G2P) 3.0 system from registration to disbursement of incentives and access to job vacancies. Through public and private sector collaboration, Prakerja creates a complete ecosystem to improve skills and employment opportunities.

Digital Payment Ecosystem

Decree for **Beneficiary Assignment** SP2D SPAN

SPM-LS for disbursement from RKUN through SPAN / Sakti

Dropping SP2D SPAN **Assistance Fund**

Bank Account for Program Fund "Treasury National Pooling" (Upstream)
BNI

API integration for **VA account making and incentive payment/ training cost**

API integration **Incentive Disbursement**

G2P 3.0 Including _fintech_

API Integration to link and **verify bank/E-wallet account**

Downstream Account: **Incentive Disbursement**
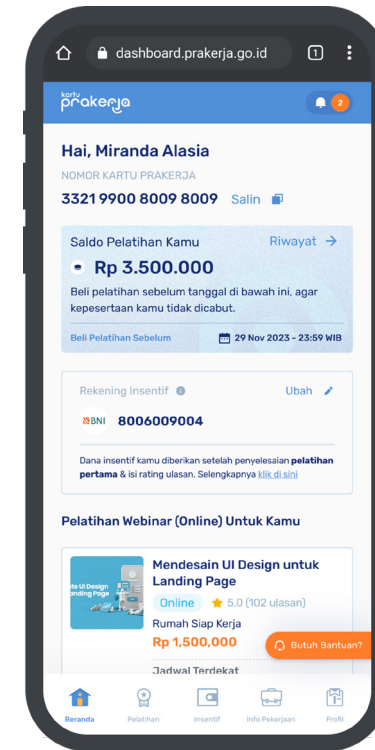BNI   BCA   LinkAja   DANA   gopay   OVO

Interoperability in Incentive Disbursement:

Beneficiary can choose from various channels of e-money or bank accounts to receive incentive.
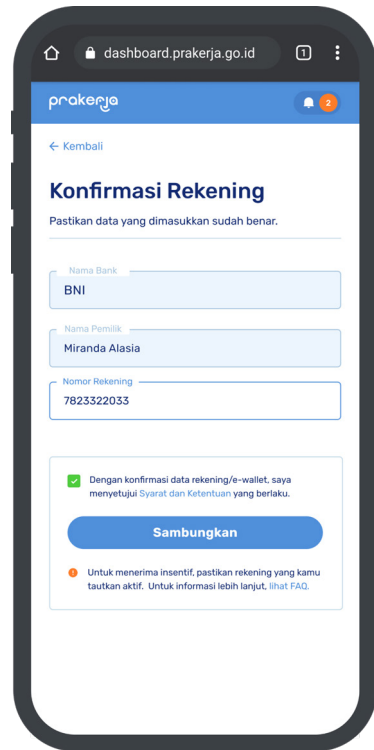
The process of linking a bank account requires validation of the name as per the ID card or phone number, the user's KYC status, and ensuring that the account is neither blocked nor blacklisted.

Beneficiary Dashboard:
Ready to Choose Training
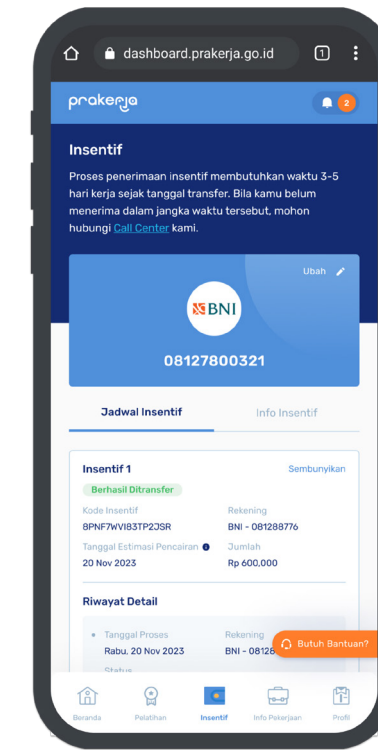
User can track incentive disbursement digitally recorded from their dashboard

Supporting the Acceleration of E-Government Implementation

In an effort to deliver faster, easier, cheaper, safer, and more reliable public services, the Government of Indonesia continues to accelerate the implementation of e-government. A significant milestone in this initiative was marked by the launch of GovTech 'INA Digital' by President Joko Widodo, symbolizing a new era of digital transformation in the government sector. The Prakerja Program, as one of the priority agencies, plays an active role in this initiative.

E-government not only simplifies government business processes but also delivers real and measurable benefits to society. Users—including individuals, households, businesses, and MSMEs—gain advantages such as reduced administrative procedures, shorter processing times, and lower costs. Additionally, system reliability is a top priority, ensuring secure data management, swift server performance, and universal accessibility.

As one of 15 priority agencies, the Prakerja Program is fully committed to supporting the implementation of e-government. This collaboration serves as clear evidence of Prakerja's dedication to providing inclusive and efficient public services. Prakerja's early participation also reflects the government's trust in a program that has demonstrated a significant contribution to the development of human resources in Indonesia.

This substantial step aligns with the President's vision of transforming Indonesia into a nation with world-class digital government services. With the support of programs like Prakerja, the acceleration of digital transformation through e-government is expected to deliver direct and meaningful benefits to all segments of society.

Commitment signing for the acceleration of digital transformation and integration of national services at the launch event of 'INA Digital' during the 2024 SPBE Summit

E-Government Fields (Presidential Regulation 82 Year 2023):

Individual

- ○ Education
- ○ Health
- ○ Social Assistance
- ○ Population
- ○ Individual Tax
- ○ Driver's License

Corporation

- ○ OSS
- ○ Corporate Tax
- ○ Event Permit

Intersection between Prakerja and E-government Priority Fields

1. **EDUCATION**
   Providing access to **lifelong learning, vocational training, micro-skilling, reskilling** and **upskilling** to individual Prakerja beneficiaries.

2. **ASSISTANCE**
   - **Disbursement of training** assistance funds are recorded in each recipient's virtual account.
   - **Disbursement of post-training** incentives directly to the recipient's bank account or e-wallet.

3. **POPULATION**
   Applicant data is validated using the Population Data API from **Dukcapil**, and the applicant's face is validated with **Face Liveness Detection** technology. Subsequently, facial images are verified using the **Dukcapil Face Recognition (FR) API.**

4. **ONLINE SINGLE SUBMISSION (OSS)**
   Manual verification of **NIBs** (Business Identification Numbers) for training institutions, including CV (limited partnership), PT (limited liability companie), and others.

Prakerja have fulfilled the general criteria of **level 5 (optimal)** service aspect for e-government with the availability of *update, upgrade, visioning, patch, SE, SOP, manual, helpdesk, pentest*, optimized application security **(ISO 27001 SMKI)**.

Epilogue

"

*Learning is, at its core, the art of shaping the future
Unravelling a tangled thread, weaving and creating a pattern
A process that not only brings knowledge, but also fosters discovery*

*Prakerja stands as a gateway to learning for every layer of society.
Connecting distances from Sabang to Merauke, spanning ages and generations.
Creating bridges of equality for today and tomorrow.*

*Like its beneficiaries, Prakerja continues to learn.
Letter by letter, word by word, a story unfolds
Half a decade has passed, one chapter closes.
Now, we step forward into a new page.*

Prakerja, #JadiBisa!
2024

COORDINATING MINISTRY FOR ECONOMIC AFFAIRS
REPUBLIC OF INDONESIA

prakerja

Kartu Prakerja Program Management Report

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in Prakerja

♪ @kitaprakerja