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## Literature Review on the Implementation of the Pre-Employment Card Program in Indonesia

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### Abstract

Unemployment remains a major issue in national development, primarily due to the skills gap between job seekers and industry needs. To address this issue, the government has launched the Pre-Employment Card Program, which aims to improve work and entrepreneurship competencies through digital-based training. This study aims to evaluate the implementation of the Pre-Employment Card Program using a public policy evaluation approach, including indicators of effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. The method used is a literature study by reviewing various sources related to program implementation. The research findings indicate that the Pre-Employment Card Program has achieved positive results, particularly in terms of effectiveness and efficiency through expanding access to training and using digital systems. However, this program still faces challenges such as a mismatch between training skills and industry needs, unequal access due to differences in digital literacy and internet access, and uneven training quality. From an evaluative perspective, this program is considered quite helpful in improving participant competency, but it has not been able to fully address structural unemployment in Indonesia. Therefore, improving the quality of the training curriculum, equitable digital access, and increasing the relevance of training to job market needs are crucial steps to maximize the benefits of the Pre-Employment Card Program in the future.

**Keywords:** Evaluation, Training, Pre-Employment Card Program

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### INTRODUCTION

Unemployment is a crucial economic issue that directly impacts social stability and a nation's growth. Nearly every country in the world faces this problem, including Indonesia, which continues to strive to reduce unemployment through various policies and programs. According to data from the Central Statistics Agency (BPS) in 2023, the number of unemployed in Indonesia reached 7.86 million out of a total of 147.71 million eligible workers. While this figure represents a decrease of around 0.54 percent compared to 2022, it is not large enough to indicate a sustained recovery in the Indonesian labor

market. This raises questions about the factors contributing to the slow decline in unemployment.

Indonesia's unemployment problem is already quite serious. In February 2020, the number of unemployed people reached 6.93 million, lower than in 2023, indicating that the pandemic is not the sole cause of the rise in unemployment. Factors such as limited employment opportunities, intense competition in the job market, and low skills and competencies among job seekers are also important factors. This situation highlights the need for a more in-depth analysis to understand the characteristics of unemployment in Indonesia and determine appropriate measures to address it.

Furthermore, the disparity in unemployment rates between urban and rural areas suggests that local factors also influence understanding of this issue. Indonesia's unemployment situation is even more pronounced when compared to developed countries such as the United States, Japan, and Singapore. These countries frequently face unemployment due to business fluctuations, while Indonesia still faces structural challenges such as a lack of investment, limited job opportunities, and social and political barriers that impact economic growth.

One of the major challenges facing job seekers is the mismatch between their skills and the market's needs. According to the World Bank in 2020, around 32% of employers in Indonesia complained about difficulty finding workers with the right skills. This indicates a gap between the education system and the needs of the workforce. Many college graduates possess theoretical knowledge but lack the practical skills required by industry. According to a 2021 study by the Ministry of Manpower, only around 25% of college graduates are employed in their chosen field within one year of graduation. This means that most graduates must work in different fields or take jobs that do not require the skills they learned. This gap is exacerbated by the lack of retraining and skills strengthening programs from both the government and private companies. Furthermore, job seekers face challenges adapting to technology. Digital transformation requires technical skills such as programming, data analysis, and software proficiency. However, many workers lack access to digital training.

Rapidly changing times require everyone to adapt to the demands of today's workplace. Today's workforce requires more than just a diploma, but also requires real, relevant skills. Today's workforce is expected to communicate effectively, work collaboratively in teams, think critically to solve problems, be creative in generating innovation, and be able to utilize technology, especially information technology, to address various workplace challenges. These skills are becoming the new standard that must be mastered to compete and survive in global competition.

However, in the field, many graduates possess only limited skills. The learning process focuses heavily on theory, such as memorizing material, solving problems, or following textbooks, while practical application experience is minimal. Yet, practical experience is crucial for developing skills for the workplace. The education system, which should combine theory and practice, is not functioning optimally, leaving graduates underprepared for the challenges of the job market.

In situations like this, skills training is crucial. Training is a key element in improving abilities and performance, both at the individual and organizational level. Training helps bridge the gap between expected abilities and actual conditions, enabling workers to achieve higher performance standards. Furthermore, training can be used to address weaknesses, increase productivity, and develop competencies that encompass the knowledge, skills, attitudes, and values needed for the job.

In this situation, the Indonesian government launched the Pre-Employment Card Program as one of its important initiatives since 2020. This program was created as a policy to improve digital work skills, aimed at people looking for work, laid-off workers, workers who want to improve their skills, and small entrepreneurs. Through the registration process, wave selection, and training grants, participants can take part in various types of training such as digital marketing, business management, information technology, and other technical skills. In addition, participants also receive financial assistance as financial support for job search or participating in program evaluations. By 2024, this program had served more than 17 million participants and became the largest skills training program in Indonesia.

However, the implementation of this program also faces several challenges. Several studies have shown that the program has successfully improved participants' skills in digital, entrepreneurship, and business management. However, obstacles remain, such as low training completion rates, limited internet access in remote areas, mismatching training outcomes with industry needs, and unequal access between urban and rural participants. Furthermore, several evaluations have revealed obstacles in program management, ranging from the quality of training providers to the use of incentive funds. This situation highlights the need for a comprehensive evaluation of the program's success.

Based on these issues, this study was conducted to understand the implementation of the Pre-Employment Card Program from a public policy evaluation perspective, including the factors that support and hinder its implementation. This study also aims to analyze the extent to which the program's effectiveness can be explained through appropriate policy evaluation theories or approaches, thereby providing a comprehensive picture of the program's achievements and weaknesses in improving workforce competency.

Concurrent with the problem formulation above, the objectives of this study are to describe the implementation of the Pre-Employment Card Program based on a literature review, identify key findings, challenges, and opportunities for improvement, and understand the extent to which the program's effectiveness can be analyzed through public policy evaluation theories or approaches. With these objectives, this study is expected to provide a deeper understanding of the quality of the Pre-Employment Card Program's implementation as a digital-based capacity-building program.

The benefits of this research span several areas. Theoretically, it helps enrich our understanding of public policy evaluation, particularly in the context of digital-based job training policies in Indonesia. Practically, this research can provide input for the

government, training institutions, and other relevant parties in improving the design, implementation, and management of the Pre-Employment Card Program. Academically, this research can serve as a reference for students, researchers, and academics who wish to study issues related to employment policy, human resource development, and government program evaluation more comprehensively.

## **RESEARCH METHODS**

The method used in this article is a qualitative method with a library research approach. Qualitative research seeks to understand how an individual views, interprets, or describes their social world (Sudaryono, 2019:97). Literature study is the activity of collecting library sources and processing the research data (Zed in Supriyadi, 2017). In this article, data and information are obtained by taking references and reference materials from various scientific sources such as journals, electronic media, websites, and several libraries that are certainly relevant to the topic discussed. This article examines the implementation of the Pre-Employment Card Program in Indonesia from the perspective of public policy evaluation. Moreover, the program was launched during the COVID-19 pandemic, when people were in difficult and squeezed to survive, requiring the government to find strategic solutions to overcome the crisis that occurred in various sectors, especially the economy.

## **RESULTS AND DISCUSSION**

### **Implementation of the Pre-Employment Card Program in Indonesia Based on a Public Policy Evaluation Perspective**

The implementation of the Pre-Employment Card Program must follow a carefully designed procedural flow by policymakers. The success of the Pre-Employment Card Program depends on whether the policy implementers are sufficiently effective and efficient or not providing benefits to the community. The Pre-Employment Card Program is implemented entirely online, from registration and selection to the final stage of receiving the pre-employment card. Participants who pass the selection process will receive training assistance that can be used to attend various online or offline courses on partner digital platforms, as well as post-training incentives and evaluation survey incentives. However, as is known, internet networks have not yet fully reached remote areas of Indonesia, and not everyone can operate a mobile phone properly. Therefore, not all levels of Indonesian society can benefit from the Pre-Employment Card Program.

Assessment of the implementation of the Pre-Employment Card Program in Indonesia based on a public policy evaluation perspective can be analyzed using policy evaluation indicators according to William N. Dunn, which include effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy.

- **Effectiveness**

Effectiveness relates to the achievement of policy implementation outcomes, as measured by timeliness and alignment with the desired objectives. Various literature sources have found that the Pre-Employment Card Program has been

effectively implemented in accordance with its stated goals and objectives. In 2023, the Pre-Employment Card Program reached its target of one million participants, with a budget of Rp 2.67 trillion for 595,000 participants and an additional Rp 1.7 trillion for 405,000 participants. The 2023 Normal Scheme for the Pre-Employment Card Program outlines the specific skills most in demand today and in the future. By the end of 2024, the program had reached more than 17 million participants across Indonesia, with a budget reaching trillions of rupiah. However, the effectiveness of the Pre-Employment Card program in improving human resource competencies remains a matter of debate. Some participants expressed satisfaction with the training materials provided, particularly in digital marketing and entrepreneurship. However, there has also been criticism regarding low training completion rates and disparities in access between participants in urban and rural areas. Furthermore, various other challenges, such as matching skills to labor market needs, the sustainability of the Pre-Employment Card program's impact, and the program's management mechanisms, are also important concerns.

- **Efficiency**

Efficiency refers to the amount of effort required to achieve a certain level of effectiveness. The implementation of the Pre-Employment Card Program has been quite effective, given that it is fully online, utilizing a digital system for its implementation. Digitalization can simplify oversight, accelerate the implementation process, and reduce costs. However, the quality of human resources needs to be further improved, as some training providers still do not meet competency standards and the quality of the training materials provided is too general and not applicable. Furthermore, the budget per outcome needs further evaluation, as several studies have noted that some training programs are short-duration and relatively expensive, resulting in suboptimal competency development.

- **Adequacy**

Adequacy relates to the extent to which a policy's effectiveness satisfies needs, values, or opportunities in resolving existing problems. The Pre-Employment Card Program has significantly impacted and benefited the economy and the quality of life of society. Several research sources indicate that the training participants receive is beneficial because prospective workers aspire to work in fields related to the training they receive, and they also aspire to start and expand their businesses. Furthermore, the Pre-Employment Card Program offers several other benefits, such as helping to reduce training costs, encouraging a desire to work, complementing formal education, and boosting the purchasing power of people affected by COVID-19. The Pre-Employment Card Program has provided significant benefits to the community, but it is not sufficient to be the primary solution to Indonesia's employment problems.

- **Alignment**

Equity indicators relate to assessing the extent to which program benefits are distributed fairly. In its implementation, the Pre-Employment Card program has not been fully equitable, given that it is entirely online, making it easier for people with good internet access and higher digital literacy to participate in the Pre-Employment Card program compared to those in remote areas. Research by J-PAL Southeast Asia (2021) shows that Pre-Employment Card program participants are predominantly urban and highly educated, while participation from remote areas tends to be low due to limitations in network connectivity, devices, and digital capabilities. Furthermore, the types of training available are predominantly urban-based, such as digital marketing or graphic design, making them less relevant for workers in the agricultural sector or rural MSMEs (Fadhil & Astuti, 2024). Consequently, the distribution of training benefits is not entirely equitable, even though the government has provided standard and equal training fees for all participants.

- **Responsiveness**

According to William Dunn, responsiveness relates to the extent to which a policy can meet the needs, preferences, or values of specific groups in society. The Pre-Employment Card Program is quite responsive because it provides participants with the flexibility to choose training according to their interests and needs. Participants also experience benefits in the form of improved soft skills, digital capabilities, and entrepreneurial insight (Syahrani & Gunawan, 2023). However, several studies indicate that the program's responsiveness to labor market needs still needs to be improved. In a survey conducted by an independent research institution, most participants admitted to still having difficulty finding work even after completing the training. This indicates an imbalance between the training curriculum and industry needs. Therefore, the Pre-Employment Card Program is quite appropriate for meeting community needs, and the program's responsiveness is good in terms of flexibility, but the alignment of the material with labor market needs needs further improvement.

- **Accuracy**

Accuracy relates to policy targeting, whether the policy reaches the right groups and solves the right problems. The Pre-Employment Card program targets job seekers, workers affected by layoffs, communities impacted by COVID-19, workers in need of competency improvement, and MSMEs. However, the self-targeting mechanism and internet-based registration system make it relatively difficult for groups with low digital literacy and those living in remote areas to access the program. Research by Fadhil & Astuti (2024) confirms that Pre-Employment Card participants are predominantly those living in urban areas and with higher levels of education. This indicates that the program is quite well-targeted for tech-savvy groups, but less well-suited for groups experiencing gaps in internet access and low digital literacy. Therefore, program accuracy can be

improved through affirmative action strategies for underserved areas, improving digital literacy, and providing alternative registration channels.

## **Supporting and Inhibiting Factors in the Implementation of the Pre-Employment Card Program**

### **A. Supporting Factors**

#### **1. Direct Incentive Provision**

The Pre-Employment Card program has been running since 2020, when the community was experiencing a pandemic crisis, namely the spread of COVID-19, which required people to stay at home or *lockdown*. When people were not allowed to leave their homes, automatically those who previously worked in offices and vendors who usually sold around were forced to not work until the *lockdown period* was over. The government's *lockdown policy caused many people to work in a hybrid* or online manner from their respective homes. Therefore, the government implemented the Pre-Employment Card program as a form of strengthening the community's knowledge and skills in order to increase career opportunities in the world of work. This program provides incentives in the form of money to participants while providing training needed by the community according to their chosen field of expertise. The incentives provided are IDR 600,000 for four months, and also IDR 50,000 three times for completing the evaluation survey on the Pre-Employment Card dashboard. With this incentive, it can provide a stimulus for people to participate in this program.

#### **2. Flexibility in Training Implementation**

The Pre-Employment Card program can be completed anywhere and at any time, according to the participants' convenience. The training can be accessed online on each participant's device. This ensures that the training doesn't require in-person meetings with mentors and is in keeping with the current pandemic crisis, which requires people to stay at home.

#### **3. Utilization of Digital Platforms and Training Partners**

The Pre-Employment Card program has several training partners, including the Ministry of Manpower, Pijar Mahir, Tokopedia, Mau Belajar Apa, Pintaria, Sekolahmu, and Bukalapak. Digital platforms with strong reputations in Indonesia, such as Tokopedia and Bukalapak, both online shopping platforms, can also serve as platforms for socializing and educating students on completing training and how to obtain the incentives provided. Furthermore, these digital platforms can indirectly promote the Pre-Employment Card program and raise public awareness.

## **B. Inhibiting Factors**

### **1. Lack of Understanding of Technology**

Many members of the public and prospective training participants lack technological knowledge, leading many to resort to the services of Pre-Employment Agency agents. This is because every step of the process, from registration to implementation, is conducted online. Furthermore, training participants must complete a series of lengthy activities before being declared successful. This leaves prospective participants uncertain about whether to continue or drop out.

### **2. Uneven Internet Network Across Regions**

Not everyone has access to stable internet access in their respective areas. For those living in remote areas, access to internet is impossible. This imbalance in network infrastructure creates injustice for the community. Someone eager to participate in the program may be hampered by the lack of internet access. Furthermore, an unstable internet connection will also impact all training processes. For example, during exams, an unstable internet connection can affect participants' answers due to time constraints.

### **3. Spread of Unofficial Links**

Many people are misled by unofficial links claiming to be from the Pre-Employment Card (Kartu Prakerja). This has resulted in difficulties registering for the Pre-Employment Card because they previously entered their personal information through unofficial links. This can lead to data misuse by unknown individuals.

## **Explanation Regarding the Effectiveness of the Pre-Employment Card Program Through Policy Evaluation Theory or Approach**

The Pre-Employment Card Program is a work program organized by the Indonesian Government with the initial goal of helping the general public who are unemployed, looking for work, workers affected by layoffs (PHK), and those in need of assistance, either in the form of money or honing professional work skills through the availability of online courses. This was then regulated in Presidential Regulation Number 36 of 2020 concerning the Development of Work Competencies through the Pre-Employment Card Program, which was amended by Presidential Regulation Number 76 of 2020.

The Pre-Employment Card program has been officially launched and is one of the flagship programs of the former 7th President, Joko Widodo, who initiated a movement to minimize unemployment in Indonesia so that people can live decently and prosperously. The Pre-Employment Card program not only provides an opportunity for Indonesians to receive cash incentives for several months, but also facilitates a multitude of training programs packaged in the form of online courses and consisting of a variety

of existing work fields. This certainly aims to improve the ability of the community to improve their soft-skills and hard-skills, so that they will have sufficient provisions to struggle in the workplace to meet their basic needs decently.

The Indonesian government at that time attempted to minimize unemployment, a level that has yet to be fully addressed. According to data presented by the Central Statistics Agency (BPS), as of 2025, Indonesia's Open Unemployment Rate (TPT) was approximately 4.85%. In fact, compared to other countries in Southeast Asia, Indonesia ranks first in terms of high unemployment. The majority of those who graduate are vocational high school graduates (7.72%), high school graduates (6.88%), college graduates (5.39%), and diploma graduates (4.31%). This significant mismatch between the skills required by the industry and the expertise possessed by both majors and new graduates has made it difficult for them to be absorbed into the available job market. From a practical theoretical perspective, this unemployment phenomenon in Indonesia can occur because political and economic movements have not functioned as they should, namely still not optimally meeting the needs and demands of the community. The significant disparity between job seekers and available jobs is the primary contributing factor. Not only that, Dobbin explained that the government of a country as a 'political' party should maximize its role and function to absorb as much labor as possible through cooperation between the legal apparatus under it and the implementation of policies and work programs in the field that are able to accommodate the entire community from various groups.

The Pre-Employment Card Program targets individuals affected by layoffs, as well as school and university graduates seeking employment. This program can be considered a form of social security, and to date, all forms of social security, both cash and non-cash assistance from the Indonesian government, have had a significant impact on reducing or at least delaying poverty.

When the Pre-Employment Card Program was first introduced to the public, the enthusiasm and response from the public was overwhelming. The concept published by the Government was that Pre-Employment Card Program participants who successfully passed the account selection and completed all forms of training would have the opportunity to receive incentives stipulated in Presidential Decree Number 36 of 2020, amounting to Rp. 600,000 per month for four months, Rp. 1,000,000 for training purchases, and Rp. 150,000 for completing the training evaluation survey. There were even several other incentives that were later proposed. This made the Pre-Employment Card Program a very useful form of economic assistance to address economic pressures in the community, especially during the COVID-19 pandemic.

So, has the Pre-Employment Card Program been effective in its implementation? Yes. Most successful Pre-Employment Card participants have used the incentives they received to reduce their living costs, while also seeking primary *income*. The ongoing significant impact of the pandemic, including job losses and reduced incomes, has enabled Pre-Employment to help improve their economic well-being and improve their competencies through training. The incentive funds received are largely allocated to

business capital, meeting daily living expenses, savings, and investments. However, because those seeking to qualify for Pre-Employment Card programs must first undergo a series of administrative selection processes, the Pre-Employment Card Program is considered ineffective and inefficient, as not everyone has equal access. Furthermore, the training program for upskilling participants is also considered ineffective due to time constraints and the lack of in-person mentors or instructors, as all activities are conducted online.

The effectiveness of the Pre-Employment Card Program can be seen through the theory or approach of policy evaluation, namely CIPP ( *Context-Input-Process-Product* ) proposed by Daniel L. Stufflebeam in 1965 at Ohio State University based on the results of his research. The CIPP theory was initiated by Stufflebeam on the basis that the main purpose of evaluating a policy is not merely proof, but also to improve conditions and problems that occur in the field. Stufflebeam said that, ' *the CIPP approach is based on the view that the most important purpose of evaluation is not to prove but to improve* '. Consisting of 4 elements, namely evaluation based on context, input, process, and results. The purpose of the CIPP policy evaluation theory is none other than to see whether the strategy and evaluation components have been able to answer questions that often arise when policies are implemented. For example, as stated by Rusydi Ananda and Tien Rafida, the CIPP theory functions to assist decision-making to answer several basic questions in policy evaluation, namely such as:

1. **What should we do ?** refers to the initial stages, such as data collection and analysis as a guideline in determining goals, priorities, and objectives.
2. **How should we do it? refers** to the resources and actions that must be taken to achieve the existing program objectives.
3. **we doing it as planned ? refers** to providing information to decision-makers at the central level regarding how effectively the program is being implemented. This can help authorities study and understand how well the program is being implemented according to plan, potential conflicts, and other issues.
4. **Did it work? ( Did it work ? )** refers to the act of measuring outcomes and comparing them to previously expected results. This will give decision-makers more confidence in whether an ongoing program should be continued, modified, or even terminated.

The effectiveness of the policy implementation of the Pre-Employment Card Program can be explained by related theories which are also considered as phases and targets of evaluation.

### 1. **Context Evaluation**

Context Evaluation is one of the stages in the CIPP policy evaluation theory that aims to provide a basis for study to determine the desired objectives. Context Evaluation helps in planning decisions, determining what needs are required by the related program, and designing program objectives. Stufflebeam also emphasized that Context Evaluation is an effort to evaluate the overall status of

the program, whether there are shortcomings, strengths, and problems while providing the most appropriate solutions, to test whether the objectives and priorities are in line with the needs. In the context of the Pre-Employment Card Program, the program's effectiveness can be assessed whether the program is able to meet the needs of the community in the field based on their socio-economic conditions experiencing the shock of the pandemic. This is said to be relevant because at that time it can respond to the surge in unemployment, the community's need for upskilling, and the vulnerable conditions of workers who may be laid off at any time. Therefore, data collection, whether from BPS or surveys, serves as a guideline for planning objectives and determining target priorities so that program policies truly help resolve problems.

## **2. *Input Evaluation***

Input Evaluation is a stage that considers an agency's initial capabilities when implementing a program directly in the field. This Input Evaluation aims to assess and identify the capacity of the Human Resources involved, materials, tools, time, space, and costs of program implementation. Input Evaluation also assists in decision-making, determining funding sources, alternatives to be taken, appropriate work procedures, and plans and strategies for achieving goals. According to Stufflebeam, there are four components of input evaluation: Human Resources, supporting facilities and equipment, funds or budget, and various necessary procedures and regulations. In the context of the Pre-Employment Card Program, the program's effectiveness can be seen from several aspects. For example, at that time, the Government allocated a substantial budget, enabling the rapid development of the digital platform for Pre-Employment and a broad network of training institutions in various fields. However, its effectiveness has had a significant impact on the quality of training due to time and cost constraints, and the readiness of digital infrastructure in the initial wave, which still requires significant improvement. This means that the resources provided by the Government are actually strong enough for program implementation, but their effectiveness is hampered by the quality of training, the less-than-massive distribution of access to information technology, and the less-than-optimal capacity of training institutions.

## **3. *Process Evaluation***

Process Evaluation is an evaluation applied to all processes of a program implementation, while also comparing them in the implementation of activities. According to Stufflebeam, the essence of Process Evaluation is to check the implementation of the planned program plan. This aims to provide input to the authorities regarding the effectiveness and efficiency of the program activities, whether they are in line with the planned schedule and utilize available resources, provide direction for modifying the plan to better suit what is needed in the field,

and periodically evaluate whether the parties involved are truly contributing and carrying out their duties correctly or not. Similar to Stufflebeam, also stated by Worthen and Sanders, Process Evaluation emphasizes three objectives: *to detect or predict in procedural design or its implementation during the implementation stage, to provide information for programmed decisions, and to maintain a record of the procedure as it occurs*. Essentially, Process Evaluation aims to predict procedural design and implementation, provide information for program implementation decisions, and serve as an archive of everything that has occurred. In the context of the Pre-Employment Card Program, the effectiveness of the program has experienced many significant improvements. When the program was first launched and officially announced by the government, numerous issues arose, including system errors due to a surge in applicants, slow incentive distribution, and participant complaints that the training focused too much on theory and lacked interactivity. Gradually, improvements were made through the National Identity Number (NIK) verification system, increased oversight of training institution performance, improved incentive distribution standards, and a satisfaction survey. This impacted the program's effectiveness, making it more transparent and able to meet community needs according to the established plan.

#### **4. Product Evaluation**

Product Evaluation, also known as outcome evaluation, is the final stage of Stufflebeam's CIPP policy evaluation theory. This stage ensures transparency regarding the achievement of objectives, the appropriateness of the implementation process to achieve these objectives, the fixation of actions taken based on the event, and the impact of the program itself. The primary purpose of Product Evaluation is to measure and interpret the results achieved by the program, determining whether it meets community needs and aligns with the intended plan. Furthermore, Product Evaluation also serves to assess the long-term impact. According to Stufflebeam, the purpose of Product Evaluation is to measure, interpret, and determine the achievement of program outcomes and ensure that the program meets the needs of the program's target group. Similar to Stufflebeam, Darodjat and Wahyudhiana state that Product Evaluation is an assessment stage conducted to measure the success of a program in accordance with the predetermined goal achievement plan. The resulting data will then serve as a guideline for whether the program should be continued, modified, or even terminated. In the context of the Pre-Employment Card Program, the program's effectiveness is assessed as showing good progress, although not yet fully distributed. Pre-Employment Card participants have successfully experienced improved skills and greater access to job opportunities, although this has not been accompanied by an increase in income. Nevertheless, the long-term positive impact of the training and assignments participants complete has resulted in effective outputs and outcomes toward the ultimate goal of the Pre-Employment

Card Program: improving the socio-economic stability of Indonesian individuals, enabling them to live prosperously alongside a competent professional workforce.

## CONCLUSION

In context, the Pre-Employment Card program is the right response to the high unemployment rate and the need to improve job competencies. In terms of input, the program has received adequate budget support, planning support, and utilization of digital systems. However, challenges remain related to technological literacy and unequal access for some groups. In its implementation, online implementation has had a positive impact by increasing speed and transparency, but still faces obstacles such as differences in training quality, lack of mentoring, and the risk of misuse by unofficial parties. In terms of outcomes, the program demonstrates short-term benefits in the form of increased skills and economic assistance, but its long-term impact on employment remains limited. Thus, the Pre-Employment Card program is effective in increasing work capacity and supporting the community's economy, but still requires improvement to become a sustainable solution to reduce unemployment in Indonesia.

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