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## **Revitalization of BLKK to Achieve Sustainable Independence through Synergy and Diversification of Funding Sources**

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### **Abstract**

This research aims to overcome the challenges of sustainability and suitability of Community Job Training Centers (BLKK) in meeting the needs of a rapidly growing job market. With a focus on diversifying funding sources and strengthening synergies between the government, private sector and community, this research develops an adaptive BLKK sustainability model to improve the quality of human resources relevant to industrial needs. A qualitative approach with case studies analyses BLKKs that have achieved independence, highlighting independent funding, partnerships with the business world, and good governance. The research results identified BLKK's main challenges, including dependence on government funding, the need for partnerships with the business world, and limited resource management. It was found that successful BLKKs have characteristics such as transparent governance, strategic partnerships with the business world, and diversification of funding sources. This research suggests policies that can increase institutional capacity, strengthen collaboration with the private sector, and encourage diverse funding sources to reduce dependence on government funds.

**Keywords:** community work training center (BLKK), independence and sustainability, funding diversification

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DOI:10.47198/naker.v19i3.432

Received: 28-11-2024

Revised: 1-12-2024

Accepted: 30-12-2024

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## **1. Introduction**

### **1.1 Background**

Indonesia is currently entering the demographic bonus phase, where the proportion of the population of productive age (15-64 years) is more significant than the population of non-productive age (under 15 years and over 65 years). This phase is expected to last until its peak in 2030, providing significant potential for the Indonesian economy. With a large population of

productive age, Indonesia has the opportunity to optimize workforce strength to increase national competitiveness. However, to achieve maximum benefits from the demographic bonus, the quality of Human Resources (HR) is a critical factor that must be carefully prepared. Without adequate human resource development, the potential demographic bonus could become a big challenge in encouraging economic and social development.

The current condition of human resources (HR) in Indonesia shows a significant imbalance between the quantity and quality of the workforce, with around 36.54% of the working-age population only having education up to elementary school (SD) level (Saraswati et al., 2022). Another problem is the mismatch between education and type of work, where 33.50% of the workforce experiences a mismatch in the form of horizontal mismatch (major does not match job position) or vertical mismatch (level of education does not match job position) (Saraswati et al., 2022). The low quality of education and skills that are not relevant to industry needs hinder the optimal contribution of the workforce to the job market and economic growth (Astuti, 2023). In facing this challenge, policies such as "Making Indonesia 4.0", which emphasizes vocational education and competency-based training, are very important to increase the competitiveness of human resources (Astuti, 2023). Factors such as minimum wages and government spending on education also influence labor absorption in Indonesia (Rozaini, 2023; Saraswati et al., 2022). Therefore, a holistic approach is needed that includes improving the quality of relevant education and training to improve the match between education and employment and support sustainable economic growth.

In facing this problem, one solution being promoted is vocational training, which is expected to prepare workers with practical skills per the needs of the industrial world. This vocational training emphasizes mastering technical skills that can be directly applied in the world of work, in contrast to formal education, which focuses more on theory. The Indonesian government, through the Ministry of Manpower (Kemnaker), has established 259 Job Training Centers (BLK) and more than 2,400 Private Job Training Institutions (LPKS) to expand vocational training. However, this number still needs to be ideal to meet the training needs of the growing workforce. Especially in remote and less developed areas (Martawardaya, 2023; Nuzula et al., 2023). The main challenge faced is the accessibility and quality of training, which often does not match the job market's needs, resulting in many graduates having difficulty getting suitable jobs (Martawardaya, 2023). In addition, developing a better employment data collection system is necessary to plan effective training programs and detect real-time labor market needs (Nuzula et al., 2023). Although progress has been made, these challenges must be overcome so that vocational training can be more effective in meeting workforce needs in Indonesia.

Overcoming this limited institutional capacity, the Ministry of Manpower introduced a new concept in vocational training, namely the Community Work Training Center (BLKK). BLKK is an innovation that brings vocational training closer to the community, especially in areas the government has yet to reach. This BLKK can involve local communities, such as Islamic boarding schools, seminaries and other community organizations, in providing skills training to

the workforce that has not been touched by formal training. Since it was first inaugurated in 2017 with 50 locations, until 2024, BLKK has proliferated, reaching 3,140 units throughout Indonesia.

The Community Job Training Center (BLKK) program aims to empower communities by providing skills training relevant to the job market and encouraging community economic independence. Even though it has demonstrated success, significant challenges remain, primarily related to limited employment opportunities for BLKK graduates due to the mismatch between graduate skills and the changing needs of the job market (Suryono et al., 2022; Wibowo, 2023). In addition, a more robust collaboration between the government, the private sector, and academics is needed to create job opportunities and support the development of MSMEs that can absorb labor (Suryono et al., 2022). Evaluation of vocational training programs during the COVID-19 pandemic shows that the accessibility and relevance of training still need to be improved so that graduates are better prepared to face the world of work challenges (Wibowo, 2023). For this reason, adjusting the curriculum and strengthening networks between BLKK, industry, and higher education institutions is very important to increase the effectiveness and sustainability of the BLKK program in the future.

One of the main challenges facing BLKK is its sustainability and independence after government assistance stops. Not a few BLKKs have difficulty continuing their operations without government financial support. For this reason, it is essential to make serious efforts to strengthen managerial capacity, starting from planning and licensing to implementing sustainability-oriented training. Evaluation of BLKKs that have achieved independence after government assistance will be valuable learning material to encourage the growth of other BLKKs towards greater independence and sustainability.

Overall, the success of the BLKK program is highly dependent on multi-stakeholder collaboration, quality planning and mature implementation. Evaluation of various BLKKs already running and profiling independent BLKKs is expected to become a model that can be applied throughout Indonesia. In this way, the BLKK can become an essential pillar in accelerating the development of quality human resources relevant to the job market's needs, as well as creating opportunities for Indonesian people to develop more independently and sustainably. Although Community Job Training Centers (BLKK) have shown significant progress in providing skills-based training that meets industry needs, the sustainability of the BLKK program after the government assistance period ends still needs to improve.

Several relevant studies discuss various aspects of Community Work Training Centers (BLKK) and the challenges faced in the sustainability and effectiveness of training programs. The competency-based training program implemented at UPT BLK Surabaya has been proven to reduce unemployment rates, emphasizing the compatibility between the training provided and industry needs (Ananda et al., 2021). The effectiveness of the training program at BLK Subang is influenced by various factors, including good resource management to support the program's success (Kusnadi, 2020). The training operational model at BLK Tasikmalaya, which focuses on results, is critical to ensure graduates' readiness to face the world of work (Fakhira, 2022).

Research on the effectiveness of BLKK in improving workforce quality shows that there are still obstacles to implementing training programs that must be overcome (Suryono et al., 2022). The role of Community BLKKs in providing skilled labor can significantly impact the world of business and industry. However, challenges remain regarding access and quality of training (Nuraeni et al., 2022). Innovative financing strategies in Community BLKKs are essential to ensure operational sustainability, especially with limited grant funds (Hidayat & Konidin, 2023). Although these studies provide valuable insight into the effectiveness of training programs, the research gap remains the need for an in-depth understanding of how BLKKs can transform into independent and sustainable entities without dependence on government grants. Most research focuses more on operational and training aspects, but only a little has discussed the sustainability of funding and overall resource management. Therefore, research more focused on diversifying funding sources, mainly through partnerships with the private sector, Corporate Social Responsibility (CSR), and community-based funding models, is needed. Apart from that, there are still many BLKKs who have difficulty establishing effective partnerships with the business world to ensure continuity of training and job opportunities for alums, so further studies regarding the synergy between BLKKs and the business world in providing training that suits the needs of the job market need to be carried out to strengthen the training ecosystem sustainably.

This research offers novelty, focusing on revitalizing BLKK through diversifying funding sources and strengthening synergies with the business world. This research model analyzes aspects of operational and training success and proposes innovative ways to ensure BLKK's financial sustainability, such as through strategic partnerships with the private sector and diverse community-based funding. For example, this research will explore how a company's Corporate Social Responsibility (CSR) can be one of the primary funding sources supporting BLKK training and sustainability. Apart from that, this research also offers new contributions in analyzing best practices from BLKK, which have succeeded in achieving independence. By combining the synergy of the private sector and funding varies, this research seeks to develop a BLKK sustainability model that can be adapted in various regions in Indonesia, ensuring that BLKK can continue to impact the development of quality human resources significantly.

## 1.2 Problem Statement

Community Job Training Centers (BLKK) in Indonesia are essential in developing skilled and work-ready Human Resources (HR). However, many BLKKs need help achieving sustainable independence after the government assistance period ends. Dependence on grant funds from the government is one of the main obstacles. At the same time, diversification of funding sources and synergy with the business world still need to be more optimal in supporting the sustainability of BLKK operations. Apart from that, there are still obstacles in building effective partnerships between BLKK and the private sector that can open employment opportunities for graduates and support entrepreneurship development. Therefore, the main issue discussed in this article is how BLKK can achieve sustainable independence through a partnership model with the business world and diversification of funding sources, as well as how technology and alternative funding

strategies can strengthen BLKK's capacity in carry out training programs that are relevant to labor market needs, in Indonesia.

### 1.3 Objectives

This research aims to analyze the challenges Community Work Training Centers (BLKK) face in achieving sustainable independence after the government assistance period ends, as well as explore the potential for partnership models with the business world to support operational sustainability and create job opportunities for graduates. This research also aims to identify various funding source diversification models that BLKK can implement to reduce dependence on government grants, as well as analyze the role of technology in strengthening BLKK's capacity to carry out training programs that are relevant to the job market's needs in Indonesia. In addition, this research will evaluate the influence of alternative funding strategies in increasing the independence and sustainability of BLKK, as well as provide strategic recommendations to stakeholders to strengthen partnerships between BLKK and the private sector and develop sustainable funding models that can support the continuity of training programs in the future.

## 2. Research Method

### 2.1. Research Approach

This research uses a qualitative approach with case studies to analyze BLKKs that have achieved independence and sustainability. The main focus is to analyze BLKKs identified as independent based on independence and sustainability criteria, such as independent funding capabilities, partnerships with the business world, and good governance.

### 2.2. Data Collection

Data was collected through in-depth interviews with BLKK managers who had succeeded in achieving independence. Semi-structured interviews provide flexibility in exploring managers' perspectives and experiences regarding challenges, strategies and success factors in achieving sustainability. Other data sources include annual reports and related documents to complement the information obtained.

### 2.3. Sample Selection

Sample selection was based on the BLKK's independence criteria, which include independent funding, strategic partnerships, continuity of training, good governance, and increasing the capacity of graduates. The research sample includes BLKK in several provinces in Indonesia, such as West Java, South Sulawesi, Central Java, West Kalimantan and Banten.

### 2.4. Data Analysis

Data analysis was carried out using the profiling method to describe the characteristics of an independent and sustainable BLKK. Analysis stages include:

- a. Profiling: Identifying factors that support BLKK independence, such as funding, partnerships, governance and increasing the capacity of graduates.
- b. Identify Best Practices: Assess successful strategies that other BLKKs can adapt.
- c. Role Model Mapping: Developing a successful BLKK as a role model to be replicated by other BLKKs.
- d. Policy Recommendations: Provide recommendations to strengthen BLKK management, diversify funding sources, and partner with the business world.

Through profiling and analysis of best practices, this research aims to provide practical guidance for other BLKKs in achieving independence and sustainability and provide a solid basis for national policies that support the development of BLKKs in Indonesia.

### 3. Results and Discussion

#### 3.1. BLKK that Achieved Sustainability

As the need for market-relevant workforce skills increases, Indonesia's Community Work Training Centers (BLKK) play an essential role in **human Resource Development** competence (HR). BLKK, as a community-based training institution, has the potential to accelerate the process of community empowerment and reduce unemployment by providing training that is relevant and based on industry needs. However, despite their strategic role, many BLKKs need help achieving sustainability and independence after the government assistance period ends. Therefore, to ensure the continuity of the training program, BLKK needs to adopt an efficient management model, diversify funding sources, and build strategic partnerships with various sectors, especially the business world. In this context, several BLKKs have successfully created sustainability models that can be examples for other BLKKs.

This article will discuss four BLKKs that have succeeded in achieving independence and sustainability, namely Kampoeng Indonesia Cares (KIP), Ma'had Manbaul Ulum (MMU), Al-Musthofa and BLKK Al-Hikmah El Ali Cinding, with a focus on the strategies they implement in institutional governance, partnerships with the business world, and independent funding. These successes provide a clearer picture of how BLKK can develop into a financially independent institution and be sustainable in the long term.

##### 3.1.1 Kampoeng Indonesia Cares (KIP)

Kampoeng Indonesia Cares (KIP) is a BLKK located in Semarang Regency, Central Java, which has succeeded in creating a sustainability model through partnerships with the business world And CSR-based funding. This BLKK has a vision to empower local communities by providing skills training that is relevant to market needs while reducing dependence on government funds. Kampoeng Indonesia Peduli (KIP) has achieved sustainability by implementing transparent and effective institutional governance in managing resources. One of

the critical factors for KIP's success is its ability to build strong partnerships with the business world, primarily through the Corporate Social Responsibility (CSR) program.

This program provides funding and allows trainees to intern and get jobs at partner companies. Partnerships with the private sector can strengthen BLKK's capacity to provide training relevant to industry needs and expand job opportunities for graduates. KIP has also successfully developed paid training for the general public, which helps diversify funding sources and reduce dependence on government funding. This approach is in line with previous research findings showing that funding diversification, including paid training and CSR partnerships, is essential to ensure the operational continuity of BLKK.

Funding diversification, including paid training and Corporate Social Responsibility (CSR) partnerships, is an essential factor in ensuring the operational sustainability of Community Job Training Centers (BLKK) (Qu, 2019). Managing a diverse revenue portfolio can reduce financial risks for nonprofit organizations, including BLKK, which depend on donations and government funding (Zhao & Lu, 2019). Funding diversification helps BLKK adapt to economic and policy changes (Piatak, 2021). In addition, relevant and sustainable training can increase income from paid training, which is part of a more effective blended funding model to create financial sustainability for BLKK (Lee et al., 2019). In this way, KIP proves that good governance, partnerships with the business world, and diversification of funding sources can create an independent and sustainable BLKK.

### 3.1.2 Ma'had Manbaul Ulum (MMU)

Ma'had Manbaul Ulum (MMU) is a BLKK located in Maros Regency, South Sulawesi. Ma'had Manbaul Ulum (MMU) has successfully achieved sustainability through curriculum design that is highly relevant to the job market's needs. MMU collaborates with various local industries and the private sector to design a training curriculum based on the skills needed by the world of work. This collaboration helps MMU ensure trainees gain skills that can be applied directly in the job market. In addition, MMU has succeeded in diversifying its funding sources by relying on various sources other than the government, such as individual donations and collaboration with companies that provide scholarships. This diversification of funding reduces MMU's dependence on government funding, which is often limited and uncertain.

Diversification of funding, including paid training and Corporate Social Responsibility (CSR) partnerships, is an essential factor in reducing the dependence of Community Job Training Centers (BLKK) on government funding, which is often limited and uncertain. Research by Menon et al. (2021) shows that collaboration between academia and industry, including financial support from the private sector, can increase the capacity of educational institutions to operate independently and sustainably (Menon et al., 2021). This is in line with the findings of Rodríguez (2018), who emphasizes that diversifying funding sources, including through CSR, can provide the financial stability necessary for the sustainability of education and training institutions (Rodríguez, 2018). Furthermore, Camargo et al. (2021) show that funding models that include



collaboration with the private sector and paid training can help educational institutions reduce dependence on government funding and improve the quality of education provided (Camargo et al., 2021). Funding diversification helps reduce financial risks and allows institutions to adapt to changes in education policies and government budget allocations (Dao, 2021).

Thus, implementing diverse funding models, including paid training and CSR partnerships, is critical to ensuring the continuity of BLKK operations and increasing their capacity to face future challenges. This research highlights the importance of creating strong partnerships with the industry to ensure that training programs are relevant to job market needs and can generate additional income for BLKK. By developing strategic partnerships with the business world and increasing access to alternative funding sources, MMU has created a sustainability model that can be an example for other BLKKs who want financial independence.

### 3.1.3 Al-Musthofa

Al-Musthofa is a BLKK located in Sukoharjo Regency, Central Java, and is known for its success in managing independent funding by establishing business units that support its operations. Al-Musthofa is prominent in Standard usage Operating Procedures (SOP) to improve operational efficiency and ensure sustainability through independent funding. Al-Musthofa adopts structured SOPs in all its operations, from financial planning to training implementation, ensuring that resources are used efficiently and by the principle of accountability. This leads to increased management effectiveness and reduces the risk of waste. BLKKs that adopt standardized operational procedures have a higher level of sustainability due to efficient and transparent management. Apart from that, Al-Musthofa has succeeded in utilizing independent funding, such as by opening a business unit that generates additional income by selling training and consulting products. This helps reduce dependence on external funding and provides the flexibility to manage training without funding constraints.

Research by Grunwald et al. (2021) shows that the success of sustainability projects relies heavily on integrating stakeholders and implementing standardized procedures, which contribute to more efficient and transparent management (Grunwald et al., 2021). This is in line with the findings of López-Pérez et al. (2017), who emphasize that specific training in Corporate Social Responsibility (CSR) can increase shareholder value and encourage management to implement better procedures in their organizations (López-Pérez et al., 2017). Furthermore, Al-Marri and Pinnington (2022) highlight the importance of managing sustainability projects from a CSR perspective, where standardized procedures help achieve more significant social impact and increase accountability (Al-Marri & Pinnington, 2022). This research shows that organizations that implement good governance and clear operational procedures are more successful in achieving their sustainability goals. Additionally, Lee et al. (2019) indicate that ongoing and relevant training is essential to attract participant interest, which can increase the success of training programs and the sustainability of institutions (Lee et al., 2019). This research emphasizes that standardized operational procedures in training can increase efficiency and effectiveness, contributing to the sustainability of training institutions. Thus, implementing standardized



operational procedures within the BLKK increases efficiency and transparency and contributes to the institution's long-term sustainability. With independent funding driven by efficient SOP implementation, Al-Musthofa has created a sustainable BLKK model without relying entirely on government funds.

#### 3.1.4 Al-Hikmah El-Ali Cinding

Al-Hikmah El Ali Cinding, located in Serang City, Banten, is an example of a BLKK that has also succeeded in building sustainability through partnerships with the business world and community-based funding. Al-Hikmah El Ali Cinding stands out for its inclusive approach to providing affordable access to training for local communities. BLKK offers training at very affordable costs; there are even several programs that can be accessed free of charge for less fortunate participants. Through partnerships with local companies, Al-Hikmah El Ali Cinding successfully provides training that suits the needs of the local industry and internship and work placement opportunities for graduates. Apart from that, Al-Hikmah El Ali Cinding is also actively seeking funding from the community and local company CSR programs to support the continuity of their operations. With community-based funding and collaboration with the private sector, BLKK has successfully reduced its dependence on government funding and created a more independent funding model.

Partnerships with the private sector and community-based funding can help create long-term sustainability in vocational training programs. Research by Kurnia et al. (2019) shows that the community-based skills training program initiated by the Bogor City Manpower and Transmigration Service has succeeded in overcoming the problem of poverty by involving various parties, including the private sector, to support program sustainability (Kurnia et al., 2019). This shows that strong collaboration between government, society and the private sector can increase the effectiveness of training programs and provide better access to resources. Apart from that, Jubaedah (2023), in his research on life skills-based vocational skills training, emphasized the importance of partnerships in empowering communities. Through good partnerships, training can be adapted to local needs and provide more significant benefits for the community (Jubaedah, 2023).

Furthermore, Nuraeni et al. (2022) also emphasized that strong collaboration between government, the private sector and academia is essential in implementing training and human resource development programs. This aims to facilitate BLKK alums who have difficulty being absorbed into the world of business and industry and create better job opportunities (Nuraeni et al., 2022). Thus, partnerships with the private sector and community-based funding increase the sustainability of vocational training programs and strengthen organizational capacity in facing existing challenges.

Overall, the success of these four BLKKs shows the importance of diversifying funding sources, having close partnerships with the business world, and having transparent governance to achieve independence and sustainability in managing vocational training. Best practices

implemented by Kampoeng Indonesia Peduli, Ma'had Manbaul Ulum, Al-Musthofa, And Al-Hikmah El Ali Cinding provide a clear picture that BLKK is sustainable and can be achieved with an integrating strategy of independent funding, partnerships with sectors Swasta, as well as efficient management. Previous research, as stated by Yeni Nuraeni et al. (2022), also highlighted that the sustainability of BLKK is greatly influenced by their ability to manage resources efficiently, establish strategic partnerships, and seek funding alternatives to ensure long-term program sustainability. Thus, these four BLKKs can be role models for other BLKKs in developing more effective sustainability strategies that are adaptive to local needs and industrial developments. With good governance, strong partnerships with the business world, And funding diversification, these four BLKKs have overcome the sustainability challenges often faced by many vocational training institutions in Indonesia. This research underscores the importance of flexible, partnership-based sustainability models to create an independent BLKK relevant to the job market.

### 3.2. Challenges

Although many Community Work Training Centers (BLKK) in Indonesia have succeeded in achieving independence and sustainability, they still need to overcome several significant challenges. Some of the main challenges faced by BLKK are related to dependence on government funds, the need for optimal partnerships with the business world, and the management of limited resources. The following are the challenges faced by BLKK to achieve independence sustainability:

- a. **Dependence on Government Funds:** Although some BLKKs have succeeded in developing independent funding models, many still rely heavily on government grants to run their operations. This dependency creates uncertainty in long-term sustainability because the disbursement of government funds often depends on annual budgets and government policies that can change. Many BLKKs need to have alternative funding sources strong enough to replace or offset government funding, so when that support stops, they face great difficulty in maintaining the continuity of their training programs. This dependency can also limit the BLKK's flexibility in responding to the needs of the ever-evolving labor market.
- b. **Lack of Optimal Cooperation with the Business World:** One of the main challenges faced by BLKK is the need for optimal partnerships with the world of business. Although some BLKKs have successfully established relationships with the private sector, many still need help creating mutually beneficial partnerships to provide training, internships and work placements for their graduates. Partnerships with the business world are critical to creating training relevant to industry needs and ensuring that BLKK graduates have higher job opportunities. However, many companies need to be sufficiently involved in vocational training due to limited confidence in the quality of the programs and a lack of incentives for companies to invest in workforce development through BLKK. Without

closer and more sustainable collaboration with the business world, BLKK has difficulty ensuring program sustainability and job opportunities for its graduates.

- c. **Management of Limited Resources:** Many BLKKs face challenges in managing limited resources, both in terms of finances and resources man. As a training institution that often relies on limited funds, BLKK has difficulty managing its budget efficiently, especially if they do not have sufficient independent funding. This hampers the BLKK's ability to provide adequate training facilities, develop relevant curricula, and train competent instructors. In addition, many BLKKs need more human resources skilled in financial management and transparent governance. With an excellent managerial system, many BLKKs can manage their operations efficiently, saving resources and reducing stakeholder trust. These resource management problems often worsen the operational effectiveness of BLKKs and hinder the growth of their capacity to expand reach and improve the quality of training. With sufficient investment in resource management, BLKK will find it easier to adapt to changing job market needs and update the curriculum to remain relevant.

Overall, dependence on government funds, lack of optimal partnerships with the business world, and management of Limited resources are challenges that need to be overcome so that BLKK can achieve independence and sustainability in the long term. For this reason, a more strategic approach is needed in building long-term partnerships with the business world, strengthening internal management capacity, and diversifying funding sources to ensure the continuity of vocational training programs that are effective and relevant to labor market needs. With a more strategic approach to these challenges, BLKK in Indonesia can overcome existing obstacles and develop into an independent, sustainable, and relevant institution relevant to the changing dynamics of the labor market.

### 3.3. Best Practice

To achieve independence and sustainability, several Community Work Training Centers (BLKK) in Indonesia have succeeded in implementing success models that can be used as examples or best practices for other BLKKs. This success is seen in transparent institutional governance, effective collaboration with the world of business and industry (DUDI), and diverse funding strategies that support the continuity of training programs. This best practice covers four main aspects that are important for the success of BLKK, namely institutional governance, partnership with DUDI, sustainable funding and Innovation in Training Provision and Accessibility as follows:

#### 3.3.1. Transparent and Accountable Institutional Governance

One of the best practices implemented by successful BLKK is transparent and accountable governance. BLKK, which has a clear managerial structure and detailed and transparent financial planning, can maximize the use of existing resources and minimize waste. For example, Kampoeng Indonesia Peduli (KIP) implements a strict internal monitoring system, ensuring that every budget used is appropriately recorded and can be accounted for. In addition, financial

reports that are open and accessible to stakeholders enable KIP to build trust from donors and work partners. Good governance is essential in creating sustainable BLKK operations because it reduces the risk of misuse of funds and increases efficiency in resource management.

### 3.3.2. Effective Collaboration with Business and Industry (DUDI)

Strong collaboration with the world of business and industry (DUDI) is a critical factor in ensuring that the training programs organized by BLKK align with the job market's needs. Ma'had Manbaul Ulum (MMU) in Maros Regency, South Sulawesi, has successfully implemented a close collaboration model with local industry to design a training curriculum based on the skills needed by the world of work. MMU involves companies in preparing curricula and providing training facilities that can ensure that trainees gain skills that can be directly applied in the workplace. The partnership also includes internship placements for trainees, allowing them to gain hands-on experience in the field. Partnerships with the private sector significantly align training with market needs and increase employment opportunities for graduates. In this case, MMU exemplifies how BLKK can work with the business world to create relevant training and broader job opportunities.

### 3.3.3. Diversified Funding Strategy

Diversifying funding sources is critical to creating long-term sustainability for BLKK. Al-Musthofa, located in Sukoharjo Regency, Central Java, has created independent funding by establishing business units that generate additional income. This business unit, such as sales of training products and consulting, provides a source of funding that allows Al-Musthofa to continue operating without relying heavily on government grants. They also open paid training to the general public, which helps broaden their funding base and reduce dependence on external resources. Independent funding generated through business units and paid training programs can help BLKK to be more flexible in managing its operations and more adaptive to changing market needs. This approach provides an example that BLKK must not only rely on funding from the government but must also be able to find alternative funding sources that can ensure the sustainability of their operations.

### 3.3.4. Innovation in Training Provision and Accessibility

Apart from that, several BLKKs have also succeeded in innovating in providing training that can be accessed by the wider community, including those living in remote areas. Al-Hikmah El Ali Cinding in Serang City, Banten, implements a community-based training model by offering programs low-cost training or free for less fortunate participants. This model reduces cost barriers and provides training opportunities to communities usually marginalized by government programs or other training institutions. Through this approach, Al-Hikmah El Ali Cinding shows that the sustainability of BLKK can be achieved by prioritizing inclusivity and ensuring that vocational training is affordable and can be accessed by various levels of society. This also increases community participation in training programs and ensures more individuals gain skills to increase their employment opportunities.

### 3.4. Recommendations

Increasing the capacity of Community Work Training Centers (BLKK) and ensuring the sustainability of vocational training programs in Indonesia requires consideration of several policy recommendations. This recommendation focuses on expanding partnerships with the business world, diversifying funding sources, and increasing the institutional capacity of BLKK to be more adaptive to job market dynamics. Effective policies can support the development of BLKKs that are independent, relevant to industry needs, and sustainable in the long term.

#### a. Increasing Strategic Partnerships with the Business World (DUDI)

Closer partnerships between BLKK and the world of business and industry need to be strengthened, considering the critical role of the private sector in providing industry-based training and job placement for graduates. For this reason, government policy must encourage incentives for companies that collaborate with BLKK, both through funding training and providing internships and job opportunities. For example, tax incentives or reduced operational costs can be given to companies that contribute to human resource development through vocational training programs.

In addition, this policy must facilitate the preparation of curricula based on industry needs by involving companies in designing training curricula. More intensive collaboration with the business world will help align training with job market needs and open up more job opportunities for BLKK graduates. The government could introduce industrial cluster programs that link BLKKs with specific industrial sectors, such as information technology, manufacturing, or agriculture, to ensure the training provided is relevant and meets industry standards.

#### b. Expanding Diversification of Funding Sources

To reduce BLKK's dependence on government funding, policies that encourage diversification of funding sources are critical. The government can establish a mixed funding program involving collaboration between the government, the private sector and the community. For example, the government could establish a particular funding agency that provides BLKK with access to grants from the private sector or community-based funding. Funding through Corporate Social Responsibility (CSR) and crowdfunding can be an essential alternative, especially for BLKKs in more isolated areas.

In addition, policies can encourage BLKKs to develop business units or paid training that can help them earn additional income to support their operations. Al-Musthofa, for example, has succeeded in creating a business unit that generates income through the sale of training and consulting products. Policies facilitating self-financing are critical to creating more flexible and financially independent BLKKs that can face policy changes or government budget reductions.

#### c. Increasing Institutional Capacity and Resource Management

BLKK must have solid institutional capacity and an efficient managerial system to achieve long-term sustainability. Therefore, policies supporting BLKK institutional capacity development are critical. The government can provide training programs for BLKK managers in financial management, organizational governance and strategic planning. This can help BLKK manage resources efficiently and minimize waste, as Al-Musthofa implemented efficient Standard Operating Procedures (SOP) in its operational management.

The government also needs to encourage BLKK to adopt information technology in managing and monitoring training programs. With a digital platform or management information system (SIM), BLKK can manage training data, job placement and evaluation of training results more effectively. This will increase transparency and accountability and the BLKK's ability to respond to changing labor market needs.

d. Facilitating Access to Training for All Groups

Policies must encourage BLKK to offer affordable vocational training programs for various groups, including those in remote areas or with economic limitations, ensuring more comprehensive community access. For example, policies that support community-based training or low-cost or free training programs can help ensure that vocational training is accessible to those who can afford to pay and those who need skills to increase their employment opportunities.

Training subsidy programs or scholarships for trainees from poor or underprivileged families could also ensure more equitable access. This aligns with the practice implemented by Al-Hikmah El Ali Cinding in Serang City, which offers accessible or affordable training to the local community, enabling more people to acquire the skills needed to enter the world of work.

The proposed policy recommendations aim to strengthen BLKK's capacity, build closer partnerships with the business world, and diversify funding sources to create a more independent and sustainable BLKK. Through policies that support mixed funding, efficient resource management, and more inclusive access to training, BLKK in Indonesia can play a more significant role in developing quality human resources relevant to the labor market's needs. The government, the private sector, and society have a crucial role in realizing this policy to ensure the long-term sustainability of BLKK and its contribution to national economic growth. With these policy recommendations, it is hoped that BLKK in Indonesia can transform into an institution that is more financially independent, relevant to the job market, and can make a more significant contribution to reducing unemployment and improving the quality of the workforce in Indonesia.

#### 4. Conclusion and Recommendations

This research reveals that Community Work Training Centers (BLKK) that have achieved independence and sustainability have several principal characteristics that differentiate them from BLKKs that still depend on government funding. The main findings show that good institutional governance, strong partnerships with business and industry (DUDI), and diversification of funding sources are critical factors in creating a sustainable BLKK. BLKK, which implements transparent and efficient governance, can manage resources optimally, increasing accountability and trust from various stakeholders. In addition, strategic partnerships with the private sector have proven to be a way to create training that is relevant to labor market needs and job opportunities for graduates. Finally, funding diversification, involving self-funding, CSR, and paid training, helps BLKK reduce dependence on government funding, creating a more flexible and independent sustainability model.

This research's findings indicate that policies supporting BLKK development must include several main strategies. First, it is essential to increase the human resource capacity at BLKK, especially in financial management, governance and strategic planning. Training for BLKK managers, in this case, will ensure that these training institutions can manage resources more efficiently and reduce the risk of waste. Second, policies that strengthen collaboration with the private sector must be a priority. Closer partnerships with large companies, local industries and educational institutions can enrich training curricula and expand job opportunities for graduates. Governments can provide tax incentives or subsidies for companies involved in training or job placement programs to encourage more partnerships. Third, policies need to support diversification of funding sources for BLKK by encouraging community-based funding, CSR, and BLKK business units that can generate additional income to support operations. This approach will help create more financially independent BLKKs and reduce dependence on often unstable government funding.

This research provides insight into the success of BLKK in achieving independence and sustainability, but there is still much room for further research. Future research can deepen the understanding of sustainability models applied in BLKK with different characteristics regarding location, training type, and institution size. More specifically, research could examine how the successful sustainability approach implemented by BLKK can be adapted and applied in other areas, especially in areas that are more remote or less accessible to government training institutions. In addition, the impact of partnerships with the private sector on improving the quality of training and job placement needs to be further researched, including how mutually beneficial partnership models can be expanded and strengthened. Finally, further research could examine the social and economic impact of the BLKK program on the local economy and reducing unemployment, as well as how the BLKK can contribute more to achieving national development goals, such as Golden Indonesia 2045.

With appropriate policy recommendations, institutional capacity development, and broader use of sustainability models, BLKK can play an essential role in developing quality human



resources (HR) relevant to the job market's needs in Indonesia. Further research on the sustainability of BLKK will significantly contribute to more effective job creation and unemployment reduction, as well as supporting inclusive and sustainable economic development.

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