

Skills to Succeed: Opening Doors to Employment and Economic Opportunities for Marginalized Youth in Bandung and Lampung

A Partnership between Accenture and Save the Children

Facts about Youth Unemployment

- The current National youth unemployment rate in Indonesia is relatively high. Based on the Central Bureau of Statistic¹, in August 2013 the youth unemployment rate aged 15-29 years old has reached 4.9 million of 7.6 million total number of unemployment.
- A report from International Labor Organization (ILO)² stated that two of the main problems that causes the high number of unemployment are the gaps between the level of education & job related skills; and the growth of market and productivities.
- This is caused by the fact that most youth in Indonesia are from poor families, and they are unable to continue their education to higher level so they cannot compete in the labor market.



Youth as beneficiaries of Skills to Succeeds (S2S) program received vocational training to enter the labor market and business based on their interests. ©Save the Children 2013.

SUMMARY

Skills to Succeed (S2S) is a global program of Accenture's Corporate Citizenship that has been implemented in several countries, including Indonesia. S2S is a program that is addressing the need of marginalized youth (aged 15-24)

to increase their capacity in entrepreneurship and job related skills. In Indonesia, Accenture is in partnership with its global partner, Save the Children (StC), in implementing the program since 2012 in Bandung area (West Java) and Lampung (Sumatra). Both organizations share similar goal to improve the livelihood for youth and to achieve impact globally.

The S2S program activities are: (1) to assess the job market, (2) to provide training on vocation, life skills and entrepreneurship, (3) to establish network with companies, government, training centers, associations, and other institutions; to support vocational, internship, entrepreneurship training, and job assignment for youth groups, and (4) to build communication with decision makers in relations to policy on youth workers.

As of April 2014, S2S program has trained 1,680 youth on vocational skills, 775 youth on entrepreneurship, and 2,584 youth on life skills. From these results, approximately 879 youth have participated in the internship program, 727 youth have been hired as permanent employees, and 152 youth have established their own businesses.

THE PARTNERS



technology. Accenture Indonesia has no special division on corporate citizenship program, but each year, Accenture opens opportunities for its employees to work as volunteers for community projects aside from their main scope of work. A group of staffs working as volunteers have established the Corporate Citizenship Committee, to develop plan and identify resources needed (locally or globally) to implement a community project. The resources can be based on a grant or working hours to manage the project. This committee then manages community activities internally and/or teaming up with international or national NGOs.

Plan, Yayasan Cinta Anak Bangsa (YCAB) and Yayasan Slukat Learning Center are among the NGOs that have partnered with Accenture Indonesia.



Save the Children

organization that promotes children's rights in more than 120 countries.

Save the Children Indonesia was established in 1976, with more than 150 professionals who are committed to create a world in which every child attains the rights to survival, protection, development and participation. Save the Children works together with communities in natural disaster, emergency relief and mitigation. In implementing the programs, Save the Children also works with communities, organizations and government to improve the livelihood of children and their families. Save the Children provides technical assistance to local government and other organizations in developing the program's plans and services.

In addition to Accenture, Save the Children has also worked with several other companies, such as IKEA, Bvlgari, Unilever, and Reckitt-Benckiser.

INITIATING THE PARTNERSHIP

Skills to Succeed (S2S) is a global program of Accenture's corporate citizenship and has been implemented in several countries, including Indonesia. S2S is a program that is addressing the need of marginalized youth (aged 15-24) to increase their capacity in entrepreneurship and job related skills.

The partnership began in 2011 based on the global agreement made between Accenture and Save the Children. The objective is to increase youth skills to be ready for job opportunity or build their own business for more than 10,000 youth in China within three years' time, 7,000 youth in Philippines, Egypt, and Indonesia in two years. Both organizations agreed to work together as partners based on

the similar goal to create safe livelihood for youth and achieve global impact in the region.

Based on the global cooperation, Save the Children through its Indonesia's office started their program's activities in October 2012 to 2014 for Bandung (West Java) and Lampung (Sumatra) as areas of intervention.

IMPLEMENTING THE PARTNERSHIP

The S2S program activities are: (1) to assess the job market, (2) to provide training on vocation, life skills and entrepreneurship, (3) to establish network with companies, government, training centers, associations, and other institutions, to support vocational, internship, entrepreneurship training, and job assignment for youth groups, and (4) to build communication with decision makers in relations to policy on youth workers.

The assessment of job market for youth was conducted at the early stage of program, (November to December 2012). Save the Children's staffs developed the research design and tools to collect data regarding the availability and type of businesses in the area (e.g. hotel, restaurant, and garment), data on the job opportunities for youth (service and operator)ⁱ, and skills required by those industries. The staffs then analyzed the findings, developed the training's module (based on the findings) – for vocation, entrepreneurship, and life skills.

After the assessment, Save the Children made contacts with NGOs in Bandung and Lampung, which had the experience and commitment in improving the livelihood of marginalized youth. Based on the above criteria, Save the Children then established partnerships with three local NGOs, i.e. *Konfederasi Anti Pemiskinan* Indonesia (KAP Indonesia) and *Yayasan Bahtera* in Bandung; and *Yayasan Amanah Pendidikan Insan Kamil* (APIK) in Lampung.

After selecting the partners, Save the Children conducted a survey to identify youth groups who are eligible to become program's beneficiaries. Data/information were collected through a series of meetings with the communities (heads of neighborhoods or villages), through social media to reach out to larger youth communities (Twitter and Facebook), and through peer networks of other youth program beneficiaries. StC selected youth groups based on the following criteria; (1) youth aged 15-24 years old who are dropped out of school or unable to continue their education to higher level, (2) unemployed, and (3) from the poor families. StC also selected youth who are marginalized by their status such as young (teen) mothers and transgender.

After completing the survey, StC then continued the work with developing training plans together with their NGO partners on life skills, vocational, internship and entrepreneurship. These four trainings were implemented gradually from January 2013 to the early 2014.

Life skills training is the core of S2S program that aims to discover youth-owned potentials, identify job opportunities in the neighboring areas where they live, enhance their work

readiness skills such as writing a curriculum vitae and how to prepare themselves for a job interview. This training was conducted in three to four sessions and each session lasted in half day. Each training was attended by 20 youths.

As a follow-up of life skills training, Save the Children provided optional vocational trainings for individual youth with a special interest and talent. The youth were then sent to various training centers (*Balai Latihan Kerja*— BLK), such as computer, foreign language, cookery, sewing, etc. The duration of training depends on the subject they selected, but mostly around one to three months. Accenture provides fund for the training course; and Save the Children with the NGO partners assess and identify good quality training centers for youth. The youth may also suggest StC on the training center that is suitable for their interests and it's located near to where they live.

For youth who have decided to work immediately, StC helped to find and share information on internship opportunity or on the job training program for target groups through various ways. It can be from companies that were identified during the assessment; or through training centers that are often become a place of reference for companies looking for new employments/interns; or from youth member who are already working in some companies.

For youth who have decided to establish their own business, StC offered entrepreneurial training opportunities. StC works together with Indonesian Chamber of Commerce and Industry of West Java province to give inputs on training modules that are applicable and practical.

After compiling all of the inputs, StC with NGO partners commenced a two days training for youth. The training used Business Model Canvasⁱⁱ method, which allows youth to understand the important elements in starting and planning a business according to their interest.

Youth were also taught on topics such as the simulation on how to calculate production cost, selling price, and profit-loss formula. Businesses that receive much interest from youth are bakery, handicraft, garment, automotive, beauty salon and cinematography.

After the trainings, NGO partners and StC provided technical assistance to youth to ensure that they are able to build the business independently and sustainably. The technical assistance include facilitating youth to identify problems on their work environment and how to cope with it.

In implementing all of the training activities, Accenture, StC, and the NGO partners made clear responsibilities. Accenture provided fund to StC as part of their social investment and also take role as speakers in the trainings. In addition, Accenture through Accenture Development Partnership (ADP)ⁱⁱⁱ provided a pro-bono consultancy service (not-for-profit) to StC and the NGO partners. These consultancies include strengthening financial system, human resources development, and project management. The support and assistance were provided by staff who work as volunteers.

As the grantee and prime contractor, Save the Children's role is to manage all of the S2S activities; to train NGOs staffs as



“How to make a business plan, manage the finances, and find market opportunities were some knowledge I gained from the entrepreneurship training”, said Lili (18), Save the Children 2013

co-trainer; and to introduce life skill topics to the local training centers managed by the districts government offices on labor, social and education. Save the Children and its NGO partners also established communication and network with companies, private training centers, Indonesian Employer's Association to enhance access to vocational training, internship, and job assignment.

To sustain the program, StC with NGO partners held meetings with the local government to advocate the issuance of policy on youth workforce. The meetings were held regularly every four months and discussed various kind of employment's issues such as the potential of youth work force, job vacancies, the S2S activities, and the importance of life skill education. Save the Children also invited local government staff as trainers, worked with them to integrate S2S curriculum into government training program and to connect youth to the government job market.

Accenture and Save the Children performed a joint monitoring and evaluation (also with employers and government) – from the beginning of the program to the stage where youth have secured their preferred jobs. The monitoring and evaluation indicators include number of youth trained, number of local business established, and number of youth who get their desired job. This evaluation were conducted through monthly meetings with youth to collect feedback on progress of the program; bi-annual meetings with the NGO partners to measure program achievement; and through an annual report submitted to Accenture and Global Save The Children (financial report and activities' output based on targeted impact). Accenture staffs provide technical input and recommendations as per program's objective.

RESULT AND IMPACT

As of April 2014, S2S program have trained 1,680 youth on vocational skills, 775 youth on entrepreneurship, and 2,584 youth on life skills. From these results, about 879 youth has participated in internship program, 727 youth have been hired as permanent employees, and 152 youth have opened their own businesses.

CHALLENGES AND LESSONS LEARNED

Accenture and Save the Children agreed that S2S has provided them with important lessons. Accenture has learned to:

- Motivate and inspire the staffs on long-term competition.
- Strengthen the brand reputation through media to attract new employees and create a commercial relation (new clients).
- Create a new local business opportunities, and experience to develop future business.
- Grow market competence within developed countries in the future.

Save the Children has learned to:

- Help youth to have better lives.
- Open access to Accenture's network and new opportunities to partner up with other companies.

- Identify experience and best practices as advocacy tools to improve the quality of youth's lives.
- Enhance skills and organization's capacity to eventually have an impact on program's success.

The challenges on Skills to Succeed program are maximizing the use of information technology to manage activities in the intervention area, and how to disseminate the "best practices", thus other companies will be inspired to adopt the program, or even in a broader scale (program areas).

PLANS AND EXPECTATIONS

Accenture opens up new possibility of reaching rural areas to leverage impact; incorporate youth's nutrition/health issue, and explore the distance learning course by the use of technology. Accenture will provide a pro-bono consultancy to StC in preparing a manual for project management in 2014.

Footnotes

- i. Examples of entry-level service are customer service, waitress, cleaning service, make up rooms, retail, and helper. Meanwhile for operators are sewing, operating machines, computer, design, and data entry.
- ii. Detailed information can be reviewed at: <http://www.alexandercowan.com/business-model-canvas-templates/>
- iii. Accenture Development Partnerships (ADP) is a group within Accenture that operates on a not-for-profit basis to channel the core skills and assets of Accenture to organizations in the international development sector).

References

1. *Keadaan Ketenagakerjaan Februari 2014, Berita Resmi Statistik* no.38/05/Th. XVII. *Badan Pusat Statistik* Jakarta 5 Mei 2014
2. *Labor and Social Trends in Indonesia 2013: Reinforcing the Role of Decent Work in Equitable Growth.* International Labor Office. Jakarta; ILO 2013

About This Case Study

This case study is a series of case studies based on the partners' presentation on the session of Health and Business Roundtable Indonesia (HBRI). HBRI is one of Company-Community Partnership for Health in Indonesia (CCPHI)'s activity, a project initiated by Ford Foundation.

This case study is created based on the presentation of Prihadiyanto, Managing Director of Accenture and Fajar Budiman, Senior Program Manager of Save the Children at the 24th session of HBRI. Dian Rosdiana prepared this study based on the consultancy with Accenture and Save the Children.

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