

## SIGNATURE PAGE

Country: **INDONESIA**

<p><b>Indonesia Decent Work Country Programme (DWCP) Priority and Outcome:</b></p>	<p>IDN 126</p> <p><u>Outcomes:</u></p> <p>Country program outcome 2.1 (Evidence base employment policy formulation to promote a job rich growth).</p>
<p><b>Project Summary:</b></p>	<p>The Indonesia <i>Green Entrepreneurship Program (I-GEP)</i> seeks to promote the establishment and support for green entrepreneurs in Indonesia, by showing the examples to be followed by potential Indonesian green entrepreneurs in rural and urban areas.</p> <p>In order to achieve this objective the strategy of the project are:</p> <ol style="list-style-type: none"> <li>i. Develop and pilot test an Indonesia based toolkit and training program for green entrepreneurship through technical partnership building (during pilot Phase, including with Central Bank, national universities and business incubators);</li> <li>ii. Provide capacity building activities for business development services, including bank of Indonesia and its associated business development services and universities through their incubators in the form of training of trainers on green entrepreneurship</li> <li>iii. Promote an enabling environment with key institutions and national/international partners through the launch of an Indonesian Green Entrepreneurship Forum</li> </ol> <p>It is envisaged that upon completion of the program, ILO constituents and relevant partners will be knowledgeable about the green entrepreneurship and will have acquired the capacity and the elements to continue the program in creating new green entrepreneurs in Indonesia in various sectors of the economy.</p>
<p><b>Executing Partner Agency &amp; Implementing Agency:</b></p>	<p>The International Labour Organization (ILO).</p>
<p><b>Implementing Partners</b></p>	<p>Relevant line Ministries, Employers' and workers' organizations, training institutions and NGOs.</p>
<p><b>Executing Partner:</b></p>	<p>The Ministry of Manpower and Transmigration.</p>

**Legal Basis :** The Revised Basic Agreement for the Provision of Technical Assistance between the United Nations, the International Labour Organization, the Food and Agricultural Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the International Civil Aviation Organization, the World Health Organization and the Government of the Republic of Indonesia concluded on 29 October 1954, as amended by exchange of letters of 1 and 17 November 1966.

**Programme Period:**

1 October 2012 – 31 March 2013

**Award Title:** *Indonesian Green Entrepreneurship Program (I-GEP)*

**IRIS Code :**

**Management Arrangement:** Agency Execution

**Target Budget:**

**Funding received and sources:**  
(Korean Government)

In witness whereof the undersigned have agreed on the implementation of the project in the terms set forth herein and as described in detail in the attached *Green Jobs in Asia* Project Document.

<b>On behalf of</b>	<b>Signature:</b>	<b>Date:</b>	<b>Name and Title:</b>
Ministry of Manpower and Transmigration The Republic of Indonesia	_____	_____	Dr. Ir. Mughtar Luthfie, M.M.A Secretary General
International Labour Organization Country Office for Indonesia and Timor- Leste	_____	_____	Peter van Rooij Director



**INTERNATIONAL LABOUR ORGANIZATION  
TECHNICAL COOPERATION**

**PROJECT DOCUMENT TEMPLATE (PRODOC)**

**Cover page**

**XB Symbol:**

**Project title:** *Indonesia Green Entrepreneurship Program*

**Country:** Indonesia

**P&B Outcome:**

**DWCP Outcome:** IDN 126

**Technical field:** EMP/ENT

**Administrative unit:** ILO Regional Office for Asia and the Pacific

**ILO Responsible Official:** Ms. Thetis Mangahas, Deputy Regional Director, ROAP  
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**Technical Backstopping Unit:** ROAP, including ROAP Green Jobs and other specialists as per required. ILO/HQ backstopping (Integration)

**Collaborating ILO Units:** ILO departments & Units: EMP/ENT, INTEGRATION, SKILLS, ACTRAV, ACTEMP, ILO CO-Jakarta

**External Implementing Partners:**

**Budget requested:**

**Evaluation requirements:** The project will implement monitoring and evaluation activities in accordance with the ILO's Technical Cooperation regulations

## EXECUTIVE SUMMARY

Indonesia is the fourth most populated country in the world with a population of more than 237 million people. Indonesia faces 6.32% unemployment rate and 11.6% poverty rate (BPS, 2012). The highest portion of unemployment is the youth. Entrepreneurship has been identified by the Government of Indonesia as means to mitigate unemployment, poverty reduction in Indonesia. Nearly two decades ago the Indonesian government has put their focus on Entrepreneurship with the launch of a national entrepreneurship program by the Indonesian President (Presidential instruction number 04/1995). The program has raised the interest of 17 line ministries. Each of these ministries promotes their own entrepreneurship program in various approaches, including trainings, access to finance, and/or exhibition. However, until today, the number of entrepreneurs in Indonesia has not reached 2% of the population. The results of each ministries program varies, this is due to a lack of collaboration among the Ministries to promote entrepreneurship.

Beside the employment challenge, Indonesia also faces environmental challenges. The country is the third largest contributor of CO<sub>2</sub> due to deforestation and palm oil production. Until 2010, Ministry of Energy and Mineral reports that more than 50% of the energy used in Indonesia are sourced from fossil fuel, which are non renewable energy. This energy is used for industry, transport and household with 44%, 36% and 11% of energy consumption respectively (Ministry of Energy and Mineral, 2011). In addition to the energy use, the industry, transportation and household are major source of pollution in Indonesia (Ministry of Environment, 2009). At the G-20 meeting at Pittsburgh, the President of Indonesia commits to reduce CO<sub>2</sub> by 26% with its own initiative and up to 41% with international supports by 2020.

Responding to these challenges and to support the Indonesian Government development strategy, namely, pro-poor, pro-jobs, pro-growth and pro environment, the ILO provided technical assistance through the Green Jobs in Asia project from 2010 – 2012. The tourism sector was selected as a pilot sector with the development of strategic plan on sustainable tourism and green jobs for Indonesia, development of voluntary industrial standards that are based on ASEAN tourism standards and competency standards as well as developing and implementing an employment creation model. Through the technical assistance in developing green businesses in the tourism sector (e.g. green homestay) and competency standards (eco-tour guide and green homestay), the project found that a green entrepreneurship program could respond to social, economic as well as environment concerns concurrently as needed. Such program may need to cover both technical and managerial aspects and include other sectors along value chain.

In relation to the above, The Indonesian *Green Entrepreneurship Program (I-GEP)* seeks to promote the establishment and support for green entrepreneurs in Indonesia, by showing the examples to be followed by potential Indonesian green entrepreneurs in rural and urban areas.

In order to achieve this objective the strategy of the project are:

- i. Develop and pilot test an Indonesia based toolkit and training program for green

- entrepreneurship through technical partnership building (during pilot Phase, including with Central Bank, national universities and business incubators);
- ii. Provide capacity building activities for business development services, including bank of Indonesia and its associated business development services and universities through their incubators in the form of training of trainers on green entrepreneurship
  - iii. Promote an enabling environment with key institutions and national/international partners through the launch of an Indonesian Green Entrepreneurship Forum

It is envisaged that upon completion of the program, ILO constituents and relevant partners will be knowledgeable about the green entrepreneurship and will have acquired the capacity and the elements to continue the program in creating new green entrepreneurs in Indonesia in various sectors of the economy.

## 1. BACKGROUND AND JUSTIFICATION

### • Problem Analysis

Until February 2012, with more than 237 million population, Indonesia faces 6.32% unemployment rate and 11.6% poverty rate (BPS, 2012). The higher portion of unemployed is youth. Entrepreneurship has been selected as a strategic way to reduce unemployment, poverty reduction and inequality in Indonesia. President of Indonesia launched the national program on entrepreneurship almost a decade ago (see President instruction number 04/1995). Since then, there are about 17 ministries promotes entrepreneurship in various approaches, including trainings, access to finance, and/or exhibition, which can be selected autonomously by each ministry. However, until now, there number of entrepreneurs in Indonesia has not been reaching 2% of the population. The results of each ministry program vary, in which the multi stakeholder consultation found that there is lack of join action to promote entrepreneurship, means that the current entrepreneurship program is an independent program, and it is also mainly focuses on economic aspect.

Beside the employment challenge, Indonesia also faces environmental challenge. The country is the third largest contributor of CO<sub>2</sub> due to deforestation and palm oil production. Until 2010, Ministry of Energy and Mineral reports that more than 50% of the energy used in Indonesia are sourced from oil mining and coal, which are non renewable. This energy is used for industry, transport and household with 44%, 36% and 11% of energy consumption respectively (Ministry of Energy and Mineral, 2011). Indeed, beside the energy used, the industry, transports and households are the major source of pollution in Indonesia (Ministry of Environment, 2009). At the G-20 meeting at Pittsburgh, the President of Indonesia commits to reduce CO<sub>2</sub> by 26% with own initiative and up to 41% with international supports by 2020.

The ILO responded to the will and provided technical assistance through the Green Jobs Project in Asia from 2010 – 2012. Tourism subsector has been selected as the pilot sector. Through the assistance on green

business (green homestay) and competency standards (eco-tour guide), the project found that a green entrepreneurship program, a program can response to social, economics as well as environment concerns concurrently, is needed. Such program may need to cover both technical and managerial aspects and include other sectors along value chain.

**Justification:**

This proposal is built based on the evaluation of ILO Green Jobs in Asia project, the completion of Education and Skills Training (EAST) Project and the inputs from various stakeholders on how to promote green and/or entrepreneurships in Indonesia.

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The Indonesia government commitments to promote entrepreneurship include:

- Soeharto's presidential instruction number 04/1995 on National action for entrepreneurship. 17 Ministries, Indonesia Central Bank and governors were involved. Ministry of Small and Medium Enterprise was appointed as the coordinator of programs across ministries, followed by: Join agreement between Ministry of Small and Medium Enterprise and Ministry of Education on the cooperative and entrepreneurship education (Regulation No. 02/SKB/MENEG/VI/2000 and No.4/U/SKB/2000)
- Susilo Bambang Yudhono launched Presidential Instruction number 06/2007 about fostering the growth of real sector and small and medium enterprises. 18 Ministries, governors, district leaders, National Authority for land, investment and financial monitoring was involved. Coordinating Ministry on economy was appointed as the program coordinator that should closely work with Indonesia Central Bank.
- Law number 20/2009 about Small and Medium Enterprise, chapter 15 states that the Ministry of SMEs is responsible to support and improve the function of incubators, business development service providers and technical consultants for the promotion of SMEs in Indonesia. Chapter 19 stresses human resource development, which includes promoting entrepreneurship, providing technical and managerial skills, establishing and supporting training institutions to create new entrepreneurs, followed by Join agreement among Ministry of Cooperative and Small and Medium Enterprises, Ministry of National Education, Ministry of Research and Technology on national movement to promote university incubators to promote innovative entrepreneurs
- Law number 40/2009 about youth defines that ministry of Youth and Sport is responsible to provide service for youth, including entrepreneurship (chapter 27). The service covers training, coaching, counseling, partnership facilitation, promoting and access to finance.

The pre-consultation mission found that entrepreneurships is promoted by several ministries, including Ministry of Education and Culture, Ministry of Manpower and Transmigration, Ministry of Cooperative and SMEs, Ministry of Research and Development, technical ministries such as Ministry of Agriculture, Ministry of Tourism and Creative Economy, Ministry of Marine, Ministry of Public Housing. These show that at the policy level, the Indonesia government is interested to develop entrepreneurship. However, there is no

coordinated framework in promoting entrepreneurship across ministries, governmental levels and involving non-government partners.

While business operation deals with a range of regulation, and involving various stakeholders, a common operating principle in promoting entrepreneurship across government and non-government agencies are necessary. For example, the ILO study on business environment for young entrepreneurs in Indonesia found that entrepreneurial cultural and social values; business assistance, regulatory environment; business dynamics; access to finance, and HR & employment dynamics are needed to promote young entrepreneur in Indonesia (ILO, 2011). Thus, beside the fact of complex coordination that may arise, the involvement of several ministries and non-government institutions in the green entrepreneurship may foster the promotion of better social, economical and environmental initiatives in Indonesia, because employment and environment are common concern. The green entrepreneurship program in China with the focus on skill trainings and environmental awareness can be used as a reference to develop green entrepreneurship in Indonesia.

The Indonesia Green Entrepreneurship Program will assist the national Government in reducing unemployment and reducing GHG by creating new green entrepreneurs in various sectors of the economy in Indonesia.

- **Target Groups and Partners**

The ILO constituents will be a key project target group with a view to creating the long-term capacity and the conditions of social dialogue to mainstream green jobs into social and employment policy, integrate Green Jobs policies into the Decent Work Country Programs (DWCP), contribute actively to addressing the social and employment dimension of climate and environment related policies at the national level, and facilitate a just transition for enterprises and workers towards a low-carbon, environmentally friendly economy.

- The Ministry of Manpower and Transmigration (MoMT): The MoMT is responsible for labour administration and enforcement to promote compliance with core international labour standards and national labour law. MoMT has also supported the implementation of the Green Jobs in Asia project in Indonesia and had included entrepreneurship training that emphasized on environmental aspects. MoMT would be the lead counterpart in implementing the Green Entrepreneurship program as this would be synergized with their existing entrepreneurship program. This project will also support the joint agreement among Ministry of Manpower and Transmigration (KEP.16/MEN/2/2010) with four other ministries (ministries of Youth and Sport, Cooperative and SMEs, Marine and Fishery, and industry) in 2010 to promote entrepreneurship.
- The Ministry of Youth and Sports (MoYS): MoYS is responsible for youth and sports affairs. MoYS has expressed their interest to implement a national Green Entrepreneurship program in Indonesia to which

it would complement and enrich their existing entrepreneurship program. The MoYS are also keen to prepare a policy to support the implementation of green entrepreneurship where it would involve the participation of all relevant line Ministries.

- Bank of Indonesia (BoI): the Bank of Indonesia is the central bank of Indonesia. BI has the authority to pass regulation as an execution of the law that legally binds the public, in accordance to its mandate and authority. The tasks of BI are to prescribe and implement the monetary policy, to regulate and safeguard the smoothness of the payment system and to regulate and supervise the banks. The Bank of Indonesia has expressed their interest to collaborate together with ILO in adapting the Green Entrepreneurship toolkit into an Indonesian context. As for the pilot phase of the green entrepreneurship program, the role of BoI would together with ILO organize training and workshops as well as to print the finalized training and trainers module of start your green business.
- Employers' organizations and enterprise managements: The Indonesian Employers' Organization (Asosiasi Pengusaha Indonesia – APINDO) is officially recognized as the employer's organization in Indonesia to deal with industrial relations and human resource development issues. APINDO is also active with their own entrepreneurship program by introducing entrepreneurship to the local community as part of companies CSR Program. Similar to MoMT, APINDO was also supportive of the green jobs project in Indonesia. APINDO will be invited to participate in the technical and national green entrepreneurship workshop as well as to participate in the training of trainer's activity.
- Workers' organizations/unions: Three union confederations with the affiliated sectoral federations are registered in Indonesia to represent the workers' organizations:
  - Confederation of All Indonesian Trade Unions (Konfederasi Serikat Pekerja Seluruh Indonesia – KSPSI);
  - Confederation of Indonesian Trade Union (Konfederasi Serikat Pekerja Indonesia – KSPI); and
  - Confederation of Indonesian Prosperity Trade Union (Konfederasi Serikat Buruh Sejahtera Indonesia – KSBSI).
- These 4 trade union confederations will guide and introduce to their members on the concept of green entrepreneurship. The Trade Unions will be invited to participate in the technical and national green entrepreneurship workshop as well as to participate in the training of trainer's activity.
- In addition to the ILO constituents, this project will also engage with other stakeholders within the Government, in particular, Ministry of Small and Medium Enterprises, National Development Planning Agency (Bappenas), Ministry of Environment, Ministry of Tourism and Creative Economy, in consultation with Ministry of Manpower and Transmigration.
- Vocational Training Centres managed by the Government may be involved as training partners of Indonesia Green Entrepreneurship program. These training centres can be utilized to provide training

for job seeker on green entrepreneurship or include green entrepreneurship in their existing training curricula.

- Universities, through its business incubators, research centres, and specialized institutions can also provide inputs to the programme development and implementation. ILO is keen to collaborate together with faculty members of universities that implement their own entrepreneurship program in adapting the GBO into an Indonesian context. These universities would have expertise in the 6 sectors identified in the GBO resource books.

## **2. STRATEGY AND LOGICAL FRAMEWORK**

### **2.1 Description of the Project Strategy**

The strategies of this project are:

- Develop and pilot test an Indonesia based toolkit and training program for green entrepreneurship through technical partnership building (during pilot Phase, including with Central Bank, national universities and business incubators);
- Provide capacity building activities for business development services, including bank of Indonesia and its associated business development services and universities through their incubators in the form of training of trainers on green entrepreneurship
- Promote an enabling environment with key institutions and national/international partners through the launch of an Indonesian Green Entrepreneurship Forum

### **2.3 The Logical Framework**

The logical Framework is attached as ANNEX

### 2.3.1 Development Objective

The development objective of the Indonesian Green Entrepreneurship program is Poverty reduction through employment creation and support to new green businesses with green jobs and decent work across the economy in Indonesia.

- **Link to DWCP**

IDN 126

Country program outcome 2.1 (Evidence base employment policy formulation to promote a job rich growth).

This country program outcome is linked to Outcome 3 (Sustainable enterprises).

- **Programme and Budget**

*Outcome 3 (sustainable enterprises create productive and decent jobs)*

- **Link to National Development Frameworks**

Outcome 2 of the Indonesian UNPDF: Sustainable livelihoods. The objective of this outcome is to provide policy advice and support national partners through the implementation of innovative and replicable models for generating decent jobs and sustainable economic growth in priority regions and sectors. Emphasis will be placed on youth employment and on enhancing agricultural and industrial productivity for the creation of green jobs and for raising competitiveness.

Outcome 5 of the Indonesian UNPDF: climate change and environment. The objective of this outcome is strengthened climate change mitigation and adaptation and environmental sustainability measures in targeted vulnerable provinces, sectors and communities.

This project will support the Indonesia Government development strategy, namely, pro poor, pro growth, pro jobs and pro environment. In addition, this program would assist the realization of a national program initiated by the President of Indonesia on entrepreneurship (President instruction number 04/1995) and Presidential Instruction number 06/2007 about fostering the growth of real sector and small and medium enterprises.

### 2.3.2 Immediate Objectives

- Develop and pilot test an Indonesia based toolkit and training program for green entrepreneurship through technical partnership building (during pilot Phase, including

- with Central Bank, national universities and business incubators);
- Provide capacity building activities for business development services, including bank of Indonesia and its associated business development services and universities through their incubators in the form of training of trainers on green entrepreneurship;
- Promote an enabling environment with key institutions and national/international partners through the launch of an Indonesian Green Entrepreneurship Forum

### **2.3.3 Outputs and activities**

The immediate objective above are explained in more detail (outputs and activities) as follows

#### **Objective 1**

Develop and pilot test an Indonesia based toolkit and training program for green entrepreneurship through technical partnership building (during pilot Phase, including with Central Bank, national universities and business incubators);

The output under the first objective is shown below:

**Output 1.1** Adaptation of existing ILO green entrepreneurship training toolkit into the Indonesian context.

The aim of this task is to adapt existing ILO toolkit on green entrepreneurship that was implemented in China and Mongolia under the Green Business Option Program. The toolkit comprises of a training manual for participants, trainers manual and six sector specific resource books (transport, energy, creative industry, ecotourism, food security, waste management). The adaptation process will go through a series of consultations at the national level with relevant partners from ILO Constituents, Government Institutions, Universities and NGOs.

This step will involve a review of the existing toolkit by ILO consultants and national experts on the identified six sectors. The adaptation process will be conducted in several stages as listed below:

- First adaptation of the module will be carried out by inviting ILO constituents, relevant Ministries (that implement their own entrepreneurship program), national experts from universities (for each sector of the resource books) as well as SYB master trainers during a one day workshop. In addition to gain feedback from the workshop participants on substance of the training modules, this workshop will also be used to promote the

- Indonesian Green Entrepreneurship Program in order to obtain the interest of the participants, particularly, Government Institutions.
- Second adaptation, following the workshop, the expert will begin and given adequate time (10 working days) to adapt the modules and including recommendation during the workshop. For each of the resource books there will be one expert dedicated to adapt it and a SYB master trainer to adapt the trainers manual. Therefore, there will be a team of 7 experts from universities, consist of 6 sectors expert and 1 entrepreneurship module development expert that will closely work together to adapt all the modules and resource books. To assist the work of the experts, the ILO will indicate in their ToR a standardized detailed outline for preparation of the modules, and a consent form of acknowledgement as the contribution from the ministries.
  - Third adaptation, prior to finalization of the modules, a technical workshop will be held with the participation of the relevant Government institutions/ministries. This meeting has an aim to request final inputs from the participants on all the modules and resource books, as well as developing a commitment to buy in the program.
  - After finalizing the materials, translation of the module into Bahasa Indonesia will be done.
  - Subsequently, The ILO will organize a Training of Trainers for relevant partners including the central bank and business development services at the place of potential coordinating institution to promote IGEP for 15 days for 20 participants by a master trainer.
  - Rollout training of green entrepreneurship with a target of university incubators, ILO constituents and other interested parties. It is hoped that the rollout training will be funded by the government, universities, CSO program for 20 participants for 5 days.

Following the adaptation of the modules, the documents that will be ready are as follows:

1. Start Your Green Business in Ecotourism Sector
2. Start Your Green Business in Energy Sector
3. Start Your Green Business in Transport Sector
4. Start Your Green Business in Waste Management Sector
5. Start Your Green Business in Creative Industry Sector
6. Start Your Green Business in Food Security Sector
7. IGEP Trainers Manual

All the above modules will be a comprehensive document with a combination of GBO and SYB. Approach in the adaptation of the module would be done through the insertion of the whole GBO training manual into the SYB training module which would replace chapters 1 – 3 of the SYB. whereas, the remaining chapters/information within the SYB are relevant to be utilized in the Indonesian context as it provides information on financial management, human resources, legal responsibilities, legal forms of business, start-up capital and how to

start your business. Meanwhile, information from the resource books which are industry overview, business opportunities and market potential would also be integrated within the training manual. The draft outline of Start Your Green Business training manual is attached for reference.

It is expected during the training each participant would receive one training manual based on a specific sector and one business plan booklet (same as SYB).

The adapted training module will provide the following benefits:

- Enhance participants awareness on environment protection;
- Help participant self-evaluate whether they fit to start a business;
- Identify the green business idea the participant suited the most;
- Generate creative green business ideas
- Implement SIYB training module.

## **Objective 2**

Provide capacity building activities for business development services, including bank of Indonesia and its associated business development services and universities through their incubators in the form of training of trainers on green entrepreneurship

The outputs under the second objective are shown below:

**Output 2.1** Training of Trainers for business development services, ILO constituents and other relevant partners (Central Bank of Indonesia, Ministry of Youth and Sports).

The ILO will provide training of trainers for business development services and other relevant partners on Green Entrepreneurship by utilizing the adapted modules. The training aims to equip the partners with a better understanding on Green entrepreneurship and on how to deliver. The training will be designed in a way to encourage the participants to be active and propose ideas on how to think, act, train, and advocate to other people on the principles of becoming a green entrepreneur.

By the end of the training, the ToT participants will have an extensive knowledge on green entrepreneurship and its best practices. They will be able to encourage and train potential entrepreneurs in green entrepreneurship in a specific sector. Two ToT training courses will be organized by the ILO. The maximum number of participants of the ToT training will be 20

people and the training will be conducted for 15 days.

The timeframe of the above trainings are early December 2012.

### **Output 2.2 Rollout training for new entrepreneurs (management and technical training)**

Following the Training of Trainers activity, the ILO will encourage the relevant partners (government institutions, universities, CSO Programs) to organize rollout trainings for new green entrepreneurs that will include university incubators. The training will be held in Jakarta and Makassar with a maximum number of participants of 20 people for 5 days.

### **Objective 3**

Promote an enabling environment with key institutions and national/international partners through the launch of an Indonesian Green Entrepreneurship Forum

The output under the third objective is shown below:

### **Output 3.1 Establishment of the Indonesian Green Entrepreneurship Program Forum**

The Indonesian Green Entrepreneurship Program Forum aims at enhancing the network and the capacity of main institutions having competence in the matter, social partners and business development services / incubators association with a view of mainstreaming green entrepreneurship into national programs. The forum is seen as a platform to conduct dialogue and consultation process with all relevant stakeholders, set national priorities for action with regards to Green entrepreneurship, coordinate with other parts of the government in particular with relevant technical line Ministries that has its own entrepreneurship program to ensure coherent, inclusive policy and program. The composition of the Indonesian Green Entrepreneurship Program Forum will include ILO constituents, all relevant ministries, academia, private sector and CSOs. The forum may strengthen or build upon existing entrepreneurship forum, such as the one established by Ministry of Youth and Sport, that consist of 61 universities in Indonesia and organise by ITS and IPB. It also hoped that the forum would convene regular meetings to provide policy inputs and recommendation to set a national standard for green entrepreneurship in Indonesia.

## 3. INSTITUTIONAL FRAMEWORK AND MANAGEMENT ARRANGEMENTS

### 3.1 Management Arrangements

This project is a country project in Indonesia that will be managed on a daily basis by a National Project Coordinator (NPC) that will be based in the ILO CO-Jakarta. The NPC will report directly to the Country Office Director. Technical backstopping of this project will be the responsibility of the Environment and Decent Work Senior Specialist in ROAP.

The roles of the NPC are among others to coordinate with national stakeholders on the implementation of the project.

A Programme Advisory Committee (PAC) will be established to provide overall advice and feedback on the strategies of the programme, review the work plan and discuss results to support programme implementation, and to provide guidance and recommendation to the project. The PAC members will consist of representatives of the ILO, Government, the employers' and workers' organizations and other relevant partners as appropriate. The PAC will meet every 6 months or as deemed necessary.

The ILO shall administer the project in accordance with its regulations, rules and directives governing Technical Cooperation, and project cycle management. The project shall be subject exclusively to the audit regulations, rules and directives of the ILO.

## 4. SUSTAINABILITY

The Indonesian *Green Entrepreneurship Programme* seeks to build sustainable service delivery to ILO Constituents and other relevant partners after donor funding has come to an end. The aim is to ensure that ILO constituents and other relevant partners will have the capacity to enhance policy coherence at the national level in order to create green entrepreneurs in multiple sectors of the economy. This will be achieved by providing necessary capacity building activity to ILO constituents and other relevant partners as well as to assist the government to include a green component within existing government programs or policy in entrepreneurship. Donor funding will be used to support development costs such as tools development and capacity building.

## 5. MONITORING AND EVALUATION

A monitoring and evaluation plan will be prepared to ensure effective implementation of project operations at activity and output levels, and to certify development results to guide project strategy at the outcome level. The project will submit annual progress report with details on the activities undertaken according to the work-plan.

The Indonesian Green Entrepreneurship Program will be subjected to one independent project evaluation at the end of the project. The independent project evaluation will be conducted as per ILO evaluation policy, which is in compliance with the OECD/DAC Criteria Evaluation Quality Standards.

## **6. KNOWLEDGE MANAGEMENT AND SHARING**

Knowledge Management is an important dimension of the Indonesian Green Entrepreneurship Program. Through a network of ILO constituents, specialist, civil society and other stakeholders, the Indonesian Green Entrepreneurship Program could be included within the JEJAKMU website (BAPPENAS managed portal) that would be accessible for the general public.

## Annex D: Programme and Budget outcomes 2012-13

Policy coherence			Dialogue	Standards
<input type="checkbox"/> Outcome 19 Mainstreaming Decent Work: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies	<input type="checkbox"/> Outcome 4 Better managed and more gender equitable social security benefits	<input type="checkbox"/> Outcome 9 Employers' Organizations: Employers have strong, independent and representative organizations	<input type="checkbox"/> Outcome 14 Freedom of Association and the Right to Collective Bargaining: The right to freedom of association and collective bargaining is widely known and exercised	
<input type="checkbox"/> Outcome 2 Skills Development: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth	<input type="checkbox"/> Outcome 5 Working Conditions: Women and men have better and more equitable working conditions	<input type="checkbox"/> Outcome 10 Workers' Organizations: Workers have strong, independent and representative organizations	<input type="checkbox"/> Outcome 15 Forced Labour: Forced labour is eliminated	
<input type="checkbox"/> Outcome 3 Sustainable Enterprises: Sustainable enterprises create productive and decent jobs	<input type="checkbox"/> Outcome 6 Occupational Safety and Health: Workers and enterprises benefit from improved safety and health conditions at work	<input type="checkbox"/> Outcome 11 Labour Administration and Labour Law: Labour administrations apply up to date labour legislation and provide effective services	<input type="checkbox"/> Outcome 16 Child Labour: Child labour is eliminated, with priority being given to the worst forms	
	<input type="checkbox"/> Outcome 7 Labour Migration: More migrant workers are protected and more migrant workers have access to productive employment and decent work	<input type="checkbox"/> Outcome 12 Social Dialogue and Industrial Relations: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations*	<input type="checkbox"/> Outcome 17 Discrimination at Work: Discrimination in employment and occupation is eliminated	
	<input type="checkbox"/> Outcome 8 HIV/AIDS: The world of work responds effectively to the HIV/AIDS epidemic	<input type="checkbox"/> Outcome 13 Decent Work in Economic Sectors: A sector-specific approach to decent work is applied	<input type="checkbox"/> Outcome 18 International Labour Standards: International labour standards are ratified and applied	