

Annual Report 2014



Lembaga Administrasi Negara
National Institute of Public Administration

2 Kata Pengantar

Berbagai perubahan radikal yang dilakukan oleh Lembaga Administrasi Negara (LAN) memiliki tujuan untuk membawa arah baru bagi perjalanan organisasi. Restrukturisasi organisasi dengan cara merampingkan (downsizing) struktur organisasi merupakan salah satu contoh nyata perubahan tersebut.

Annual report ini merekam perubahan lain yang juga tak kalah penting, dengan dilakukannya reformasi menyeluruh terhadap pola diklat aparatur yang berjalan di Indonesia. Perubahan sistem diklat kepemimpinan pola baru dilakukan sebagai upaya untuk membentuk pemimpin transformatif guna mempercepat arus perubahan. Perubahan pola diklat juga diberlakukan pada diklat pra jabatan dengan pola baru dalam rangka pembentukan karakter calon pegawai ASN sebagai pemegang profesi sesuai dengan amanat UU ASN, pejabat publik, dan guardian of state. Diklat pra jabatan pola baru lebih ditekankan pada penanaman nilai-nilai dasar Akuntabilitas, Nasionalisme, Etika Publik, Komitmen Mutu serta Anti-Korupsi (ANEKA).

Sebagai policy think tank, Lembaga Administrasi Negara (LAN) juga berusaha memberikan sumbangsihnya melalui rekomendasi kebijakan kepada pemerintah yang dihasilkan melalui kajian - kajian yang sebagian hasilnya dapat dilihat dalam Annual Report ini. Tidak hanya itu saja, Lembaga Administrasi Negara (LAN) juga mulai mengembangkan tugas baru dalam pembinaan analis kebijakan. Selain itu, keberadaan Kedeputian Inovasi sebagai Kedeputian baru pasca restrukturisasi melengkapi peran Lembaga Administrasi Negara (LAN) dalam mendorong, mengakomodasi serta mengakselerasi berbagai inovasi maupun perubahan di sektor layanan publik.

Sebagai kontribusi LAN dalam mengembangkan kompetensi ASN, LAN melalui STIA menjalankan pendidikan tinggi di bidang administrasi Negara. Pada tahun 2014 ini STIA juga melaksanakan kegiatan yang diarahkan untuk pembangunan karakter ASN melalui pendidikan tinggi, misalnya dengan mengadakan Seminar Nasional "Revolusi Mental dalam Menghadapi Daya Saing Masyarakat Ekonomi ASEAN".

Berbagai perubahan yang dihasilkan LAN pada dasarnya tidak terlepas dari aktualisasi gagasan besar yang dimunculkan oleh Kepala LAN Prof. Dr. Agus Dwiyanto, MPA dalam rangka mempercepat pencapaian Visi LAN menjadi rujukan bangsa dalam pembaharuan administrasi Negara. Gagasan tersebut diimplementasikan dalam pencapaian Misi LAN untuk memberikan kontribusi nyata dalam pengembangan kapasitas aparatur negara dan sistem administrasi negara guna mewujudkan tata pemerintahan yang baik. Annual Report tahun 2014 ini menjadi catatan awal perjalanan LAN dalam menerapkan perubahan organisasi di Tahun 2014 sekaligus sebagai media pembelajaran untuk perbaikan kinerja mendatang.

Forewords

Radical changes accomplished by the National Institute of Public Administration (LAN) are directed to bring a new direction for the organization path. Organization structure downsizing is one obvious example of such changes.

This Annual Report recorded substantial change implemented through a thorough reform of the civil service training method in Indonesia, particularly in Leadership Training and Pre-Service training, known as Reformed Training. Changes in leadership training system is implemented as an effort to nurture transformative leaders to accelerate reform. In addition, changes in training method are imposed on the pre service employees in order to nurture new bureaucrat with strong character, as profession holder in line with mandate of Law on State Civil Apparatus (ASN), as a public official, and guardian of the state. The Reformed Pre Service Training emphasizes on nurturing basic values: Accountability, Nationalism, Public Ethics, Commitment to Quality and Anti-Corruption (ANEKA).

As a policy think tank, the National Institute of Public Administration (LAN) conducted various policy studies to provide recommendations for government policies, part of the recommendation were presented in this report. Besides, LAN started to carry out policy analyst development. In addition, the presence of Deputy of Public Administration Innovation which is a new Deputy post-restructuring, complement the role of LAN to foster, accommodate and accelerate innovations and changes in public service sector.

As a contribution in developing competence of ASN, LAN through School of Public Administration (STIA) runs higher education in the field of state administration. In 2014 STIA carried out activities aimed at ASN character development through higher education, for example by organizing a National Seminar on "Mental Revolution in Facing ASEAN Economic Community Competitiveness".

Various changes taking place in LAN is basically inseparable from the actualization of great ideas of the Chairman of LAN, Prof. Dr Agus Dwiyanto, MPA. His visions were translated in the organization reform in order to accelerate the achievement of LAN's Vision to become a reference to the nation pertain to state administration reform. In addition, these ideas were translated in implementation of LAN's mission to contribute to development of state apparatus capacity and state administration system for good governance. This Annual Report 2014 documented LAN's chronicle in implementing organizational changes in 2014 as well as a medium of learning for future performance improvement.

Sekretaris Utama (Prime Secretary)



Dr. Adi Suryanto, M.Si



Kata Pengantar Sekretaris Utama LAN RI (Forewords)
Dr. Adi Suryanto, M.Si



**Kepala LAN RI (Chairman)
Prof. Dr. Agus Dwiyanto, MPA**

Kata Sambutan

Pembaca yang terhormat,

Pemberlakuan Asean Community 2015 menjadi tantangan nyata yang harus dihadapi oleh Indonesia. Sistem pasar tunggal dan liberalisasi ekonomi kawasan pun harus segera disikapi dengan langkah antisipatif. Tantangan yang sudah ada di depan mata itu harus segera kita jawab agar bangsa Indonesia mampu menjadi pemain di tengah pergelatan pasar bebas kawasan. Salah satu hal yang bisa dilakukan untuk menjawab tantangan itu adalah melakukan reformasi sektor publik (public sector reform).

Dalam pandangan saya, reformasi sektor publik mendesak dilakukan agar para pelaku sektor publik bisa membangun mindset yang benar, khususnya menyangkut bagaimana membangun karakter bangsa serta bagaimana menjadikan sektor publik menjadi sesuatu yang bisa dirasakan manfaatnya oleh para pelaku sosial ekonomi. Reformasi sektor publik menjadi salah satu hal yang harus segera dibenahi.

Lembaga Administrasi Negara yang memiliki posisi strategis sebagai lembaga think tank dalam satu dekade terakhir telah melakukan berbagai upaya untuk mengakselerasi reformasi sektor publik. Melalui kajian, LAN selama setahun ini sudah berusaha memberikan rekomendasi-rekomendasi kepada pemerintah agar birokrasi secara efektif dan efisien mampu menghadapi pemberlakuan Asean Community 2015. Salah satu kajian yang telah dilakukan adalah terkait Strategi Reformasi Birokrasi dan Desain Arsitektur Kabinet 2014-2019.

Sebagai Lembaga Pemerintah Non-Kementerian yang oleh Undang-undang ASN diberikan wewenang dalam pendidikan dan pelatihan ASN, LAN menjadikan diklat sebagai sarana untuk membentuk karakter pemimpin serta setiap pegawai ASN melalui pembaharuan diklat pra-jabatan serta diklat kepemimpinan. Diklat pra-jabatan dilakukan untuk membentuk karakter kuat sebagai pemegang profesi, pejabat publik yang cerdas, bijak, serta etis dalam menggunakan wewenang jabatan, dan pilar kesatuan bangsa. Sedangkan Diklat Kepemimpinan dimaksudkan untuk mencetak transformative Leader dan mempercepat arus perubahan di instansi pemerintah.

Semua pembaharuan yang dilakukan oleh LAN itu dapat terlaksana dengan baik berkat kerja keras segenap pihak. Oleh karena itu, saya mengucapkan terima kasih yang sebesar-besarnya kepada jajaran pimpinan tinggi serta seluruh pegawai LAN yang telah berusaha keras mencerahkan semua tenaga dan pikiran untuk dapat mengawali perubahan ini. Akhirnya, saya berharap agar semua usaha yang dilakukan oleh LAN dapat menjadi bagian dari solusi atas problematika birokrasi selama ini serta menciptakan manfaat yang besar bagi kemajuan bangsa dan negara Indonesia.

Chairman's Message

Dear Readers,

Implementation of ASEAN Community in 2015 will be a real challenge for Indonesia to be anticipated. Single market system and regional economic liberalization must be immediately addressed by proper anticipatory measures. In order to become competitive player in the middle of free market area, public sector becomes one of the crucial aspects to be reformed.

In my view, public sector reform will lead to the right mind set of the apparatur. Thus it should be done in the first place to develop strong nation's culture, particularly the culture of public serving. By then, the socio-economic sector may feel their presence and the benefit of their work. If not, it is hard to expect that Indonesia will competitively perform in the free market and will have a competitive edge. Therefore, public sector reform becomes one of the crucial aspect that need to be addressed.

National Institute of Public Administration (LAN) with a strategic position as a think tank for the last decade has made various efforts to accelerate public sector reform, for instance through policy studies. Over the past year, LAN has tried to provide recommendations to the Government to enhance bureaucratic effectiveness and efficiency in anticipating implementation of the ASEAN Community in 2015. Other studies that have been conducted, among others are on Bureaucratic Reform Strategy and Cabinet 2014 – 2019 Architecture Design.

As a non-ministerial agency, LAN is mandated by the Law on State Civil Apparatus (ASN) to carry out education and training of the ASN. LAN implemented leadership and pre-service training to reform characters of the bureaucrat leaders and civil servants. Pre-service education and training was implemented as a mean to nurture strong character of public official characterized as intelligent, wise, and ethical in exercising authority, as well as able to serve as the pillars of national unity. While the Leadership Training was intended to shape transformative leaders and accelerate reform in government agencies.

All transformation performed by LAN had been possible with the hard work of all parties. Therefore, I would like express my sincere gratitude to the top leaders and all personnel of LAN, for their endless devotion of energies and thoughts to maintain and sustain the reform. Finally, I am optimist that all the works accomplished by LAN can be substantial in addressing current bureaucratic problems as well as to bring significant contributions for the nation's advancement.

Kepala LAN RI (Chairman)



Prof. Dr. Agus Dwiyanto, MPA

Ringkasan

Kajian Kebijakan
Diklat
Inovasi
PKP2A
STIA LAN
Pengembangan Kapasitas

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“ Seorang pemimpin perubahan tidak lari dari masalah, namun mampu memecahkan masalah ”

-Agus Dwiyanto-



Ringkasan

Kajian Kebijakan
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- Lembaga Administrasi Negara (LAN) RI adalah Lembaga Pemerintah Non Kementerian (LPNK) yang saat ini mempunyai tugas melaksanakan kajian kebijakan di bidang administrasi negara, pembinaan diklat aparatur sipil negara, serta inovasi di bidang administrasi negara serta pengembangan ilmu di bidang administrasi negara. LAN RI didirikan dengan Peraturan Pemerintah No. 30 Tahun 1957 tanggal 6 Agustus 1957 dan susunan organisasi serta bidang tugasnya ditetapkan dalam Surat Keputusan Perdana Menteri No. 283/P.M./1957.

Pendirian LAN didorong oleh kebutuhan Pemerintah yang sangat mendesak akan pegawai negeri, terutama untuk pos jabatan pimpinan lembaga pemerintah yang mensyaratkan kecakapan dan ketrampilan di bidang administrasi dan manajemen dalam pelaksanaan tugas kesehariannya. Di sisi lain, sistem administrasi pemerintahan yang pada saat itu masih merujuk pada sistem administrasi kolonial, dirasakan tidak lagi sesuai dengan kebutuhan administrasi pemerintahan negara Republik Indonesia. Dalam pada itu, penelitian dan pengembangan administrasi pemerintah yang lebih sesuai dengan keadaan di Indonesia menjadi sangat penting dan strategis untuk dilakukan.

Dua misi utama LAN RI adalah pertama, diklat kader administrasi dan kedua, penelitian di bidang administrasi negara. Satu lagi tugas tambahan yaitu pemberian konsultasi atau saran-saran terhadap praktik pemerintahan bagi organisasi-organisasi pemerintah. Kedua misi utama tersebut selanjutnya diterjemahkan pelaksanaannya dalam struktur organisasi, serta kebijakan-kebijakan strategis yang disusun untuk dapat melaksanakan misi yang diemban oleh LAN RI.

Dari aspek organisasi, refleksi dari pelaksanaan fungsi pendidikan dan pelatihan kader administrasi serta penelitian dan pengembangan administrasi negara dapat dilihat dari pengembangan unit-unit organisasi di lingkungan LAN RI. Jika di awal

Kilas Sejarah LAN

A Glance of LAN's History

National Institute of Public Administration of the Republic of Indonesia (LAN-RI) is a Non Ministerial Government Institution, currently in charge of conducting policy study in the field of public administration, fostering education and training for State Civil Apparatus, as well as developing public administration innovation and public administration sciences. NIPA-RI was established based on Government Regulation Number 30 Year 1957, dated August 6, 1957. Subsequently, the organization structure and core functions were stipulated in the Prime Ministerial Decree number 283/P.M./1957.

The establishment of LAN was particularly driven by urgent need for government employees, mainly those occupying leadership positions in the state apparatus, who required competence and skills in administration and management to enhance their performance. In addition, the system of government administration that was based on the colonial administration system was considered incompatible with the needs of the government administration of Indonesia. Therefore it was necessary to carry out research and development of government administration that was more appropriate in the context of Indonesia.

Training of administration cadre and research in the field of public administration were two core missions of LAN RI at that time. In addition, LAN performed additional task in providing consultation or advice concerning government practice to other government organizations. The missions were translated in the organization structure as well as strategic policies, designed to accomplish the mission carried out by LAN RI.

From organization aspect, implementation of administration cadre education and training as well as research and public administration development can be observed from development of organization units within LAN RI. At the beginning of LAN RI establishment, LAN RI was based in Jakarta. Subsequently, LAN established



berdirinya, LAN RI hanya berkedudukan di Jakarta, maka pada perjalannya kemudian dibentuk kantor perwakilan LAN yang kemudian dinamakan PKP2A LAN I Bandung, PKP2A II LAN Makassar, PKP2A III LAN Samarinda dan PKP2A IV LAN Banda Aceh.

Pada tahun 2014 ini, Lembaga Administrasi Negara (LAN) RI memasuki usia yang ke 57 tahun. Tahun ini juga merupakan tahun pembuktian LAN sebagai sebuah Lembaga Pemerintah Non-Kementerian (LPNK) yang telah menetapkan langkah untuk melakukan Reformasi Birokrasi. Serangkaian rencana/strategi reformasi yang telah dirancang dan disepakati kemudian diimplementasikan yang akhirnya menjelma sebagai transformasi LAN.

Transformasi organisasi yang dilakukan LAN merupakan upaya penguatan organisasi LAN dalam segala dimensinya. Penguatan yang dilakukan itu diambil sebagai upaya untuk menemukan dan menafsirkan kembali peran-peran strategis yang akan dilakukan oleh LAN pada masa mendatang berdasarkan situasi dan konteks aktual, dengan semangat yang sama seperti ketika LAN pertama dibentuk pada tahun 1957.

Menafsirkan ulang amanat keberadaan LAN agar dapat ditemukan kembali fungsi utama LAN yang relevan bagi kemajuan bangsa, menjadi diskusi yang sangat intens dari berbagai komponen internal LAN. Dialog ini merupakan bagian dari upaya memetakan harapan, tantangan bahkan problema internal - eksternal, kesempatan dan juga kekuatan yang bisa dilakukan oleh LAN untuk terus maju dan berkontribusi secara lebih optimal. Upaya itu berbuah manis dengan disepakatinya tiga fungsi utama yang menjadi fokus LAN, yaitu Kajian Kebijakan, Pendidikan dan Pelatihan aparatur, serta Inovasi Administrasi Negara. Ketiga fungsi ini didasarkan pada Visi dan Misi LAN yang juga telah dipertajam sehingga dapat menjadi panduan bagi seluruh komponen di LAN. Dari titik inilah sejarah baru LAN kembali ditulis oleh seluruh komponen LAN.

Center for Research and Training for Government Apparatus (PKP2A) as the representatives, namely: PKP2A LAN I Bandung, PKP2A II Makassar, PKP2A III LAN Samarinda and PKP2A IV LAN Banda Aceh.

In 2014, National Institute of Public Administration (LAN) RI turned 57. It was a year where LAN as a non-ministerial government institution demonstrated several actions to perform bureaucratic reform. Series of planned and reform strategies were subsequently implemented and became LAN's transformation.

Organization transformation performed by LAN was series of efforts to reinforce all dimensions of the organization. The reform was taken as an attempt to rediscover and reinterpret strategic roles that would be accomplished by LAN in the future, taking into account dynamics and actual context, with the same spirit as in LAN establishment in 1957.

Reinterpreting the existence of LAN in order to rediscover the main function of LAN had become an intense discussion from various components within LAN. This dialogue was one of the efforts to map expectations, challenges, internal and external problems, opportunities and sound objectives that can be achieved by LAN, to continuously move forward and contribute optimally. The hard work had turned out well with the consensus of four main functions that would become the focus of LAN, namely Policy Studies, Apparatus Education and Training, Public Administration Innovation, as well as public administration science development. These four functions are based on the Reformed Visions and Missions of LAN as guidance for all components within LAN. From this point, new history of LAN had been rewritten by the entire components of LAN.

Ringkasan

Kajian Kebijakan
Diklat
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Pengembangan Kapasitas

Milestone**1957**

Lembaga Administrasi Negara (LAN) RI didirikan dengan Peraturan Pemerintah No. 30 Tahun 1957 tertanggal 6 Agustus 1957. Pendirian LAN didasari oleh kebutuhan Pemerintah yang sangat mendesak akan pegawai negeri khususnya untuk posisi jabatan pimpinan yang memiliki kecakapan dan ketrampilan khusus di bidang administrasi dan manajemen yang akan mendukung kemampuannya dalam melaksanakan tugasnya.

National Institute of Public Administration of Republic of Indonesia was established based on Government Regulation Number 30 Year 1957 dated August 6, 1957. The establishment of LAN was especially driven by the very urgent need for government employees, particularly those occupying leadership positions in the state apparatus, who require competence and skills in the field of administration and management to support them in performing their duties.

1960

Keputusan Menteri Pertama RI NO.578/MP/1960 tanggal 24 Desember 1960 Pendirian Perguruan Tinggi Dinas Ilmu Administrasi Negara [PT DIAN].

First Ministry of Republic of Indonesia Decree Number 578/MP/1960 dated December 24, 1960 concerning the establishment of State College of Public Administration (PT DIAN).

1963

Kantor Perwakilan LAN Jawa Barat.

Establishment of LAN's Representative Office in West Java.

1964

7 Juli 1964. Keputusan Presidium Kabinet RI No Aa/c/77/1964. Pendirian Akademi Ilmu Administrasi [AIA] Kampus Jakarta.

July 7, 1964. Cabinet Presidium of Republic of Indonesia Decree Number, Aa/c/77/1964 concerning the establishment of Public Administration Academy (AIA) located in Jakarta.

1965

SK Direktur LAN Nomor 01/012/1965 tanggal 19 pebruari 1965. Pendirian Akademi Ilmu Administrasi [AIA] kampus Bandung.

Director of LAN Decree Number 01/012/1965 dated February 19, 1965 concerning the Establishment of Public Administration Academy (AIA) located in Bandung.

1967

Surat Direktur LAN no 58/12/067 tanggal 18 Maret 1967. Pembentukan cabang LAN Sulawesi Selatan.

*Director of LAN Letter Number 58/12/067 dated March 18, 1967 concerning
The establishment of NIPA's branch in South Sulawesi.*

Surat direktur LAN no 59/12/067 tanggal 18 maret 1967. Pembentukan PT. DIAN Filial Ujung Pandang.

*Director of LAN Letter Number 59/12/067 dated March 18, 1967 concerning
The establishment of PT DIAN in Ujung Pandang.*

1971

Keputusan Presiden Nomor 5 tahun 1971. Pengintegrasian PT.DIAN dan AIA menjadi Sekolah Tinggi Ilmu Admisiistrasi [STIA] LAN.

President Decree Number 5 Year 1971 concerning Integration of PT DIAN and AIA into Graduate School of Public Administration (STIA LAN).

1985

LAN sebagai Pembina Jabatan Fungsional Widyaaiswara.

LAN was in charge of fostering the functional Position of Widyaaiswara (Trainers).

1989

Pembentukan Pusat Pembinaan Widyaaiswara.

The establishment of Center for Functional Position of Widyaaiswara Fostering.

1999

Struktur organisasi LAN terdiri dari 5 deputi.

Structure of Organization of NIPA, consisted of 5 deputies.

2004

Surat Menpan no.B/1021/M.PAN//2004 dan Keputusan Kepala LAN No. 10 tahun 2004. Pembentukan PKP2A III LAN Samarinda.

Minister of State Apparatus and Bureaucratic Reform Letter Number. B/1021/M.PAN/2004 and Chairman of LAN Decree Number 10 Year 2004 concerning the establishment of PKP2A III LAN Samarinda.

2009

Peraturan Kepala LAN Nomor 2 tahun 2009. Pembentukan PKP2A IV LAN Banda Aceh.

Chairman of LAN Regulation Number 2 Year 2009 concerning the establishment of PKP2A IV Banda Aceh.

2013

Permenpan dan RB Nomor 45 tahun 2013. Penetapan Jabatan Fungsional Analis Kebijakan dan mengamanatkan LAN sebagai instansi Pembinanya.

Minister of State Apparatus and Bureaucratic Reform Regulation Number 45 Year 2013 concerning Stipulation of Functional Position of Policy Analyst and authorization of LAN as the foster institution.

Peraturan Presiden Nomor 57 Tahun 2013. Restructurisasi Organisasi LAN, Perampingan dari 5 menjadi 3 deputi dan penambahan fungsi.

Presidential Regulation Number 57 Year 2013 concerning organization restructuring of NIPA, downsizing from 5 deputies into 3 deputies and addition of organization functions.



Visi dan Misi

Vision and Mission

VISI Vision

Menjadi rujukan bangsa dalam pembaharuan administrasi negara
A reference for public administration reform

MISI Mission

Memberikan kontribusi nyata dalam pengembangan kapasitas aparatur negara dan sistem administrasi negara guna mewujudkan tata pemerintahan yang baik, melalui:

1. Pengkajian kebijakan
2. Pembinaan dan penyelenggaraan pendidikan dan pelatihan aparatur negara
3. Pengembangan inovasi administrasi negara
4. Pengembangan dan penerapan ilmu pengetahuan dan teknologi administrasi

To contribute to development of state apparatus capacity and public administration system for good governance, through:

1. Policy research
2. Developing and conducting education and training for state apparatus
3. Public administration innovation development
4. Development and application of public administration science and technology

Nilai-Nilai LAN

LAN's Values

INTEGRITAS Integrity

Berkarya dan berbakti untuk organisasi dengan penuh tanggung jawab | Menjunjung tinggi nilai-nilai etika dan norma sosial | Kesesuaian antara perkataan dan perbuatan | Mengedepankan kepentingan publik dan organisasi diatas kepentingan pribadi atau golongan | Menjunjung tinggi amanah

To perform and dedicate to the organization with greatest responsibility | To uphold ethical values and social norms | To be consistent in words and deeds | To promote public interest and interests of the organization above personal or group interest | To uphold mandate

PROFESIONAL Professionalism

Berkarya sesuai dengan keahlian dan kompetensinya | Berorientasi pada kualitas hasil | Menjunjung tinggi kode etik profesi | Selalu melakukan pengembangan potensi diri | Bekerja secara total dan bertanggung jawab | Mampu mengambil keputusan secara mandiri
 To work in accordance with the skills and competencies | Quality of results oriented | To uphold the professional code of ethics | To enhance potential development continuously | To work in every respect with responsibility | To be able to make decisions independently

INOVASI Innovation

Berfikir dan bertindak di luar kebiasaan (Out of the Box) | Melakukan kreativitas untuk menciptakan nilai tambah | Melakukan pembenahan secara terus menerus (continuous improvement) terhadap proses dan metode kerja | Mampu beradaptasi dengan perkembangan Iptek | Berani mengambil resiko untuk sebuah keputusan

To think and act out of the box | To be creative to generate added value | To make continuous improvement on the working processes and methods | To be adaptive to science and technology development | Dare to take a risk for a decision

PEDULI Care

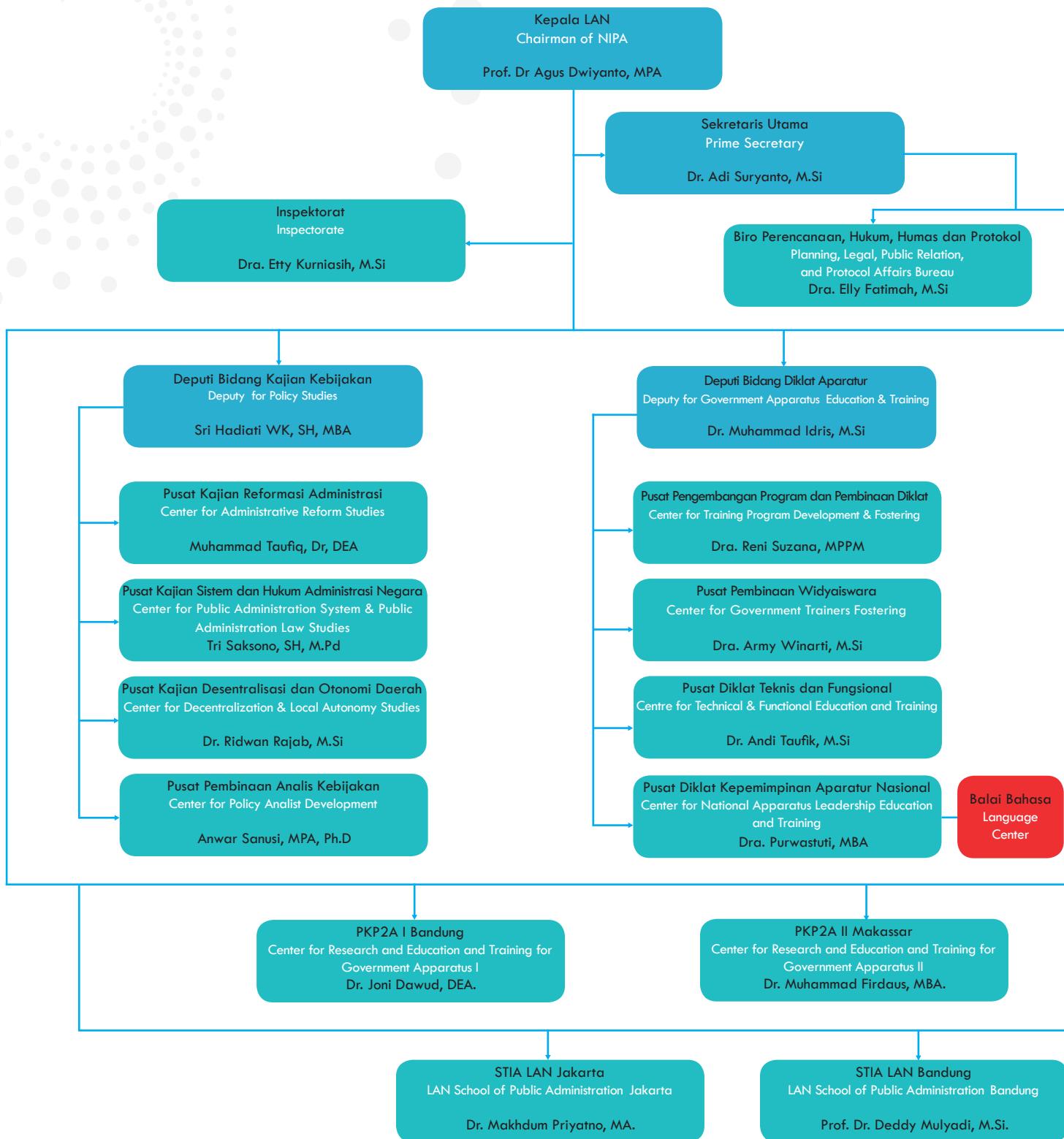
Menjunjung tinggi sikap kebersamaan dan gotong royong | Bersikap adil | Merasakan apa yang dirasakan orang lain/memahami orang lain | Saling menguatkan antar sesama warga LAN | Bersikap ramah, mengembangkan senyum salam sapa serta cepat tanggap terhadap persoalan orang lain | Mau mendengarkan pendapat dan kritik dari orang lain
 To uphold team spirit and mutual assistance | To be fair | To have sense of empathy / understand others | To support each other | To be friendly, to smile and greet and to be responsive to problems of others | Willingness to hear opinions and constructive feedback from other

Ringkasan

Kajian Kebijakan
Diklat
Inovasi
PKP2A
STIA LAN
Pengembangan Kapasitas

STRUKTUR ORGANISASI DAN PIMPINAN TINGGI

Organization Chart And Senior Leadership Position



*per Desember 2014



Biro Umum
 General Affairs Bureau
 Sudardi, SE, MM

Deputi Bidang Inovasi Administrasi Negara
 Deputy for Public Administration Innovation
 Trividodo Wahyu Utomo, SH, MA

Pusat Inovasi Tata Pemerintahan
 Center for Governance Inovation
 Dr. Basseng, M.Ed

Pusat Inovasi Pelayanan Publik
 Center for Public Service Innovation
 Kania Damayanti, SE, MPP

Pusat Inovasi Kelembagaan dan Sumber Daya Aparatur
 Center for Institution & State Apparatus Innovations
 Drs. Haris Faozan, M.Si

Pusat Promosi Inovasi dan Pengembangan Kapasitas
 Centre for Innovation Promotion and Capacity Development
 Dr. Pangihutan Marpaung, M.Sc

PKP2A III Samarinda
 Center for Research and Education and Training for
 Government Apparatus III
 Mariman Darto, SE.,M.Si.

PKP2A IV Aceh
 Center for Research and Education and Training for
 Government Apparatus IV
 Ir. Faizal Adriansyah, M.Si

STIA LAN Makassar
 LAN School of Public Administration Makassar
 Prof. Amir Imbaruddin, MDA.Ph.D

Ringkasan

Kajian Kebijakan
Diklat
Inovasi
PKP2A
STIA LAN
Pengembangan Kapasitas

Kilas Balik 2014

2014 In Retrospect

MoU LAN dengan Provinsi Kaltara*MoU signing between LAN and North Kalimantan Province*

Penandatanganan Nota Kesepahaman antara Pemerintah Provinsi Kalimanta Utara dengan Lembaga Administrasi Negara tentang Penguatan Kapasitas Pemerintah Daerah Melalui Pengkajian Kebijakan, Pendidikan dan Pelatihan Aparatur, dan Inovasi Administrasi Negara serta Penyelenggaraan Pendidikan Tinggi (22/1).

MoU signing was held between Provincial Government of North Kalimantan and National Institute of Public Administration on Local Government Capacity Strengthening through Policy Research, Education and Training, Public Administration Innovation as well as Higher Education (22/1).

**LAN RI membuat perubahan pada pola Diklat Kepemimpinan***LAN RI reformed Leadership Training Model*

LAN RI membuat sebuah reformasi pada model diklat kepemimpinan. Sehingga diharapkan mampu mencetak pemimpin pemimpin perubahan yang bisa membangun negara menjadi lebih baik lagi.

LAN RI reformed leadership training model. This reform was expected to produce transformation leader that lead to national progress.

LAN RI dan OECD mengadakan Seminar Internasional*LAN RI in collaboration with OECD organized International Seminar*

LAN RI bekerjasama dengan OECD mengadakan International Workshop “The 1st Asian Public Governance Forum On Public Innovation”, Jakarta (11-12/6).

LAN RI in collaboration with OECD organized International Workshop on “The 1st Asian Public Governance Forum On Public Innovation”, in Jakarta (11- 12/6)





Diskusi Publik “Arsitektur Kabinet 2014-2019”

Public Discussion on “Cabinet Architecture 2014-2019”

LAN RI mengadakan diskusi publik mengenai “Arsitektur Kabinet 2014-2019”, di Auditorium Bakti Nagari, LAN RI, Jakarta (7/6).

LAN RI organized a public discussion on “2014-2019 Cabinet Architecture”, in Makkartti Bakti Nagari Auditorium, LAN RI, Jakarta (7/6).



MoU LAN dengan Pemda Bogor

MoU signing between LAN and Bogor Local Government

Sekretaris Utama LAN dan Walikota Bogor mendatangkan Nota Kesepahaman bersama tentang Penguatan Kapasitas Pemerintah Daerah Melalui Pengkajian Kebijakan, Pendidikan dan Pelatihan Aparatur, dan Inovasi Administrasi Negara serta Penyelenggaraan Pendidikan Tinggi di Kota Bogor (18/08).

LAN RI and Bogor City major signed MoU concerning Local Government Capacity Strengthening through Policy Research, Education and Training, Public Administration Innovation as well as Higher Education in Bogor City (18/08).

LAN RI membuat perubahan pada pola Diklat Prajabatan

LAN RI membuat perubahan pada pola Diklat Prajabatan

LAN RI membuat sebuah reformasi pada model diklat prajabatan. Pola pembelajaran yang hampir mirip dengan diklat pimpinan ini diharapkan dapat mencetak ASN-ASN yang profesional.

LAN RI reformed model of Pre-service training for those newly admitted to the civil service. Through learning method that is almost similar to the leadership training, this pre service training is expected to nurture professional Civil State Apparatus in the future.





KAJIAN KEBIJAKAN

“Mari mulai menjadikan Integritas, Profesional, Inovasi, dan Peduli sebagai dasar bertindak insan-insan LAN”

-Sri Hadiati W K-



Policy Research

PUSAT KAJIAN REFORMASI ADMINISTRASI

Center For Administrative Reform Studies

Kajian Model Reformasi Birokrasi Kontekstual

Study of Contextual Bureaucracy Reform Model

Pelaksanaan reformasi birokrasi di Indonesia masih belum mampu mendorong proses perubahan dalam mewujudkan pemerintahan yang bersih dari korupsi, kolusi dan nepotisme serta pelayanan yang berkualitas. Di sisi lain Jumlah anggaran belanja pegawai naik hampir dua kali lipat jika dibanding dengan anggaran belanja pegawai sebelum reformasi birokrasi tahun 2009. Model saat ini (berdasarkan Perpres Nomor 81 Tahun 2010 tentang Grand Design Reformasi Birokrasi) cenderung bersifat inward looking and one fit for all, dan lemah keterkaitannya antara hasil yang diharapkan dan strategi yang dilakukan. Di samping itu muncul pula permasalahan lain dalam pelaksanaan Grand Design RB.

Pusat Kajian Reformasi Administrasi pada tahun 2014 melakukan kajian model reformasi birokrasi yang bertujuan untuk merumuskan model alternatif kebijakan reformasi birokrasi yang lebih efektif dalam memecahkan masalah pelayanan dan integritas birokrasi.

Rekomendasi

Arah perbaikan model reformasi birokrasi dapat ditinjau dari tiga aspek:

01 Content

Memberikan ruang lebih besar bagi inisiatif dan inovasi pada masing-masing implementing agencies (K/L/D); Area perubahan bersifat kontekstual; E-gov dan SDM merupakan backbone dari RB disetiap K/L/D; hubungan kausalitas yang jelas di antara area perubahan yang dipilihnya; dan leadership yang kuat sebagai unsur perubahan utama.

02 Strategy and Process

Pelibatan stakeholder terpilih; Pengintegrasian antara roadmap dengan penilaian kinerja; Kontrak kinerja yang terintegrasi dengan target RB; Penilaian capaian RB oleh stakeholder; Harmonisasi target capaian RB nasional dengan permasalahan dan arah RB instansional; Pengintegrasian kegiatan RB dengan dokumen perencanaan dan anggaran; Penguatan transparansi dan edukasi bagi stakeholder terhadap program RB

03 Implementing Structure

Penguatan peran piloting agencies; Perbaikan komunikasi antara piloting agencies dengan implementing agency; Instrumen MONEV yang pro publik; Pendampingan RB di tingkat daerah dengan melibatkan perguruan tinggi dan asosiasi profesi.

Implementation of bureaucratic reform (RB) in Indonesia has not been effective in fostering changes toward producing clean government as well as improving quality of public services. On the other hand, total personnel expenditure budget increased two-fold in comparison to the personnel expenditure budget spending prior to bureaucratic reform in 2009. The current model (based on Presidential Decree No. 81 of 2010 on the Grand Design of Bureaucratic Reform) tended to be inward looking and one fit for all mode. Besides, linkages between the expected results and strategies undertaken were weak. In addition, there were other problems in implementation of the Grand Design.

The Center for Administrative Reform Studies in 2014 conducted a study of bureaucratic reform model, aimed at formulating an alternative model of bureaucratic reform policy in order to be more effective in solving the problem of public service and bureaucracy integrity.

Recommendation

Three aspects toward improving bureaucratic reform model:

01 Content

Greater room should be provided for initiatives and innovations of the implementing agencies (Ministries/Agencies/Local Governments); Contextual reform method; E-gov and HR as the backbone of RB in the implementing agencies; a clear causal relationship of the selected area of reform; and strong leadership as the major element of change.

02 Strategy and Process

Selected stakeholder involvement; Integration between roadmap and performance appraisal; Performance Contract integration with the targets of RB; RB performance assessment by stakeholders; Harmonization of national RB achievement targets with problems and directions of institutional RB; The integration of RB activities with planning and budget documents; Strengthening transparency and education for stakeholders on RB program.

03 Implementing Structure

Strengthening the role of piloting agencies; Improving communication between pilot agencies and the implementing agencies; Pro public Monev instruments; RB assistancies at local level through involvement of universities and professional associations.



Kajian Strategi Reformasi Birokrasi Sektor Pendidikan

Study on Strategies for Education Sector Reform

Kajian strategi reformasi birokrasi sektor pendidikan ini bertujuan untuk mengidentifikasi permasalahan pada pendidikan dasar dan pendidikan menengah, serta untuk merumuskan strategi reformasi birokrasi sektor pendidikan. Perspektif utama yang dibangun dalam kajian strategi reformasi birokrasi sektor pendidikan ini adalah bahwa reformasi birokrasi sektor pendidikan merupakan program RB yang ditujukan untuk mengatasi permasalahan dalam sektor pendidikan dan bukan sekadar RB prosedural pada instansi yang terkait dengan sektor pendidikan. RB sektor pendidikan haruslah bersifat kontekstual, kontraktual (mengikat diantara pemangku kepentingan pada sektor pendidikan dalam suatu mekanisme kontrak kinerja yang jelas yang dapat diukur oleh pengguna jasa pendidikan) dan RB lintas instansi. Tujuan akhir yang ingin dicapai dari reformasi birokrasi sektor pendidikan adalah peningkatan kualitas pendidikan yang ditopang oleh : (1) Harmonisasi kebijakan yang mendukung kualitas pendidikan; (2) Manajemen Pendidikan yang baik; (3) Administrasi Akademik; (4) Partisipasi; (5) Integritas dunia pendidikan.

Rekomendasi

01 Perbaikan layanan pendidikan menitik beratkan pada penggunaan IT secara luas dalam layanan pendidikan sebagai backbone RB sektor pendidikan (kasus RB Kemendibud). 8 area perubahan belum terkait langsung dengan pencapaian kinerja pelayanan pendidikan, hanya area pelayanan publik yang langsung berkontribusi.

02 Perlunya dibuat cross cutting issues map dan cross cutting regulators yang terkait dengan sektor pendidikan.

03 Mendorong RB sektoral melalui harmonisasi business process dan anggaran serta output kegiatan pada Kementerian terkait.

04 Penataan kewenangan pada level Perpres ke bawah dan tata kelola pendidikan menjadi prioritas yang harus segera dilaksanakan dalam rangka pembentahan pelayanan pendidikan dasar dan menengah

05 Tata kelola anggaran yang lebih transparan dan profesional harus dikaitkan dengan penegakkan kode etik yang terikat dengan penilaian kinerja dan kontrak kinerja yang disusun bersama dengan stakeholders pendidikan.

Study on the education sector bureaucratic reform (RB) strategy was directed to identify problems in elementary education and secondary education bureaucracy, as well as formulating strategies for bureaucratic reform on the education sector. This study developed main perspective that RB in education sector is a program that is intended to overcome the problems in education sector and it is not merely a procedural RB of the institutions associated with education sector. RB in education sector must be contextual, contractual (stakeholders in the education sector are bound in a clear performance contract mechanism that can be measured by educational services users) and cross-agency reform. The ultimate goal to be achieved from bureaucratic reform in education sector is improving quality of education that is supported by: (1) Harmonization of policies that support the quality of education; (2) Good education management; (3) Academic administration; (4) Participation; (5) Integrity in education sector.

Recommendation

01 Improvement of education services is focused on extensive utilization of IT in educational services as the backbone of the education sector reform (case of RB in Ministry of Education and Culture). Eight areas of change were not directly linked to achievement of education services performance, change merely directed to areas that have direct contribution to public service.

02 The need for cross-cutting issues map and cross-cutting regulators related to the education sector.

03 Encourage sectoral bureaucratic reform through harmonization of business process and budget as well as the output of activities in relevant Ministries.

04 Prioritize authority arrangement of Presidential Decree and subsequent decree as well as governance of education sector in order to reform primary and secondary education services.

05 More transparent and professional budget governance should be associated with enforcement of code of ethics tied to performance appraisal and performance contracts prepared in conjunction with stakeholders of education sector.

PUSAT KAJIAN SISTEM DAN HUKUM ADMINISTRASI NEGARA

Center For Public Administration System and Public Administration Law Studies

Kajian Integrasi Sistem Perencanaan Dan Penganggaran

Integration of Planning and Budgeting System Study

Sistem perencanaan dan penganggaran Pembangunan di Indonesia mengalami reformasi dengan ditetapkannya Undang-Undang No.17 Tahun 2003 tentang Keuangan Negara dan Undang-Undang No.25 Tahun 2004 tentang Sistem Perencanaan Pembangunan Nasional. Namun dalam pelaksanaannya, upaya reformasi tersebut masih menghadapi permasalahan. Pertama, reformasi yang dilakukan belum dapat sepenuhnya mengintegrasikan program yang bersifat lintas K/L. Kedua, adalah belum konsistennya perencanaan program dan penganggaran pada setiap tahunnya.

Rekomendasi opsi kebijakan dari perspektif kelembagaan dan tatalaksana :

01 Secara kelembagaan, fungsi koordinasi, integrasi, sinkronisasi dan simplifikasi atas rencana program kegiatan dan anggaran dilakukan oleh Sekretariat Perencanaan Program dan Anggaran di Kantor Kepresidenan.

02 Secara ketatalaksanaan, koordinasi, integrasi, sinkronisasi dan simplifikasi rencana program kegiatan dan anggaran di Indonesia perlu dilakukan dengan mekanisme tata kerja sebagai berikut.

- a. Presiden menetapkan Visi, Misi, Program Kerja;
- b. Kementerian Perencanaan Pembangunan Nasional menyusun RPJMN berdasarkan Visi, Misi, Program Kerja Presiden dan RPJPN 2005-2025, serta menyusun acuan bagi penyusunan usulan program/ kegiatan oleh K/L;
- c. Kementerian/Lembaga menyusun usulan program/kegiatan dan RAB;
- d. Kementerian Perencanaan Pembangunan Nasional menyusun draft RKP berdasarkan usulan program/ kegiatan dan RAB K/L, dan Kementerian Keuangan menyusun estimasi penerimaan negara;
- e. Presiden cq Sekretariat Perencanaan Program dan Anggaran melakukan Koordinasi, Integrasi, Sinkronisasi dan Simplifikasi. Kemudian Presiden melakukan pengambilan keputusan program/ kegiatan yang akan dilaksanakan beserta biayanya;
- f. Kementerian Perencanaan Pembangunan Nasional menyusun dokumen RKP berdasarkan hasil keputusan Presiden, sementara Kementerian Keuangan menyusun dokumen RAPBN berdasarkan hasil keputusan Presiden;
- g. Presiden cq Sekretariat Perencanaan Program dan Anggaran menyusun dokumen nota keuangan untuk disampaikan ke DPR.



Development planning and budgeting systems in Indonesia underwent a reform with the enactment of Law Number 17 of 2003 on State Finance and Law No.25 of 2004 on National Development Planning System. However, in practice, these reforms remained problematic. First, the reforms undertaken have not been able to fully integrate cross cutting programs in Ministries/Agencies. Secondly, inconsistency in program planning and budgeting each year.

Recommendation from institutional and management perspective:

01 Institutionally, coordination, integration, synchronization and simplification function of the program and budget activities plan should be carried out by the Secretariat of Program Planning and Budgeting at the Presidential Office.

02 In management perspective, coordination, integration, synchronization and simplification of program planning and budgeting activities in Indonesia should be conducted in line with work mechanisms as follow:

- a. The President establishes the Vision, Mission, and Working Programs;
- b. Ministry of National Development Planning formulates National Medium Term Planning (RPJMN) based on Vision and Mision of the President and National Long Term Planning (RPJPN) Work Programs of 2005-2025, as well as develops a reference for the preparation of the program / activity by Ministries/Agencies (K/L);
- c. Ministries / Agencies prepare the proposed programs / activities and Budget Plan (RAB);
- d. Ministry of National Development Planning formulates draft of Governemnt Work Plans (RKP) based on the proposed draft of programs/activities and RAB (budget draft) from the K/L., while The Ministry of Finance estimates state revenue;
- e. President cq Secretariat of Program Planning and Budgetting conducts Coordination, Integration, Synchronization and Simplification functions. Subsequently, President decides the programs/activities to be implemented, including the costs involved.
- f. Ministry of National Development Planning prepares RKP document based on President's decision, while the Ministry of Finance prepares National Budget Draft documents based on decision of the President
- g. President cq Secretariat of Program Planning and Budgetting prepares a document of financial memorandum to be submitted to Parliament

Seminar Arsitektur Baru Regulasi (Better Regulation) untuk Kesejahteraan Rakyat

Integration of Planning and Budgeting System Study

Pada tanggal 3 September 2014 LAN dan ASPA (Asosiasi Sarjana dan Praktisi Administrasi) menyelenggarakan Seminar Nasional dengan tajuk "Arsitektur Baru Regulasi (Better Regulation) untuk Kesejahteraan Rakyat". Seminar ini menjarang pemikiran dan pengalaman yang berkaitan dengan bagaimana mewujudkan better regulation agar terjadi percepatan peningkatan kualitas pelayanan publik dan bagaimana kekuatan negara digunakan secara efektif dan efisien untuk mewujudkan mandat konstitusi: Pancasila dan UUD 1945. Di samping itu, dirumuskan paradigma baru legislasi nasional secara ideologis dan akademis untuk bahan masukan kepada DPR RI Periode 2014 – 2019 dan Kementerian atau Lembaga yang terkait dengan proses legislasi. Ringkasnya regulasi atau peraturan perundang-undangan mendatang harus dapat 1) mengatasi kesenjangan infrastruktur, 2) mengatasi kesenjangan skill tenaga kerja, 3) memelihara fungsi pasar, 4) menjaga keterjangkauan pelayanan, 5) memperbaiki kondisi, dan 5) mengembangkan potensi.

On 3 September 2014, LAN and ASPA (Association of Graduate and Practitioners in Administration) organized a national seminar entitled "New Architecture of Regulation (Better Regulation) for Public Welfare". This seminar encapsulated thoughts and experiences pertain to achieving better regulation to accelerate public services quality improvement, as well as thoughts on how power of the state should be effectively and efficiently exercised to implement constitutional mandate: Pancasila and the 1945 Constitution. In addition, a new paradigm of national legislation was formulated ideologically and academically as recommendation for the House of Representatives of 2014 – 2019 period as well as for Ministries or Agencies associated with legislative process. In summary, future regulation or legislation should be able to: 1) address the infrastructure gap; 2) address the labor skills gap; 3) maintain the functioning of market; 4) maintain the affordability of service; 5) bring improvement; and 5)develop potential.

Pembicara (Speakers):

Dr. Ir. Fadel Muhammad (Ketua/Chairman of ASPA), Prof. Dr. Sofian Efendi (Gadjah Mada University), dan Dr. Zainal Arifin Mochtar, S.H., LL.M. (Gadjah Mada University)

Keynote Speaker:

**Prof.Dr.Agus Dwiyanto,MPA (Kepala LAN/
Chairman of NIPA)**



PUSAT KAJIAN DESENTRALISASI DAN OTONOMI DAERAH

Center For Decentralization and Local Autonomy Studies

Kajian Kesiapan Pemerintah Daerah dalam Menghadapi ASEAN Economic Community 2015

Local Government Readiness for 2015 ASEAN Economic Community

Menghadapi ASEAN Economic Community yang mulai dilaksanakan pada 2015, sudah seharusnya Indonesia memposisikan diri sebagai pemain sehingga nantinya Indonesia tidak terjebak diposisikan sebagai pasar saja. Untuk itu kesiapan daerah dalam menghadapi AEC 2015 perlu didorong guna meningkatkan daya saing nasional.

Salah satu sektor yang berpotensi besar untuk dikembangkan adalah sektor pertanian, khususnya komoditas kelapa sawit. Industri ini menciptakan sekitar 4 juta kesempatan kerja (pro-job), serta mendukung pembangunan daerah dan pengentasan kemiskinan, terutama di daerah pedesaan Luar Jawa (pro-poor). Sayangnya, potensi yang besar tersebut masih belum dikembangkan secara optimal karena menemui sejumlah kendala, antara lain kesiapan pemerintah daerah dalam memberdayakan petani mandiri kelapa sawit, baik pada aspek kebijakan maupun pemberian layanan. Petani mandiri kelapa sawit dengan luas kepemilikan lahan mencapai 40% (sisanya dimiliki oleh perkebunan besar negara dan swasta) masih menghadapi kendala produktivitas sehingga cukup sulit untuk menghadapi tantangan pasar. Hal ini sebagai akibat dari beberapa masalah yang muncul, antara lain kelengkapan sertifikat lahan dan perizinan, keterbatasan akses dan dukungan teknologi, pengetahuan, bibit yang berkualitas, pupuk, skema pendanaan dan tata niaga yang belum memihak, kelembagaan petani yang belum maksimal, serta minimnya tenaga penyuluh, kolaborasi institusi pemerintah dan sosialisasi kebijakan.

Dalam rangka memperbaiki kondisi pemberdayaan petani mandiri saat ini, skenario perbaikan yang direkomendasikan mencakup 3 aspek, yaitu pada aspek regulasi, institusional, dan operasional. Pada aspek regulasi, diperlukan revisi kebijakan (UU Nomor 18 Tahun 2004 tentang Perkebunan, UU Nomor 19 Tahun 2013 tentang Perlindungan dan Pemberdayaan Petani, Permenan Nomor 33 Tahun 2006 tentang Pengembangan Perkebunan melalui Program Revitalisasi Perkebunan, Permenan Nomor 98 Tahun 2013 tentang Pedoman Perizinan Perkebunan). Pada aspek institusional, perlu dilakukan penataan kelembagaan dan membangun mekanisme kelembagaan yang sinergis, baik di internal pemerintah (antar dinas dan badan yang berkaitan), maupun eksternal pemerintah (kerja sama dengan asosiasi petani, lembaga pendanaan, perusahaan swasta, perguruan tinggi, dan LSM). Pada aspek operasional perlu diperkuat peran pemerintah sebagai fasilitator dan regulator, misalnya dalam hal monitoring kemitraan dan tata niaga, skema pelaksanaan perkebunan yang berkelanjutan, dan hilirisasi.

To face ASEAN Economic Community 2015, Indonesia must play active roles in order not to be positioned merely as the market. Therefore, local readiness to face the AEC in 2015 should be fostered in order to improve national competitiveness.

One sector that has great potential to be developed is the agricultural sector, particularly palm oil. This industry created about 4 million jobs (pro -job), as well as supported local development and poverty alleviation, especially in rural areas outside Java (pro - poor). Unfortunately, its great potential has not yet fully developed due to a number of problems, such as readiness of local governments in empowering oil palm farmers, this problem was related to the aspect of policy and service delivery. Independent farmers that own 40 % of oil palm land (the remaining lands are owned by the state and privates) faced obstacles that hindered productivity. Hence, for them it was quite difficult to face market challenges. It was the impact of problems that arose, among others were land certificates and licenses inadequacy, limitations of access and technology support, knowledge, quality of seeds, fertilizers, funding schemes and trade system that did not support the farmers, under performance of farmers association, and lack of facilitators, government institutions collaboration, as well as policy socialization.

In order to better empower the farmers, three scenarios were proposed, namely: the regulatory aspects, institutional, and operational. In terms of regulations, policy revision is required concerning Law No. 18 of 2004 on Plantations, Law No. 19 of 2013 on the Protection and Empowerment of Farmers, Ministry of Agriculture Regulation No. 33 Year 2006 on Plantation Development through Plantation Revitalization Program, Ministry of Agriculture Regulation No. 98 Year 2013 on Guidelines for Plantation Licensing. Institutional aspects, institutional arrangements and establishment of synergized institutional mechanisms are necessary, either in inter-related departments and agencies, as well as for external government (collaboration with farmers associations, funding agencies, private companies, universities, and NGOs). In terms of operational aspects, roles of government as a facilitator and regulator need to be strengthened, for example in terms of partnership and trade system monitoring, sustainable plantation implementation schemes, and strengthening downstream mechanism



Seminar Nasional

National Seminar

Seminar Nasional dengan tema "Satu Dekade Implementasi Undang-Undang Nomor 32 Tahun 2004 tentang Pemerintah Daerah" diselenggarakan oleh LAN pada 23 April 2014 untuk memberikan saran dan rekomendasi kebijakan bagi pemerintah dalam rangka penguatan penyelenggaraan desentralisasi dan otonomi daerah. Tema ini berkaitan dengan pasang surutnya penyelenggaraan pemerintahan daerah satu dekade terakhir.

Narasumber dalam Seminar Nasional ini, meliputi Prof. Dr. Irfan Ridwan Maksum (FISIP, Universitas Indonesia), Drs. Agun Gunanjar Sudarsa (Ketua Komisi II DPR RI), Ir. H. Tarmizi A. Karim, M.Sc. (Dirjen Pemberdayaan Masyarakat dan Desa), Prof. Ikrar Nusa Bhakti, PhD (LIPI), dan Prof. Dr. Agus Dwiyanto, MPA (Kepala LAN).

Beberapa rekomendasi kebijakan untuk memperkuat penyelenggaraan desentralisasi dan otonomi daerah antara lain: 1) Revisi UU Nomor 32 Tahun 2004 tentang Pemerintahan Daerah harus dilakukan secara komprehensif, berdasarkan substansi-substansi krusial yang selama ini menghambat penyelenggaraan pemerintahan daerah yang efektif dan efisien, 2) Diperlukannya harmonisasi dan sinkronisasi terhadap beberapa peraturan perundang-undang yang berkaitan, yaitu: Undang-Undang Pemerintahan Daerah, Undang-Undang Desa, Undang-Undang Pilkada, Undang-Undang Aparatur Sipil Negara, dan Undang-Undang Administrasi Pemerintahan, serta peraturan pelaksanaannya; 3) Polemik pilkada secara langsung atau melalui DPRD, perlu dicarikan jalan keluar berdasarkan kajian mendalam untuk melahirkan konsep yang jelas sebagai pijakan dalam pelaksanaan pemilihan kepala daerah di negara kesatuan yang terdesentralisasi seperti Indonesia; 4) Diperlukannya evaluasi pelaksanaan pemekaran daerah dan kebijakan desentralisasi asimetris (otonomi khusus); 5) Dalam rangka implementasi UU Nomor 6 Tahun 2014 tentang Desa, perlu diselenggarakan program pendampingan untuk pengembangan kapasitas desa, baik kelembagaan maupun aparatur desa; 6) Pemerintah Pusat dan Pemerintah Daerah perlu melakukan sinergi dalam rangka menghadapi ASEAN Economic Community yang akan dilaksanakan pada tahun 2015, baik dalam konteks sinergi kebijakan maupun implementasinya.

National Seminar on "A Decade of Implementation of Law No. 32 Year 2004 concerning Local Government" was organized by LAN on 23 April 2014. This forum was an avenue for LAN to present recommendations for government policy in order to strengthen the implementation of decentralization and local autonomy. This theme related to the dynamic of local government administration over last decade.

The speakers involved: Prof. Dr Irfan Ridwan Maksum (University of Indonesia), Drs. Agun Gunanjar Sudarsa (Commission II Chairman of the House of Representatives), Ir.H.Tarmizi A.Karim,M.Sc. (Director General of Community Development and Village), Prof. Ikrar Nusa Bhakti, PhD (Indonesian Institute of Science), and Prof. Dr Agus Dwiyanto , MPA (Chairman of NIPA).

Policy recommendations to strengthen the implementation of decentralization and local autonomy, among others: 1) Revision of Law No. 32 Year 2004 on Local Government should be comprehensive, based on crucial substances that hindered effective and efficient local governance, 2) The need for harmonization and synchronization of several laws, namely : Law on Local Government, Law on Village, Election Law, Law on Civil Service, Law on Government Administration, and the implementing regulations; 3) Polemic of direct election or indirect election through Parliament needs to be solved based on in-depth study to deliver a clear concept as the foundation for the implementation of local elections in decentralized unitary countries like Indonesia; 4) Evaluation of implementation of new regions establishment and asymmetric decentralization are necessary; 5) Programs mentoring for rural capacity building is necessary in implementation of Law No. 6 of 2014 on Village, either for institutional as well as village officials; 6) Synergized efforts of Central government and local governments are essential in facing ASEAN Economic Community (AEC) 2015, particularly in terms of policy and implementation synergy.



PUSAT PEMBINAAN ANALIS KEBIJAKAN

Center for Policy Analyst Development

Penyelenggaraan Seleksi Calon Analis Kebijakan Melalui Jalur Penyesuaian/Inpassing Selection of Prospective Policy Analyst by Position Adjustment



Seleksi Calon Analis Kebijakan melalui Jalur Penyesuaian/Inpassing ditujukan untuk menghasilkan analis kebijakan yang memiliki kemampuan yang tinggi dalam melakukan kajian dan analisis kebijakan. Seleksi terdiri dari seleksi administrasi dan uji kompetensi. Seleksi administrasi dilakukan untuk memverifikasi kevalidan dan kesesuaian persyaratan administrasi dari calon analis kebijakan. Sedangkan uji kompetensi dilakukan untuk mengetahui tingkat kemampuan analisis dan politis calon analis kebijakan. Pelaksanaan uji kompetensi dilakukan dalam bentuk penilaian terhadap karya tulis dan wawancara. Uji Kompetensi calon analis kebijakan dilaksanakan pada tanggal 21 Oktober 2014 dengan jumlah peserta 23 orang. Peserta yang direkomendasikan untuk diangkat sebagai analis kebijakan berjumlah 17 orang sedangkan yang tidak direkomendasikan berjumlah 6 orang.

Selection of Prospective Policy Analyst was intended to produce policy analyst with high capability to conduct studies and policy analysis. Selection process consists of administration and competency tests. Administrative selection was conducted to verify the validity and appropriateness of the administrative requirements of the prospective policy analyst. Competency test was conducted to determine the level of analytical and political competence of the candidates. Competency test was conducted in the form of assessment of the writings and interviews. Competency test of the prospective policy analysts was held on 21 October 2014. Out of 23 participants that attended the selection, 17 participants were recommended to be appointed as policy analysts, whereas 6 participants were not recommended for the position.

Pembuatan Kebijakan Tentang JFAK

Formulation of Policy concerning Policy Analyst Position

Peraturan Bersama Kepala LAN dan Kepala BKN No. 16 Tahun 2014 tentang Ketentuan Pelaksanaan Permenpan dan RB No. 45 Tahun 2013 Tentang JFAK dan Angka Kreditnya.
Shared Decree of NIPA and National Human Resource Agency Number 16 Year 2014 concerning Implementation of Ministry of State Apparatus and Administrative Reform No.45 Year 2013 concerning Policy Analyst Position and the Credit Points.

Peraturan Kepala LAN No. 31 Tahun 2014 Tentang Standar Kompetensi JFAK

NIPA Decree Number 31 Year 2014 concerning Competence Standar of Policy Analyst Position

Peraturan Kepala LAN No. 32 Tahun 2014 Tentang Pedoman Penyusunan Formasi JFAK

NIPA Decree Number 32 Year 2014 concerning Guideline for Policy Analyst Position Formation

Peraturan Kepala LAN No. 33 Tahun 2014 Tentang Pedoman Pengangkatan Kedalam JFAK Melalui Penyesuaian/Inpassing

NIPA Decree Number 32 Year 2014 concerning Guideline for Policy Analyst Inauguration through Position Adjustment



Sosialisasi JFAK

Policy Analyst Position Socialization

Tujuan dari kegiatan ini adalah untuk mempublikasikan keberadaan JFAK sebagai jabatan fungsional yang baru, menjelaskan mengenai peraturan – peraturan dan informasi lainnya terkait JFAK serta pengenalan sistem informasi JFAK. Sosialisasi dilaksanakan di LAN Jakarta, PKP2A 1 LAN Jatinangor, Yogyakarta dan Makasar. Selain itu sosialisasi juga dilaksanakan untuk memenuhi permintaan fasilitasi dari Kementerian dan Lembaga dan sudah dilaksanakan pada 14 instansi.

In order to expose the existence of Policy Analyst as new functional position, these activities were conducted to explain regulations and other information pertain to Policy Analyst Position (JFAK) as well as introducing information systems of JFAK. Socializations were held in LAN Jakarta, LAN Branch in Jatinangor (PKP2A 1), as well as in Yogyakarta and Makassar. In addition, socializations were conducted to meet the demands for facilitation from several Ministries and Institutes that have been conducted in 14 institutions.



Pengembangan Sistem Informasi JFAK

Development of JFAK Information System

Sistem Informasi JFAK / JFAK Information System

Merupakan sistem yang digunakan sebagai media untuk memfasilitasi proses seleksi JFAK dan pengembangannya.

This information system is a media to facilitate prospective policy analyst selection process and policy analyst development

Media Komunikasi JFAK / Communication Media

Website: <http://lan.go.id/web/pusaka>

Email: analiskebijakan@gmail.com

facebook: <https://www.facebook.com/komunitas.analiskebijakan>

twitter: <https://twitter.com/AnalisKebijakan>

Telp.: 3868201-05 psw. 124; 135; 136

Fax.: 3865102 ; 3800187

Costumer Care: 08158071727

Kuliah Umum

Public Lectures

Public Lecture diselenggarakan untuk menguatkan kompetensi profesi analis kebijakan, pertukaran ilmu dan pengalaman serta perbandingan kebijakan dengan negara lain. PUSAKA bekerja sama dengan Knowledge Sector Initiative (KSI) – Ausaid mengadakan Kuliah Umum/Public Lecture pada tanggal 18 Juli 2014 di LAN dengan tema “Peran Pejabat Fungsional Analis Kebijakan Dalam Meningkatkan Kualitas Kebijakan Publik di Indonesia” dengan pembicara Mr. Fred Carden (Lead Technical Advisor - Knowledge Sector Initiative - Ausaid). Sementara pada tanggal 2 Desember 2014 kuliah umum diselenggarakan dengan tema “Inovasi Data untuk para pengambil kebijakan” dengan pembicara Ms. H Dayal (Director of Research - Department of Planning Monitoring and Evaluation within the Presidency of South Africa)

Public lectures were organized to strengthen professional competence of policy analysts, as a forum for exchange of knowledge and experience as well as countries policies comparison. PUSAKA in collaboration with Knowledge Sector Initiative (KSI) - AusAID organized a Public Lecture on July 18, 2014 on “The Role of Policy Analyst to Improve Quality of Public Policy in Indonesia”, presented by Mr. Fred Carden (Lead Technical Advisor - Knowledge Sector Initiative - AusAID). On December 2, 2014 public lecture was held on “Innovation Data for Policy Makers”, presented by Ms. H Dayal (Director of Research - Department of Planning Monitoring and Evaluation within the Presidency of South Africa)



DIKLAT

“Organisasi tidak ubahnya organisme yang harus dirawat, dipelihara, dikuatkan. Perawatan terbaik bagi LAN adalah menumbuhkan “komitmen affektif” yaitu jenis komitmen tertinggi yang tidak menjadikan LAN sebagai alat tapi tujuan

-Muhammad Idris-



PUSAT PENGEMBANGAN PROGRAM DAN PEMBINAAN DIKLAT

Center For Training Program Development And Fostering

Pilot Project Diklat Prajabatan Golongan I/II dan Golongan III Pola Baru LAN

Pilot Project of Reformed Pre-Service Training Level I/II and III

Pilot Project Diklat Prajabatan Golongan I/II dan III Pola Baru merupakan implementasi dari kebijakan Diklat Prajabatan Pola baru yang telah dikeluarkan oleh LAN pada tahun 2014. Tema yang dipilih adalah "Membentuk Pegawai Negeri Sipil Profesional sebagai Pelaksana Kebijakan Publik, Pelayan Publik dan Perekat dan Pemersatu Bangsa". Pilot Project ini merupakan percontohan bagi penyelengaraan untuk seluruh Indonesia yang dibagi dalam lima tahap pembelajaran, yaitu:

Tahap Pertama merupakan Internalisasi Nilai-Nilai Dasar Profesi PNS. Pembelajaran secara klasikal dan on campus berlangsung 11 September – 3 Oktober 2014. Materi pembelajaran meliputi Nilai-Nilai Dasar PNS, yakni Akuntabilitas, Nasionalisme, Etika Publik, Komitmen Mutu, dan Anti Korupsi (ANEKA) dan Aktualisasi Nilai Dasar. Dilaksanakan visitasi ke BPK dan ANRI untuk belajar praktik pelayanan publik.

Tahap kedua adalah Pembentukan Sikap dan Perilaku Disiplin PNS. Fase off campus berlangsung 5 – 31 Oktober 2014. Pada tahap ini nilai-nilai dasar PNS diaktualisasikan ke dalam kegiatan di unit kerja atau tempat magang. Acuan pelaksanaannya adalah Rancangan Aktualisasi yang telah diuji oleh narasumber, mentor, dan coach. Bimbingan dan pantauan dilakukan atasan langsung selaku mentor. Di akhir tahap, peserta mempertanggungjawabkan kembali kepada narasumber, mentor dan coach.

Pilot Project of Reformed Pre-service Training rank I, II and III was an implementation of reformed pre-service training policy established by LAN in 2014. Selected theme for the training was "Developing Professional State Apparatus as Public Policy Executors, as Public Servants, and as the instrument to hold together and unify the nation". This pilot project was a model for implementation of the reformed pre-service training throughout Indonesia.

The reformed pre-service training was divided into five learning phases:

The first phase was Internalization of Civil Service Core Values. Classical learning and on campus learning was held from September 11 to October 3, 2014. The learning subjects included civil service core values, namely Civil Service Accountability, Nationalism, Public Ethics, Quality Assurance and Anti Corruption (ANEKA) and actualization of Profession Core Values. In order to learn public service practices, the training participants were taken to visit the Audit Board of the Republic of Indonesia (BPK) and the National Archive of the Republic of Indonesia (ANRI).

The second phase was Building Civil Servant Conduct and Discipline. Off campus phase was held from 5- 31 October 2014. All participants were assigned to actualize core values of civil servants in their respective work units or internship organizations. Actualization process was conducted based on participant's Actualization Plan that had been assessed by resource persons, mentors, and coaches. Coaching and monitoring were conducted by their direct supervisors as mentors. At the end of this phase, all participants reported their accomplishment during actualization process to their resource persons, mentors and coaches.





Tahap ketiga adalah Pembentukan Pengetahuan Tentang Kedudukan dan Peran PNS dalam Negara Kesatuan Republik Indonesia [NKRI]). Pembelajaran secara klasikal dan on campus dilaksanakan pada 3 – 15 November 2014. Pada tahap ini dielaborasi materi tentang peran dan kedudukan PNS dalam NKRI. Pada tahap keempat (Aktualisasi), pembelajaran off campus dilaksanakan 17 November – 12 Desember 2014). Tahap ini merupakan aktualisasi Pembentukan Pengetahuan Peran dan Kedudukan PNS dalam NKRI di tempat kerja atau tempat magang. Aktualisasi diarahkan pada inisiatif penyelesaian masalah pada unit kerja dengan cara inovatif melalui kegiatan nyata pada unit kerja. Tahap kelima berlangsung pada 15 – 16 Desember 2014. Evaluasi akhir dilakukan pada tahap ini, yang meliputi seminar aktualisasi dan evaluasi tertulis materi ANEKA dan Pembentukan Pengetahuan Peran dan Kedudukan PNS dalam NKRI.

The third phase was Knowledge Building concerning Positions and Roles of Civil Servant within the Unitary State of the Republic of Indonesia (NKRI). Classical learning and on campus learning was held from 3-15 November 2014. The roles and position of civil servant within the NKRI was elaborated in this phase.

The fourth phase (Actualization) was held off campus from November 17 to December 12, 2014. In this phase, participants actualized the roles and position of civil servants within the NKRI in their respective work units or internship organizations. All participants were required to come up with innovative solutions for problems or issues in their work units and put them into practices.

The fifth phase was held from 15-16 December 2014. Final evaluation was conducted in this phase, included actualization seminar and written test on the subject of ANEKA and knowledge building concerning roles and positions of Civil Servant within the NKRI.

Rapat Koordinasi Kediklatan

Education and Training Coordination Meeting

Rakor Kediklatan merupakan media diseminasi, penyamaan persepsi, dan konsultasi serta diskusi permasalahan yang dihadapi para pemangku kepentingan di bidang Diklat terkait kebijakan pembinaan kediklatan yang meliputi: Diklat Kepemimpinan, Diklat Prajabatan, Diklat Teknis dan Fungsional, Akreditasi Lembaga Diklat serta pembinaan Widyaishwara. Diikuti perwakilan dari 63 Badan Diklat Daerah, enam Lembaga Diklat Kabupaten/Kota yang telah terakreditasi, serta Widyaishwara dari Kementerian/Lembaga dan Pemerintah Daerah. Rakor ini membahas isu-isu/poin antara lain:

- 01** Overview Diklat Prajabatan Pola Baru, kurikulum diklat Prajabatan pola khusus bagi CPNS dari K1 dan K2, peningkatan kualitas penyelenggaraan diklat, serta eksistensi pengawas diklat.
- 02** Review Peraturan Kepala LAN tentang seleksi calon peserta Diklatpim, penyesuaian dan pengembangan program diklat di tiap Lembaga Diklat untuk merespon mandat UU ASN.
- 03** Mendorong agar peraturan kediklatan selalu responsif terhadap perkembangan lingkungan, Pengembangan Standar Pelayanan di LAN dalam penanganan komplain, serta Penguatan dukungan anggaran pengembangan di tiap K/L dan Pemda.
- 04** Menjadikan Rakor diklat sebagai rutin Pembinaan diklat dan badan diklat.





Education and Training Coordination Meeting was a media for dissemination, harmonizing perception, and consultation as well as discussion on issues faced by stakeholders in the field of education and training concerning particular policies pertained to education and training fostering. These policies comprised of Leadership Education and Training, Pre-service Training, Technical and Functional Education and Training, Accreditation of Education and Training Institutions as well as Trainers (Widyaaiswara) development. Meeting was attended by 63 Local Education and Training Institutions, 6 Accredited Regencies/Cities Education and Training Institutions, as well as Widyaaiswara from Ministries/Institutions and Local Governments. Discussion issues/points in this Coordination Meeting involved:

- 01** Overview of Reformed Pre-service Training, curriculum of Pre-service Training for Civil Servants Candidates from K1 and K2 category, quality improvement of training delivery as well as the existence of education and training supervisor.
- 02** Review of LAN Chairman Regulation concerning candidates selection of Leadership Training participants, adjustment as well as education and training program development in every education and training institutions to respond to mandates of the new Law on Civil Service Apparatus (ASN).
- 03** Advocacy of education and training regulations in order to be responsive to environment dynamics, formulating LAN's Complaints Handling Service Standard, and reinforcement of budget support for development initiatives in every Ministries/Institution and Local Governments.
- 04** Conducting Education and Training Coordination Meeting as a regular forum for training program and training institution supervision.

Training of Facilitator (TOF) Diklat Prajabatan

Training of Pre-Service Training Facilitators

Training of Facilitator (ToF) Diklat Prajabatan merupakan media penyiapan para penyelenggara dan pengajar Diklat Prajabatan agar memiliki kesepahaman terhadap proses pembelajaran, materi, metode pembelajaran, produk serta sarana dan prasarana pendukung. Adapun indikator keberhasilan pembelajaran bagi peserta Diklat TOF adalah tersusunnya Rancang Bangun Pembelajaran Mata Diklat (RBPMD), Rencana Pembelajaran (RP) dan Bahan Tayang pada mata diklat yang diampunya dibawah bimbingan bersama dengan tenaga pengajar (penulis modul).

Training of Pre-Service Training Facilitators was a media to prepare the organizers and trainers of Pre-Service Training in order to develop common understanding of learning process, materials, learning methods, products as well as facilities and infrastructures. Learning achievement of this Training of Facilitators was indicated by the completion of Training Lesson Subjects (RBPMD), Lesson Plan (RP) and Presentation materials on trainer's teaching subject under guidance of instructors (modules writers).





Tahapan pembelajaran dalam diklat TOF Diklat Prajabatan Pola Baru adalah sebagai berikut:

01 Orientasi Pembelajaran, 3 hari pertama pembekalan tentang program TOF, Kebijakan Diklat Prajabatan Pola Baru (termasuk Pola K1 & K2), kurikulum, sistem evaluasi dan Dinamika Kelompok.

02 Tahap Pendalaman Materi, peserta dibagi dalam kelompok peminatan Mata Diklat, yaitu: Akuntabilitas PNS, Nasionalisme, Etika Publik, Komitmen Mutu, dan Anti Korupsi, serta Aktualisasi Nilai-Nilai Dasar Profesi. [1 hari]

03 Tahap Pembimbingan. Bimbingan kepada peserta dalam menyusun Rancang Bangun Pembelajaran Mata Diklat (RBPMD) dan Rencana Pembelajaran (RP) nilai-nilai dasar profesi PNS dan pembelajaran Aktualisasi Nilai-Nilai Dasar Profesi PNS. [1 hari klasikal]

04 Tahap Paparan dan Evaluasi. Demonstrasi kemampuan peserta sebagai fasilitator dihadapan penguji tentang pemahaman substansi, penetapan strategi pembelajaran, dan sistem evaluasi.

05 Tahap Evaluasi dan Penutupan. Peserta yang dinyatakan memenuhi kualifikasi Master Trainer memperoleh sertifikat untuk melatih Tenaga Pengajar/ Widya Iswara pada Diklat Prajabatan di seluruh Lembaga Penyelenggara Diklat Pemerintah Terakreditasi dengan koordinasi dari LAN.

Learning stages in this Training of Facilitator, involved:

01 Learning Orientation. In the first three days, the participants were equipped with ToF program, reformed Pre-Service Training policy (including K1 & K2 training method), curriculum, evaluation system and group dynamic.

02 Subject Advancement. Participants were divided into groups based on subjects of interest, consisted of Civil Service Accountability, Nationalism, Public Ethics, Quality Assurance, and Anti Corruption as well as Actualization of Profession Core Values (1 day).

03 Coaching Phase. Participants were trained in Designing Training Lesson Subjects (RBPMD) and Lesson Plan (RP) on profession core values of civil servants and Actualization of these values.

04 Presentation and Evaluation. During this phase participants demonstrated their skills in facilitating a training in front of evaluators. Evaluation included substance comprehension, learning strategy, and evaluation system.

05 Evaluation and Closing. Participants who met all the qualifications as Master Trainer received certificate to train the Trainers/Widya Iswara of Pre-Service Training for all Accredited Training Organizer Institution under coordination of LAN.



PUSAT PEMBINAAN WIDYAIswARA

Center For Government Trainer (Widyaiswara) Fostering

Diklat dan Seleksi Calon WidyaIswara

Training and Selection of Prospective WidyaIswara

Jabatan Fungsional WidyaIswara mempunyai ruang lingkup tugas, tanggung jawab, wewenang, dan hak untuk melakukan kegiatan mendidik, mengajar, dan melatih PNS serta evaluasi dan pengembangan Diklat. Pembekalan melalui Diklat kepada Calon WidyaIswara diharapkan dapat memberikan pengetahuan sehingga para calon WidyaIswara mampu merencanakan, menyusun, melaksanakan, dan mengevaluasi pembelajaran.

Sepanjang tahun 2014, fasilitasi telah dilakukan oleh Pusat Pembinaan WidyaIswara di Pusdiklat Keuangan umum-BPPK, Badan Diklat Provinsi Sulawesi Barat, Badan Diklat Provinsi Sumatera Barat, Badan Diklat Kota Tarakan, Pusdiklat Perdagangan, Pusdiklat Aparatur BPPSDM Kesehatan, Balai Diklat BNN, PPMK Pertanian Ciawi, Pusdiklat PU, BPSPM Dikbud, ESDM Padang, dan Badan Diklat Provinsi Papua. Kegiatan fasilitasi penyelenggaraan diklat dan seleksi calon WidyaIswara tersebut, dilakukan untuk memenuhi kebutuhan WidyaIswara pada berbagai lembaga Diklat

Kegiatan lainnya yang dilaksanakan Pusat Pembinaan WidyaIswara berkaitan dengan kegiatan pengembangan para WidyaIswara adalah Diklat KewidyaIswaraan Berjenjang Tingkat Muda, Diklat KewidyaIswaraan Berjenjang Tingkat Madya, Diklat KewidyaIswaraan Berjenjang Tingkat Utama. Selain itu diselenggarakan pula Diklat Pengembangan WidyaIswara Lainnya (TOT Prajabatan, Diklat Karya Tulis Ilmiah, TOT Aparat Penegak Hukum)

Functional position of WidyaIswara (Government Trainer) encompasses work scope, responsibility, authority, and right to educate, to teach, to train government apparatus as well as to evaluate and to develop education and training. Through the education and training, prospective WidyaIswara is expected to gain knowledge in order to able to plan, arrange, deliver, and evaluate learning.

In 2014, this center facilitated trainings in various institutions, such as Public Finance- BPPK Training Center, West Sumatra Training Agency, West Sulawesi Training Agency, Tarakan City Training Agency, Trade Education and Training Center, BNN (National Anti Narcotics Bureau) Training Center, Agriculture-Center for Management and Leadership Training (PPMK Pertanian) Ciawi, Public Work (PU)-Training Center, Human Resource Development Agency-Education and Culture (BPSPM Dikbud), (Energy and Mineral Resource)ESDM Padang, and Papua Training Agency. The facilitations aimed at meeting the need of Government Trainers (WidyaIswara) in various education and training institutions.

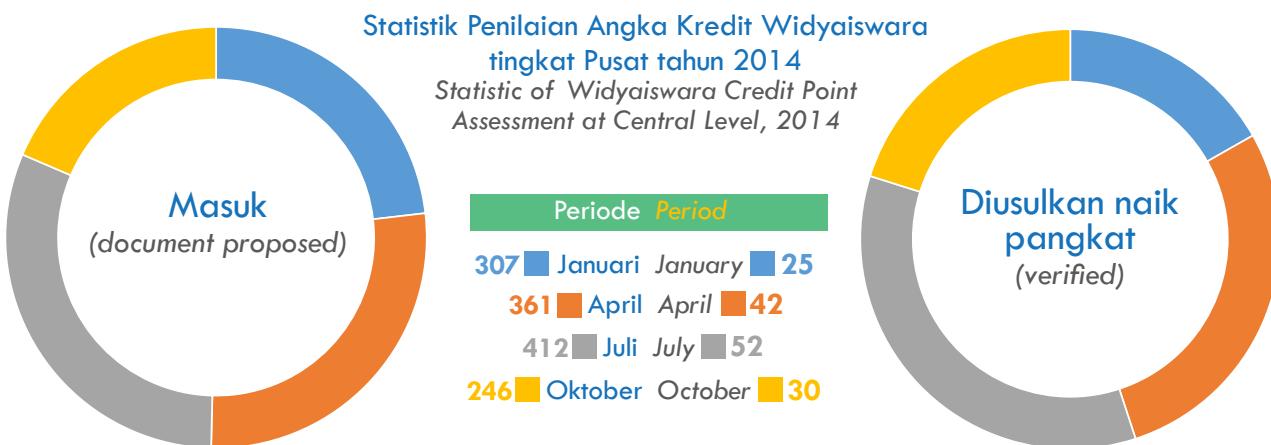
In addition, this Center organized several programs related to development of WidyaIswara, including education and training for all levels of WidyaIswara: junior (muda), intermediate(madya), and senior (utama). In addition, other training programs for WidyaIswara development were conducted by this center, namely : Pre-service Training of Trainers, Academic Writing Skill Training, Law Enforcement Officers Training of Trainers.





Penilaian Angka Kredit Jabatan Fungsional Widyaaiswara

Credit Point Assessment of Functional Position Widyaaiswara



Setiap Widyaaiswara wajib mencatat dan menginventarisasi seluruh kegiatan yang dilakukan dan mengusulkan Daftar Usulan Penilaian dan Penetapan Angka Kredit (DUPAK) kepada Tim Penilai Instansi (TPI) maupun Tim Penilai Daerah (TPD) untuk jenjang Widyaaiswara Pertama sampai dengan Widyaaiswara Madya pangkat Pembina Tingkat I golongan ruang IV-b. Selanjutnya untuk penilaian dan penetapan angka kredit golongan ruang IV-c sampai dengan IV-e menjadi kewenangan Tim Penilai Pusat (TPP). Apabila TPI belum terbentuk maka penilaian prestasi kerja/ angka kredit Widyaaiswara dapat dimintakan kepada TPP. Apabila TPD Provinsi/Kabupaten/Kota belum terbentuk, penilaian angka kredit Widyaaiswara dapat dimintakan kepada TPD Provinsi/Kabupaten/Kota terdekat secara geografis atau TPP.

Dalam melakukan penilaian dan penetapan angka kredit Widyaaiswara TPP melaksanakan sidang sebanyak 4 (empat) kali dalam 1 (satu) tahun yaitu bulan Januari, April, Juli, Oktober. Jumlah DUPAK yang masuk per periode sidang, jumlah Widyaaiswara yang dapat diusulkan untuk naik ke jenjang jabatan yang lebih tinggi dapat terlihat pada diagram.

Every Widyaaiswara is required to organize all activities documentation in a List of Proposed Credit Point Assessment and Determination (DUPAK) and submit it to Institution Assessment Team (TPI), Regional Assessment Team (TPD), or Central Assessment Team (TPP). Widyaaiswara Pertama (First Level) up to Widyaaiswara Madya (Intermediate) at rank IVb are required to submit their DUPAK to TPD or TPI for assessment. Meanwhile, Widyaaiswara at rank IVc up to rank IVe are required to submit their DUPAK to TPP. However, if TPI in a certain institution has not been established, the DUPAK can be submitted to TPP. In addition, if TPD in a Province/Regency/City has not been established, Widyaaiswara may submit their DUPAK to the nearest Province/Regency/City TPD or TPP.

Widyaaiswara Credit Point Assessments conducted by TPP were carried out through 4 assessment meetings in a year: in January, April, July and October. The Number of DUPAK submitted and verified (recommended for promotion) per period of assessment can be seen in the chart

PUSDIKLAT KEPEMIMPINAN APARATUR NASIONAL

Center For National Apparatus Leadership Education And Training

Diklatpim Pola Baru

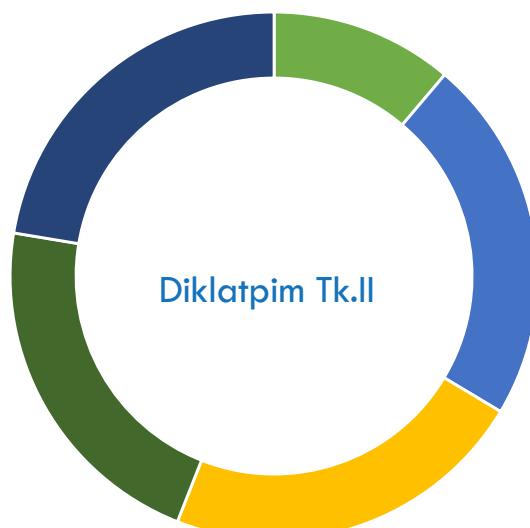
Reformed Leadership Training

Mulai tahun Tahun 2014, Pusdiklat Kepemimpinan Aparatur Nasional telah menyelenggarakan Diklat Kepemimpinan Pola Baru untuk jenjang Diklatpim Tk I, II, III, dan IV. Secara garis besar, tujuan penyelenggaraan Diklat Kepemimpinan pola baru adalah untuk meningkatkan kompetensi kepemimpinan pejabat struktural eselon I dan II, dan kompetensi kepemimpinan taktikal bagi pejabat eselon III dan IV yang akan berperan dan melaksanakan tugas dan fungsi kepemerintahan di instansinya masing-masing.

Dalam Diklatpim Pola Baru ini, terdapat lima substansi pokok yang wajib untuk diikuti oleh peserta diklat yaitu: Tahap Diagnosa Kebutuhan Perubahan Organisasi, Taking Ownership (Breakthrough I), Merancang Perubahan dan Membangun Tim, Laboratorium Kepemimpinan (Breakthrough II), dan Tahap Evaluasi. Total telah terselenggara sepuluh kelas Diklat di sepanjang tahun ini dengan jumlah 455 orang peserta dari berbagai jenjang.



KETERANGAN
Sangat Memuaskan (Excellent)
Memuaskan (Satisfactory)
Cukup Memuaskan (Passed)
Ditunda (Deferred)

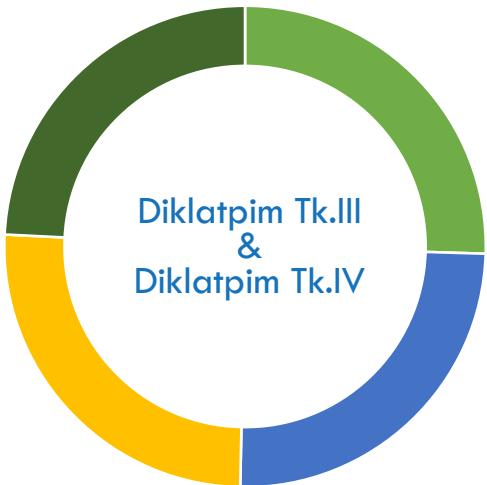


In 2014, Center for National Apparatus Leadership Education and Training started to conduct Reformed Leadership Training (Diklatpim Pola baru) for Level I, II, III and IV. General objectives of this reformed leadership training are to improve leadership competence of I and II echelon officials, as well as to improve strategic leadership competence of echelon III and IV officials who will perform functions and tasks in their respective institutions.

In this reformed leadership training, training participants were required to take 5 stages: Diagnostic Reading, Taking Ownership (Breakthrough I), Planning Change and Building Team, Leadership Laboratory (Breakthrough II), and Evaluation. In 2014, a total of 10 classes of reformed leadership education and training have been conducted involving 455 participants from various levels.

Diklatpim Tk.II

Angkatan XXXVIII	Peserta: 30	4
Angkatan XXXIX A	Peserta: 60	10
Angkatan XXXIX B	Peserta: 60	43
Angkatan XL A	Peserta: 58	20
Angkatan XL B	Peserta: 60	18



Diklatpim Tk.III

Angkatan VIII
Peserta: 40

5
26
6
3

Angkatan IX
Peserta: 39

12
23
3
1

Diklatpim Tk.IV

Angkatan VII
Peserta: 40

5
21
10
4

Angkatan VIII
Peserta: 38

5
17
14
2

Agar dapat diperoleh gambaran lebih lengkap tentang Diklat Kepemimpinan Pola Baru ini, menarik untuk disimak kesan-kesan dari beberapa alumni sebagai berikut:

In order to get more pictures of this reformed leadership education and training, below are some testimonies from several alumni:

LAN telah mengambil langkah maju dengan membongkar tradisi penyelenggaraan Diklatpim yang selama ini diselenggarakan secara konvensional ke pola baru yang lebih inspiratif dan relevan dengan kebutuhan LAN has taken few steps forwards by shifting the conventional practice of leadership education and training to more inspiring practice of leadership education and training, relevant to organizational needs.

Ir. Ananto Kusuma Seta, M.Sc., Ph.D.
Kepala Biro Perencanaan dan Kerjasama Luar Negeri,
Diklatpim Tk II Angkatan XXXIX (B)
Head of Planning and International Cooperation Bureau,
Leadership Education and Training Level II
Class of XXXIX (B)

Tahap Laboratorium Kepemimpinan menjadi tahapan paling menantang. Tiap peserta dituntut untuk dapat merealisasikan seluruh rencana proyek perubahan yang telah dibuat seoptimal mungkin dalam masa waktu yang terbatas.

Leadership Laboratory Stage is the most challenging stage. Every participant is required to implement their change projects within limited time.

Hadiat
Direktur Kesehatan dan Gizi Masyarakat BAPPENAS,
Diklatpim Tk II Angkatan XL(B)
Director of Public Health and Nutrition National Planning
Board, Leadership Education and Training
Level II Class of XL(B)

TESTIMONI



Pameran/Eksebisi Produk Proyek Perubahan Diklatpim Tingkat I Angkatan XXIX Tahun 2014

Change Projects Exhibition of Class of XXIX Leadership Training (Diklatpim) Level I 2014

Acara ini diselenggarakan pada tanggal 2 Desember 2014 bertempat di Aula Gedung A Kantor Lembaga Administrasi Negara, Jl. Veteran No. 10 Jakarta Pusat. Eksebisi Produk Proyek Perubahan Diklatpim ini ditujukan untuk mensosialisasikan kepada masyarakat /stakeholder atas proyek perubahan peserta Diklatpim Tk. I Pola Baru sekaligus sebagai bentuk transparansi dan akuntabilitas hasil Inovasi Pejabat Publik kepada masyarakat/stakeholder. Melalui eksibisi ini, diharapkan masyarakat luas mengetahui bahwa Pejabat Publik tidaklah diam, tetapi berusaha meningkatkan pelayanan terhadap masyarakat dan berinovasi melalui "Proyek Perubahan" di setiap Instansi masing-masing.

Peserta

Peserta pada pameran ini adalah seluruh peserta Diklatpim Tingkat I Angkatan XXIX dan melibatkan para alumni Diklatpim Tk II (Pola Baru) yang masuk ranking 5 (lima) besar pada setiap angkatannya untuk mengikuti pameran. Di samping itu, dihadirkan pula para alumni Diklatpim Tk I dan II untuk menyaksikan pameran ini. Pameran ini dibuka secara resmi oleh Menteri Pemberdayaan Aparatur Negara dan Reformasi Birokasi.

This event was organized on December 2, 2014 at the Hall Building A, National Institute of Public Administration, Jl.Veteran No. 10 Central Jakarta. Change Projects Exhibition was intended to disseminate changes project of Leadership Training participants to the public / stakeholders. In addition this event was held as a form of transparency and accountability of public official's innovation results to the public/stakeholders. This exhibition was expected to bring public awareness of public officials' endeavors to improve services to the community and innovations through "Project Change" in each respective agency.

Participants

All participants of Class of XXIX Leadership Training Level I participated in this event. Besides, top 5 (five) of Leadership Training Level II alumni took part in this exhibition. The alumni of Leadership Training Level I and II were invited to attend the exhibition to explore various reform projects. The exhibition was officially opened by the Minister of State Apparatus and Bureaucratic Reform.





Kegiatan Balai Bahasa 2014

Language Center Activities in 2014

Balai Bahasa merupakan Unit Pelaksana Teknis di bidang pendidikan dan pelatihan Bahasa. Balai Bahasa bertanggung jawab terhadap Deputi Bidang Diklat Aparatur melalui Kepala Pusat Pendidikan dan Pelatihan Kepemimpinan Aparatur Nasional.

Language Center is a Technical Implementation Unit in charge of language training. Language Center is held responsible for the Deputy of Government Apparatus Education and Training through the Head of Center for National Apparatus Leadership Education and Training.

Kegiatan Balai Bahasa 2014 (Language Center Activities 2014)	Jumlah Peserta (Number of Participants)	Instansi (Institution)
TOEFL Preparation Class	18	LAN, Kemenkum & HAM (Ministry of Legal and Human Rights Affairs), BBPP Lembang, Pemda (Local Government of) Bojonegoro, STIA (Graduate Program)
Bahasa Indonesia di Tempat Kerja (Indonesian Language at Workplace)	20	Kementerian Perhubungan (Ministry of Transportation)
Placement Test	65	Kementerian Perhubungan (Ministry of Transportation)
Komunikasi dalam Budaya Kerja (Working Ethos Communication)	20	Kementerian Perhubungan (Ministry of Transportation)
Report Writing Techniques	20	Kementerian Perhubungan (Ministry of Transportation)
Komunikasi dalam Pelayanan Prima (Service Excellent Communication)	20	Kementerian Perhubungan (Ministry of Transportation)
English for Basic Negotiation	20	Kementerian Perhubungan (Ministry of Transportation)
English for Effective Oral Presentation	20	Kementerian Perhubungan (Ministry of Transportation)
Pemetaan Kompetensi Berbahasa Inggris untuk PNS-Tahap IV (English Competence Assessment for Government Officials- Phase IV)	600	LAN, PKP2A III Samarinda, Kementerian Perhubungan (Ministry of Transportation), Pemerintah Daerah (Local Government of) DI Yogyakarta, Depok, Banyumas, Badan Diklat (Training Agency) Kota Sukabumi

PUSDIKLAT TEKNIS DAN FUNGSIONAL LAN

Center For Technical and Functional Education and Training



- 56 Legal Drafting
- 88 Penyusunan LAKIP
- 57 TOF Diklatpim I
- 65 TOF Diklatpim II
- 63 TOF Diklatpim III
- 55 TOF Diklatpim IV
- 32 TOT Pel. Publik Akt. I
- 45 Penyusunan SOP
- 53 Man. Keprotokolan
- 56 Man. Kontrak dan Penyelesaian Sengketa Kontrak dalam Pengadaan Barang/Jasa Pemerintah
- 41 Sekretaris yang Efektif

REFORM LEADER ACADEMY (RLA)

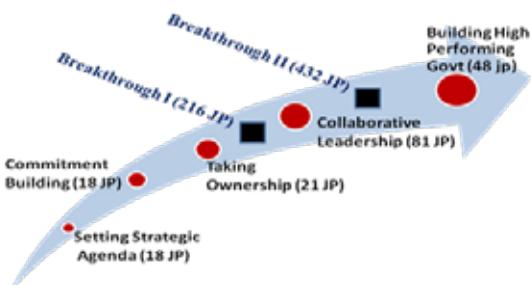
Reform Leader Academy [RLA] adalah diklat berdurasi 16 minggu (834 jp) yang didisain Kemenpan RB dan dilaksanakan oleh LAN untuk membentuk Pemimpin Perubahan di sektor publik. Kemampuan mengelola perubahan menjadi kompetensi utama yang hendak dibangun melalui diklat ini.

Reform Leader Academy (RLA) is a leadership training intended to equip Reform Leader with bureaucratic reform skills and expertise. This 16 weeks of training (834 lesson hours) was designed by Ministry of State Apparatus and Bureaucratic Reform and was implemented by National Institute of Public Administration (LAN). Core competences of Reform Leader developed through this training consisted of the ability to initiate and manage change.

Diikuti 24 orang peserta dari Kementerian Hukum dan HAM, Kementerian Tenaga Kerja dan Transmigrasi, Ditjen Pajak Kementerian Keuangan, Badan Koordinasi Penanaman Modal, dan PT. PLN (Persero), tema Diklat RLA Angkatan I tahun 2013 adalah "Ease of Doing Business". Agar diperoleh wawasan tentang best practices pengelolaan pelayanan berusaha, para peserta diklat diwajibkan mengikuti benchmarking ke berbagai institusi publik di negara Korea Selatan, diantaranya adalah: Indonesian Embassy, Ministry of Strategy Finance (MOSF), Ministry of Science, ICT & Future Planning (MSIP), Ministry of Trade, Industry & Energy (MOTIE), Korea Central Officials Training Institute (COTI), Korea Electricity Power Corporation (KEPCO), Ministry of Employment and Labor (MOE), Ministry of Security and Public Administration (MOSPA), and Ko-reia Institute for Industrial Economics and Trade (KIET).



Struktur Kurikulum RLA



The 2013 RLA encapsulated the theme on “Ease of Doing Business”. It was attended by 24 participants from Ministry of Justice and Human Rights, Ministry of Manpower and Transmigration, Directorate General of Taxation-Ministry of Finance, Indonesia Investment Coordinating Board, and PT. PLN (Persero)/State Electricity Company. To get insights on service management best practices, all participants were required to participate in benchmarking study to various public institutions in South Korea such as Indonesian Embassy, Ministry of Strategy Finance (MOSF), Ministry of Science, ICT & Future Planning (MSIP), Ministry of Trade, Industry & Energy (MOTIE), Korea Central Officials Training Institute (COTI), Korea Electricity Power Corporation (KEPCO), Ministry of Employment and Labor (MOE), Ministry of Security and Public Administration (MOSPA), and Korea Institute for Industrial Economics and Trade (KIET).



Wibowo Puji Raharjo (Ditjen P2KTrans – Kementerian Tenaga Kerja dan Transmigrasi)

“Diklat RLA memberikan ilmu yang bermanfaat untuk Indonesia ke depan, kami datang sebagai gelas kecil yang kosong, di sini telah diisi, isi itu akan kami tumpahkan di unit kerja kami, dan kami yakin akan terisi kembali, selanjutnya isi itu akan kami tumpahkan lagi untuk membasahi yang luas, dan kami yakin lagi akan tumbuh benih dari itu. Benih itu untuk generasi selanjutnya.”

“In RLA we learned useful and valuable knowledge for Indonesia in the future. We came here as an empty glass. Then, it was filled up with knowledge that would be transferred in our working unit. We believed it would be filled again so that we could spill more water for seeds to grow. Those seeds are for our next generation.”

TESTIMONI



INOVASI

**Kemauan berinovasi adalah refleksi
dari budaya organisasi yang positif,
dan kemampuan berinovasi adalah
manifestasi dari kualitas organisasi
yang sehat**

-Tri Widodo W U-

Innovation

PUSAT INOVASI KELEMBAGAAN DAN SUMBER DAYA APARATUR

Center For Institution And State Apparatus Innovations

Merespon Pertanyaan Publik Mengenai “Pegawai Pemerintah Dengan Perjanjian Kerja (PPPK)”

Response To Public Queries About “Government Employee By Agreement”

Tim PIKSA melalui policy paper-nya merespon pertanyaan publik terkait dengan PPPK dalam bingkai ASN. Disimpulkan bahwa:

1. Sesuai amanat UU Nomor 5 tahun 2014 tentang ASN, PPPK dapat mengisi semua jabatan ASN, kecuali untuk jabatan JPT jenjang pratama (karena tidak diamanatkan dalam UU ASN).
2. Jabatan-jabatan dalam JPT utama dan JPT madya yang dapat diisi oleh PPPK pada dasarnya terbatas dan harus ditetapkan dengan Keputusan Presiden, dengan mempertimbangkan berbagai aspek (misalnya keterbatasan PNS, kebutuhan percepatan pelayanan dan sebagainya).
3. Jabatan-jabatan dalam JA dan JF dapat diisi semuanya oleh PPPK.

Dengan adanya penegasan tersebut, maka posisi PPPK menjadi jelas. Dengan masuknya PPPK dengan kompetensi yang sudah terbangun maka akan menghemat biaya dan tenaga, pengelolaan manajemen PNS pun dapat diubah dengan model yang lebih fleksibel dan adaptif. Selain itu masuknya PPPK dalam ASN akan menimbulkan suasana kompetisi yang sehat antara PNS dan PPPK untuk selalu meningkatkan kompetensi yang dimiliki dan meningkatkan kontribusi pada organisasi yang berdampak pada akseleksi dalam pemberian pelayanan publik.

This policy paper attempts to respond to public queries related to government employee by agreement (PPPK) in the framework of State Civil Apparatus (ASN). It is concluded that:

1. As stipulated by Law No. 5 of 2014 concerning ASN, PPPK can fill all positions, except for the post of JPT pratama (first level), as it is not mandated by the Law concerning ASN.
2. The positions in JPT utama (highest level) and JPT madya (mid level) that can be filled by PPPK are limited and must be determined by Presidential Decree, taking into consideration of various aspects (e.g. Public Servants limitations , needs for services acceleration and so forth).
3. All positions in Administrative Position (JA) and Functional Position (JF) can be filled by PPPK.

With the entry of competent PPPK, cost and labor may be reduced, civil service management can be shifted to a model that is more flexible and adaptive. In addition, the entry of PPPK in the ASN will lead to an healthy competition atmosphere between civil servants and PPPK to constantly improve their competence and increase their contribution to public sector organizations that lead to acceleration of public services provision.

Desain Arsitektur Kabinet 2014-2019

The Design of the Architecture of 2014-2019 Cabinet

Melalui momentum transisi pemerintahan baru pada Juli 2014, dalam rangka memberikan sumbang saran bagi pemerintahan baru yang akan dibentuk, Tim Pusat Inovasi Kelembagaan dan SDA (PIKS@) LAN yang diketuai Anwar Sanusi, Ph.D mencoba menawarkan satu usulan Arsitektur Kabinet 2014-2019 yang bisa dijadikan sebagai referensi untuk pembentukan Kabinet 2014-2019.

Dalam menyusun Desain Arsitektur Kabinet, ada beberapa hal yang diperhatikan, yaitu: mandat konstitusi, tantangan lingkungan strategis, pergeseran dalam wacana pengelolaan kepemerintahan (governance issues), kebijakan desentralisasi dan otonomi daerah, dan penataan kelembagaan yang efektif dan efisien (machinery government).

With the momentum of new government transition in July 2014, team of Center for Institution and State Apparatus Innovation, National Institute of Public Administration (PIKSA) contributed to the upcomming government institutional arrangement. Chaired by Anwar Sanusi, Ph.D, the research team offered a recommendation on Architecture of 2014-2019 Cabinet as a refference to form the 2014-2019 Cabinet.

In proposing the Cabinet Architecture Design, several items such as constitution mandate, strategic environment challenges, shift in the discourse of governance management (governance issues), decentralization and regional autonomy policies, effective and efficient institution arrangements (machinery government) were taken into consideration.



	Opsi Ideal Ideal Option	Opsi Moderate Moderate Option	Opsi Soft Soft Option
Kementerian Portofolio (Departemen) <i>Ministries Portfolio (Departments)</i>	<ul style="list-style-type: none"> Keuangan Finance Hukum Law Pertahanan Defense Agama Religious affairs Luar Negeri Foreign affairs Kesehatan dan Kesejahteraan Rakyat Health and Public Welfare Pendidikan, Kebudayaan, Pemuda, dan Olahraga Education, Culture, Youth and Sport Pendidikan Tinggi dan IPTEK Research and Technology and Higher Education Energi dan Sumber Daya Mineral Energy and Mineral Resources Pertanian (Perkebunan, Perikanan, Peternakan) Agriculture (Plantation, Fishery, Farming) Kehutanan dan Lingkungan Hidup Forestry and Environment Transportasi Transportation Pekerjaan Umum dan Pemukiman Public Works and Housing 	<ul style="list-style-type: none"> Keuangan Finance Hukum Law Pertahanan Defense Agama Religious Affairs Luar Negeri Foreign Affairs Kesehatan Health Kesejahteraan Rakyat Public Welfare Pendidikan, Kebudayaan, Pemuda, dan Olahraga Education, Culture, Youth and Sport Pendidikan Tinggi dan IPTEK Research and Technology and Higher Education Energi dan Sumber Daya Mineral Energy and Mineral Resources Pertanian (Perkebunan, Perikanan, Peternakan) Agriculture (Plantation, Fishery, Farming) Kehutanan Forestry Transportasi Transportation Pekerjaan Umum Public Works Perumahan Rakyat Public Housing 	<ul style="list-style-type: none"> Keuangan Finance Hukum Law Pertahanan Defense Agama Religious affairs Luar Negeri Foreign Affairs Kesehatan Health Kesejahteraan Rakyat Public Welfare Pendidikan, Kebudayaan, Pemuda, dan Olahraga Education, Culture, Youth and Sport Pendidikan Tinggi dan IPTEK Research and Technology and Higher Education Energi dan Sumber Daya Mineral Energy and Mineral Resources Pertanian (Perkebunan, Perikanan, Peternakan) Agriculture (plantation, fishery, farming) Kehutanan Forestry Transportasi Transportation Pekerjaan Umum Public Works Perumahan Rakyat Public Housing
Kementerian Nonportofolio (Meneg) <i>Ministries Nonportfolio (State Ministers)</i>	<ul style="list-style-type: none"> Tenaga Kerja dan Transmigrasi Manpower and transmigration Komunikasi dan Informasi Communication and information Industri, Perdagangan, Kooperasi dan UMKM Industry, trade, cooperative and Small and Medium Enterprises Pariwisata dan Ekonomi Kreatif Tourism and Creative Economy BUMN State-owned enterprises Maritim Maritime Dalam Negeri Home affairs 	<ul style="list-style-type: none"> Tenaga Kerja dan Transmigrasi Manpower and transmigration Komunikasi dan Informasi Communication and information Industri dan Perdagangan Industry and Trade Koperasi dan UMKM Cooperation and Small and Medium Enterprises Pariwisata dan Ekonomi Kreatif Tourism and Creative Economy BUMN State-owned enterprises Lingkungan Hidup Environment Maritim Maritime Dalam Negeri Home affairs 	<ul style="list-style-type: none"> Tenaga Kerja dan Transmigrasi Manpower and Transmigration Komunikasi dan Informasi Communication and information Industri dan Perdagangan Industry and Trade Koperasi dan UMKM Cooperation and Small and Medium Enterprises Pariwisata dan Ekonomi Kreatif Tourism and Creative Economy BUMN State-owned enterprises Lingkungan Hidup Environment Maritim Maritime Dalam Negeri Home affairs
Kantor Kepresidenan <i>Presidential Offices</i>	<ul style="list-style-type: none"> Setneg State Secretary Urusan Pembangunan Nasional (Perencanaan dan Anggaran) National Development Affairs (Planning and Budgeting) Urusan Reformasi Administrasi Bureaucratic Reform Affairs Urusan Pengawasan Monitoring Affairs Urusan Desentralisasi Otonomi Daerah Decentralization and Regional Autonomy Affairs 	<ul style="list-style-type: none"> Setneg State Secretary Urusan Pembangunan Nasional (Perencanaan dan Anggaran) National Development Affairs (Planning and Budgeting) Urusan Reformasi Administrasi Bureaucratic Reform Affairs Urusan Pengawasan Monitoring Affairs Urusan Desentralisasi Otonomi Daerah Decentralization and Regional Autonomy Affairs 	<ul style="list-style-type: none"> Setneg State Secretary Urusan Pembangunan Nasional (Perencanaan dan Anggaran) National Development Affairs (Planning and Budgeting) Urusan Reformasi Administrasi Bureaucratic Reform Affairs Urusan Pengawasan Monitoring Affairs Urusan Desentralisasi Otonomi Daerah Decentralization and Regional Autonomy Affairs
Kantor Koordinator <i>Coordinator Offices</i>			<ul style="list-style-type: none"> Bidang Manajemen Pemerintahan Government Management Bidang Sektoral Sectoral

PUSAT INOVASI TATA PEMERINTAHAN

(Center for Governance Innovation)

Handbook Inovasi Administrasi Negara

Handbook of Public Administration Innovation

Tidak hanya di sektor privat, bahkan di sektor publik, inovasi terbukti menjadi kunci pemecahan masalah peningkatan kualitas layanan publik agar semakin baik, murah dan cepat dengan tetap berkompromi dengan keterbatasan sumber daya. Inovasi juga diyakini sebagai senjata ampuh untuk memenangkan persaingan berskala nasional, regional, dan global.

Innovation, either in the public and private sectors, is a necessary element for better quality of public services. Innovations is considered as effective strategy to improve organizational efficiency, to provide better quality and more timely services to citizens, to reduce business transaction costs, as well as to provide new methods of operation. In a broader scale, innovation is believed to be a powerful strategy to win the national, regional, and global competition.

Global Innovation Index (GII) pada tahun 2013 menempatkan Indonesia pada peringkat 85 dari 142 negara, dibelakang Thailand yang berada di peringkat 57 dan Malaysia di peringkat 32. Dalam penilaian GII tersebut, aspek inovasi terendah di Indonesia berada pada institusi pemerintah dan sektor bisnis. Oleh karena itu, penting untuk melakukan inovasi di sektor pemerintahan terutama pada aspek kelembagaan, SDM, bisnis proses dan pelayanan publik.

In the 2013 Global Innovation Index (GII), Indonesia ranked 85 out of 142 countries. Indonesia was lagged behind several of ASEAN counterparts such as Thailand (57) and Malaysia (32). According to the 2013 GII, Indonesia remained weak in term of institution and business sector. Therefore, it is necessary for government to initiate innovation particularly in the aspects of institutions, human resources, business process and public services.

Handbook Inovasi Administrasi Negara diharapkan dapat dijadikan referensi dan inspirasi bagi lingkungan birokrasi pemerintahan, lembaga donor, lembaga swadaya masyarakat, akademisi serta masyarakat luas dalam melakukan kolaborasi inovasi bersama stakeholder terkait secara berkesinambungan. Hal ini tidak terlepas dari amanat UU No. 23 Tahun 2014 tentang Pemerintahan Daerah yang mendorong pemerintah daerah untuk berinovasi dan juga program One Agency One Innovation yang digagas Kementerian PAN-RB.

Public Administration Innovation Handbook is expected to become a reference and to bring inspirations for government bureaucracy, donors, NGOs, academics as well as for the public in conducting sustainable innovation collaboration with the respective stakeholders. This effort was driven by Law Number 23 Year 2014 on Regional Administration. This policy encourages the local government to innovate and implement the Ministry of State Apparatus and Bureaucratic Reform initiative “One Agency One Innovation”.





Handbook Inovasi Administrasi Negara menampilkan sepuluh kasus best practices inovasi administrasi negara terpilih yang dinilai layak untuk dipromosikan atau direplikasikan. Kesepuluh kasus tersebut antara lain inovasi penataan kota kreatif yang layak huni di Kota Bandung, inovasi bank sampah di Kota Malang, seleksi terbuka lurah dan camat di Pemerintah Provinsi DKI Jakarta, inovasi community development di Kabupaten Bantul, inovasi penyederhanaan proses perizinan di Kota Pontianak, rightsizing kelembagaan di LAN, inovasi penanggulangan kemiskinan di Kabupaten Sragen, e-Government di Kota Surabaya, Sistem Informasi Pengelolaan Logistik Bencana Alam di Kementerian Sosial, dan inovasi Larasita di Kabupaten Karanganyar.

Ten selected best practices in public administration innovation worth for promotions and replications are presented in this Handbook. The cases include innovation on creative city planning worth living in Bandung, innovation on a trash bank in Malang City, open selection of village heads and sub district heads in DKI Jakarta Provincial Government, innovation on community development in Bantul Regency, innovation for licensing process simplification in Pontianak City, institution rightsizing in LAN, innovation on poverty prevention in Sragen Regency, e-government in Surabaya City, Natural Disaster logistic management information system in Social Ministry, and innovation 'Larasita' in Karanganyar Regency.

Meski demikian, Handbook Inovasi Administrasi Negara bukanlah "cetak biru" yang siap untuk diadopsi dan diaplikasikan secara rigid. Pelaksanaan inovasi selalu mensyaratkan adaptasi sesuai dengan kebutuhan, sumber daya, dan tantangan yang bersifat lokal spesifik.

Nevertheless, Public Administration Innovation Handbook is not meant as "blue print" that is ready to be adopted and applied rigidly. Implementation of innovations always requires adaptation in line with organization needs, resources, and locally specific challenges.



PUSAT INOVASI PELAYANAN PUBLIK

(Center for Public Service Innovation)

Direktori Inovasi Administrasi Negara

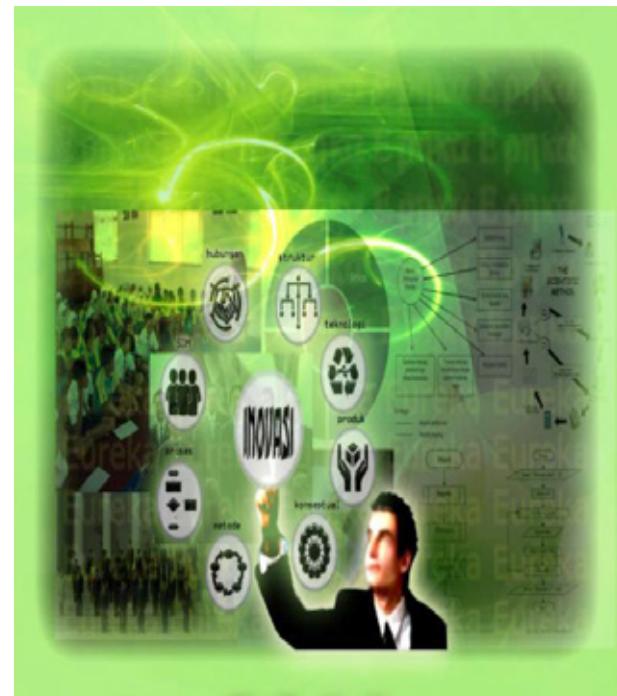
Public Administration Innovation Directory

Dalam rangka mendorong tumbuh dan berkembangnya inovasi di bidang administrasi Negara. Lembaga Administrasi Negara melalui Pusat Inovasi Pelayanan Publik memandang perlu untuk menyusun Direktori Inovasi Administrasi Negara. Direktori inovasi administrasi negara adalah kumpulan rujukan, kebijakan, model praktik-praktik inovasi yang sudah terbukti kemanfaatannya dalam bidang tata pemerintahan, pelayanan publik dan kelembagaan serta sumber daya aparatur.

Direktori inovasi ini dimanfaatkan/digunakan sebagai referensi bagi Kementerian/Lembaga, Pemda, BUMN/ BUMD, Swasta, NGO (LSM) dan masyarakat untuk mempermudah dalam pencarian/ perolehan informasi inovasi apa saja yang telah dilakukan di bidang tata pemerintahan, pelayanan publik serta kelembagaan dan sumber daya aparatur. Disamping itu juga untuk memicu Kementerian/ Lembaga, Pemda, BUMN/BUMD, Swasta, NGO (LSM) dan masyarakat untuk melakukan replikasi inovasi di berbagai bidang administrasi negara tersebut.

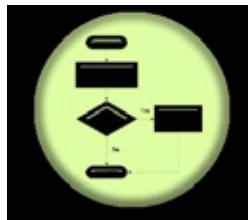
In order to encourage the growth and development of public administration innovation, National Institute of Public Administration, through the Centre for Public Service Innovation developed Public Administration Innovation Directory. Directory of public administration innovation is a collection of references, policies, models of innovation practices that have demonstrated some advantages in enhancing governance, public services and institutional as well as personnel resources.

This innovation directory can be utilized as a reference for the Ministries/Agencies, local governments, state/local enterprises, private, NGO (NGOs) and communities to facilitate the exploration / information acquisition on innovations that have been implemented in the field of governance, public services as well as institutional and personnel resources. In addition, this directory is aimed to encourage the Ministries / institutions, local governments, state / local enterprises, private, NGO (NGOs) and communities to replicate the innovation in the field of public administration



Daftar Inovasi Yang Terdapat Dalam Direktori

List of Innovations in the Directory



Kelompok Inovasi Proses (Process Innovations Category)

- Rawat Inap Tanpa Kelas Bagi Pasien GAKIN (Keluarga Miskin) / Non Classified Inpatient Service for Poor Families
- Pengelolaan Sampah Terpadu / Integrated Waste Management
- Pelayanan KTP 1 Jam / One Hour Citizen Card Service
- Pelayanan Akhir Pekan / Weekend Service

Kelompok Inovasi Metode (Approaches in Innovation Category)

- Pelayanan Sertifikasi Tanah Di Desa-Desa Dengan Cara Jemput Bola / Proactive Method for Village Land Certification Service
- Program Sangihe Mengajar / Teaching Program in Sangihe District
- Kampoeng KB Kota Banjar / Family Planning Community in Banjar City
- Industri Kreatif Kota Cimahi / Creative Industry in Cimahi City
- Penataan Pedagang Kaki Lima (PKL) Kota Probolinggo / Street Vendors Management In Probolinggo City
- Peningkatan ketahanan kota terkait dampak perubahan iklim / Climate Change City Resilience
- Shifting angkot kota Sukabumi / Operational Rotation of Public Transport in Sukabumi
- Akte Kelahiran Jemput Bola di Kota Surakarta / Birth Certificate Registration Service in Surakarta City
- Penanganan Pengemis Dan Pengamen Dengan Pendekatan Kemanusiaan / Humanity Approach in Treating Beggars and Streets Singers
- Penanganan Geladangan Dan Orang Gila Dengan Pendekatan Kemanusiaan / Humanity Approach in Treating Homeless and the Insane
- Penanganan dan Pencegahan Permasalahan Siswa / Student Problems Treatment and Prevention
- Program Penataan dan Pengelolaan Pedagang Kaki Lima (PKL) / Street Vendors Management
- Unit Pelayanan Informasi dan Keluhan (UPIK) / Complaint Handling and Information Service Unit
- Pemeliharaan Kesehatan Masyarakat Surakarta / Community Healthcare in Surakarta City



Kelompok Inovasi Produk (Product Innovation Category)

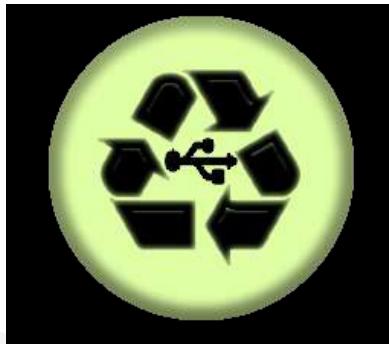
- Program Sanitasi Total Berbasis Masyarakat (STBM) Puskesmas Sumobito melalui "Arisan Berencana" / Community Based Sanitation Program at Sumobito Health Center
- Pengolahan air limbah Kota Banjarmasin / Wastewater Treatment in Banjarmasin City
- Pemberdayaan Pengrajin Tenun Tradisional Kota Denpasar / Traditional Woven Craftmen Empowerment in Denpasar City
- Pengembangan Potensi Lokal (Belimbing Dewa) sebagai Ikon Kota / Expansion of Local Fruit Prospective Commodity as City Icon
- Palembang Kota Clean,Green dan Blue / Clean, Green and Blue City of Palembang

- Pusat Pembelajaran - Broadband / Broadband Learning Center (BLC)
- Puskemas Ramah Anak / Child Friendly Healthcare
- Night Market Ngarsopuro di Surakarta/ Ngarsopuro Night Market in Surakarta City
- Perpustakaan Kampung dan Taman Cerdas / Township Library and Smart Garden
- Pengembangan Cadangan Pangan Daerah / Local Food Reserve Development
- Kartu Insentif Anak / Child Incentive Card
- Pelayanan Perijinan Satu pintu kota Surakarta / One Stop Service in Surakarta City



Kelompok Inovasi Konseptual (Conceptual Innovation Category)

- Penataan Pasar Tradisional Dan Pemberdayaan Pedagang Garendong / Traditional Market Management and Motorbike Vendors Empowerment
- Kota Layak Anak / Child Friendly City



Kelompok Inovasi Teknologi (Technological Innovation Category)

SISPEDAP: Sistem Pengelolaan Data Pegawai Berbasis Web / Web Based Employment Data Management

Pelayanan KTP di Desa/ Kelurahan se-Kabupaten Kudus/ Citizen Card Service in Kudus District

Portal Rumah Belajar / Learning House Portal

Sistem Informasi layanan Permohonan Informasi Publik Online (SILAYAN)/ Online Information System for Public Information Enquiry

Surabaya Single Window (SSW) / Single Window Service In Surabaya City

e-Payment Kota Surabaya / E-Payment In Surabaya City

Media Center / Media Center

Penganggaran Berbasis Online diKota Surabaya / Surabaya City E-Budgeting

Manajemen Kinerja Pegawai berbasis IT/ E-Performance

E-Surat (Tata Persuratan Digital) / E-Correspondance

Klinik Kurikulum 2013/ 2013 Curriculum Clinic

Raport Berbasis Elektronik / Online Report

Penerimaan Peserta Didik Baru (PPDB) Online / Online Student Admission

E-Musrenbang (Elektronik Musyawarah Perencanaan Pembangunan Daerah)/ Online Local Planning Assembly

Sistem Informasi Pengelolaan Keuangan Sekolah (e-budgeting) / School E-Budgeting Information System

Tryout Ujian Nasional Online Dinas Pendidikan Kota Surabaya / Online National Exam Try-out by Surabaya Education Agency

Jurnal Pendidikan Online /Online Education Journal

E-Controlling (Pengendalian Kegiatan Elektronik) / Electronic Activity Controlling



Bank data ini merupakan aset informasi yang dapat dimanfaatkan bagi instansi pemerintah dalam membuka wawasan untuk melakukan berbagai perubahan demi kepentingan masyarakat. Pada akhirnya, Epitome Direktori Inovasi Administrasi Negara diharapkan dapat mendorong lahirnya inovasi yang dapat digunakan dalam memajukan pelayanan publik di Indonesia.

This data bank serves as information asset that can be used for government agencies to broaden their horizons to stimulate various changes for society betterment. The Public Administration Innovation Directory is expected to encourage the creation of innovation that can be implemented to promote public services in Indonesia.



**Night Market Ngarsopuro di Surakarta/
Ngarsopuro Night Market in Surakarta City**

Kelompok Inovasi Produk (Product Innovation Category)

PUSAT PROMOSI INOVASI DAN PENGEMBANGAN KAPASITAS

Center For Innovation Promotion And Capacity Development

Study Visit by Senior Officers Pemerintah Bangladesh (Ministry Of Public Administration) tentang Best Practices In Training Institutes And Change Management In Public Administration ke Lembaga Administrasi Negara.

Study Visit by Senior Officers from Ministry of Public Administration Bangladesh regarding Best Practices in Training and Change Management in Public Administration.

Advanced Professional Program In Public Administration untuk 20 Pejabat Senior Pemerintah India.

Advanced Professional Program in Public Administration for 20 Senior Officers of the Government of India

25 Maret 2014

24 Maret 2014



24-28 Februari 2014

Seminar internasional dengan tema “Peran APIP Sebagai Quality Assurance Dalam Pelaksanaan Reformasi Birokrasi (Shifting Paradigm of Internal Control)”.

International Seminar on “The Role of Internal Control Apparatus (APIP) as Quality Assurance in Bureaucratic Reform Implementation (Shifting Pradigm of Internal Control)”.

International Workshop On Performance Based Budgeting: Internal Control & Audit Management In Public Administration (Anggaran Berbasis Kinerja: Manajemen Audit & Pengawasan Internal Pemerintah).

International Workshop on Performance Based Budgeting: Internal Control & Audit Management in Public Administration.

Kunjungan Delegasi Afghanistan ke Lembaga Administrasi Negara (Independent Administrative Reform & Civil Service Commision-Afghanistan).

A visit from delegation of Independent Administrative Reform & Civil Service Commision-Afghanistan.

23 April 2014

International Workshop “The 1st Asian Public Governance Forum On Public Innovation”.

International Workshop on “The 1st Asian Public Governance Forum on Public Innovation”.

11-12 Juni 2014



7 Agustus 2014

LAN menerima kunjungan delegasi Office of The Civil Service Commission, Thailand.

LAN welcomed delegation from Office of The Civil Service Commission, Thailand.

29 Desember 2014

Dr. Pham Quang Huy selaku Vice President of NAPA (National Academy of Public Administration) mengunjungi LAN dalam rangka menjajaki kemungkinan kerjasama diantara kedua belah pihak

Dr. Pham Quang Huy, Vice President of NAPA (National Academy of Public Administration) visited LAN to discuss opportunity for conducting collaboration initiatives.

Portal Inovasi Administrasi Negara

Public Administration Innovation Portal

Inovasi dalam bidang administrasi negara perlu didorong dan dikembangkan untuk meningkatkan efektivitas dan efisiensi kinerja penyelenggara pemerintahan. Inovasi yang dimaksud dalam hal ini dapat berarti proses memikirkan dan mengimplementasikan suatu gagasan yang memiliki unsur kebaharuan serta kemanfaatan. Keberhasilan beberapa organisasi pemerintah dalam melakukan inovasi, perlu diapresiasi, salah satunya adalah dengan mempromosikan dan menyebarkan inovasi yang sudah diimplementasikan sehingga bisa menjadi rujukan bagi penyelenggara pemerintahan yang lain. LAN melalui Pusat Promosi Inovasi dan Pengembangan Kapasitas mencoba memanfaatkan teknologi informasi dengan mengembangkan Portal Inovasi Administrasi Negara untuk mempromosikan dan menyebarkan inovasi yang sudah diimplementasikan sebagai referensi bagi pemerintah.

Direktori Inovasi yang berisi beragam inovasi yang dilakukan oleh organisasi pemerintah merupakan bagian dari Portal Inovasi Administrasi Negara. Portal ini juga memuat artikel terkait dengan inovasi administrasi negara, event-event, tokoh inovasi, dan publikasi lain tentang inovasi administrasi Negara.

In order to improve the effectiveness and efficiency of government performance, innovations in the field of public administration need to be developed. Innovation in this context is defined as process of thinking and implementing an idea that has novelty elements and usefulness. The success of several Indonesian public organizations in initiating innovations should to be appreciated, for instance through promoting and disseminating innovations that have been implemented so that they can be references for others. LAN, through the Center for Innovation Promotion and Capacity Development utilizes information technology in the form of Public Administration Innovation Portal, particularly to promote and disseminate innovations that have been implemented as references for other government organizations. This portal is intended to foster innovation replication and implementation in government organizations.

Innovation Directory that contains a variety of innovations produced by government organizations is located within Public Administration Innovation Portal. In addition, this portal includes articles related to public administration innovation, events, innovation figures, and other publications pertain to public administration innovation.

**demi inovasi tiada henti...
 pastikan Anda berbagi
 gagasan baru hari ini**



Innovation



INOVASI ADMINISTRASI NEGARA

HOME TENTANG KAMI DIREKTORI INOVASI LAB INOVASI PUBLIKASI KERJASAMA SKOPE(e-SURVEY) KONTAK KAMI
FAQ



SLIDE 2

INOVASI TERBARU



SISTEM PENYUSUNAN
ANGGARAN SECARA
ELEKTRONIK (E-
BUDGETING)



SISTEM PENGELOLAAN
KEUANGAN DAERAH
SECARA ELEKTRONIK (E-
PAYMENT)



SURABAYA SINGLE
WINDOW (SSW)

PENCARIAN



E-DIREKTORI

E-DIREKTORI

KATEGORISASI

Jenis Kelompok Tahun

- Proses (13)
- Metode (34)
- Produk (10)
- Konseptual (6)
- Teknologi (19)
- Struktur Organisasi (7)





PKP2A



Local Office

PKP2A I LAN JATINANGOR

Center For Research And Education And Training For Government Apparatus I LAN Jatinangor

Kajian Pengembangan Basis Data (Database) Aparatur *Apparatus Database Development*

Data base aparatur yang terintegrasi, valid, akurat dan selalu diperbarui merupakan kebutuhan yang mutlak dalam kebijakan aparatur. Namun sayangnya, saat ini data-data tersebut masih tersebar di BKN, LAN, Kemendagri, Kemenkeu dan beberapa instansi lainnya. Kajian ini merupakan upaya untuk menyusun data base aparatur di Indonesia yang meliputi data kelembagaan, data ketatalaksanaan dan data sumber daya manusia aparatur. Beberapa rekomendasi diusulkan sebagai masukan dalam membangun data base aparatur nasional yaitu;

01 Membangun kesepakatan bersama antar stakeholder utama penyedia data aparatur [LAN, Kemen PAN dan RB, BKN, BPKP, Kemendagri, BPK, Kemenkeu] tentang integrasi database aparatur.

02 Mendorong kebijakan yang mewajibkan penyediaan data aparatur oleh instansi yang memiliki kewenangan di bidang aparatur untuk menyediakan data yang up to date.

03 Membangun sistem pengelolaan data aparatur berbasis teknologi informasi (TIK) dan didukung ketersediaan SDM yang kompeten serta sarana dan prasarana yang memadai.

Integrated, valid, accurate and updated apparatus database becomes necessity in apparatus policy. However, data remains scattered in various institutions such as National Personnel Agency, National Institute of Public Administration, Ministry of Home Affairs, Ministry of Finance, and so forth. This research is an attempt to compile apparatus database in Indonesia that comprises of institutional data, management data and government apparatus data. Several recommendations are proposed for developing national apparatus database:

01 Establish mutual agreement among stakeholders concerning apparatus database integration. This agreement should involve various institution producing data on apparatus such as Ministry of State Apparatus and Bureaucratic Reform; National Personnel Agency, BPKP (Board of Finance and Development Supervision), Ministry of Home Affairs; BPK (The Audit Board); Ministry of Finance.

02 Encourage policy to instruct authorities in charge of functions pertain to government apparatus to provide up to date apparatus data.

03 Establish IT-based apparatus data management system supported by competent human resources as well as modern and sufficient facilities.





Kajian Integrasi Penilaian Kompetensi Kedalam Sistem Diklatpim Pola Baru

Integration of Competency Assessment into Reformed Leadership Education and Training System

Undang-Undang No. 5 Tahun 2014 tentang Aparatur Sipil Negara (ASN) telah menetapkan arah kebijakan pengelolaan sumber daya manusia aparatur yang memprioritaskan aspek kompetensi sebagai dasar utama dalam penentuan kebijakan pengembangan karir, promosi, rotasi, mutasi dan peningkatan kemampuan aparatur. Untuk merealisasikan amanat undang-undang tersebut, LAN mempunyai tugas merumuskan kebijakan pembinaan diklat yang mampu melaksanakan fungsi pengembangan (development) aparatur sebagai media pemenuhan kesenjangan kompetensi yang dipersyaratkan.

Kajian ini mengusung gagasan integrasi penilaian kompetensi ke dalam Sistem Diklat Kepemimpinan Pola Baru, yang diharapkan mampu mendorong peningkatan efektifitas penyelenggaraan Diklatpim di lingkungan LAN. Penilaian kompetensi dimaksud adalah pemetaan profil kompetensi aktual dari peserta diklat, yang hasilnya kemudian dibandingkan dengan standar kompetensi jabatan yang disyaratkan. Dalam konteks integrasi penilaian kompetensi dalam Sistem Diklatpim, tujuan penilaian kompetensi tersebut dapat diperluas untuk memberikan informasi mengenai kebutuhan pengembangan kompetensi bagi peserta Diklatpim.

Kajian ini mengusulkan beberapa alternatif model integrasi untuk diadopsi, namun memiliki implikasi berbeda, yaitu (1) Model Integrasi Sederhana, (2) Model Semi Integrasi sebagai opsi untuk kebijakan jangka pendek, dan (3) Model Integrasi Penuh untuk jangka panjang dengan masa persiapan sampai 3-5 tahun kedepan.

Adapun kondisi yang diperlukan agar model integrasi dapat dilaksanakan : (1) prasyarat dari sisi kelembagaan, yaitu dukungan sarana dan prasarana serta Sumber Daya Manusia pengelola kediklatan, ketersediaan anggaran untuk kegiatan penilaian kompetensi yang terintegrasi dalam anggaran kediklatan, dan (2) Prasyarat dari sisi tenaga pengajar, yaitu komitmen Widyaaiswara sebagai pengajar/coach untuk memanfaatkan hasil penilaian kompetensi sebagai rujukan dalam mendisain strategi, metode, kurikulum kediklatan, serta evaluasi efektifitas penyelenggaraan diklat.

Law number 5 Year 2014 on State Civil Apparatus has set a policy direction on government human resources management that prioritize competency aspect in determining policy on career development, promotion, mutation, and capacity building of apparatus. To implement the mandate in the ASN law, LAN (National Institute of Public Administration) is in charge of policy formulation regarding fostering education and training that is capable in developing apparatus to bridge the gap of competence.

This study proposes idea of integrating competency assessment into Reformed Leadership Education and Training System in order to improve effectiveness of Leadership Education and Training delivery within the National Institute of Public Administration. Competency assessment in this regard is the result of actual competency profile mapping of training participants that will be compared with the required job competency standard. In the context of competency assessment integration in leadership education and training system, the goal of this competency assessment can be extended to providing information on competency development needs of leadership training participants.

This study suggests several alternatives of integration models that have different implications: (1) simple integration model, (2) semi integration model as an option for short term policy, and (3) full integration model as a long term alternative with 3-5 years of preparation.

The operational of these integration models requires: (1) institutional prerequisites including adequate facilities, human resources performing education and training, as well as availability of competency assessment budget which is integrated into education and training budget, and (2) prerequisite from trainers aspect, that is Widyaaiswara (trainer/coach) commitment to incorporate competency assessment result in designing strategy, method, training curriculum, as well as evaluation on the training delivery effectiveness.



Bidang Pemetaan Kompetensi dan Kapasitas Aparatur (PKKA)

Apparatus Competency and Capacity Assessment Unit

PPKA adalah Unit Assessment Center yang dikoordinasikan oleh PKP2A I LAN di Jatinangor, Sumedang. Didirikan pada tahun 2010, tugas dan fungsinya mencakup perencanaan, pelaksanaan, pengendalian, dan evaluasi penilaian kompetensi dan pengembangan instrumen penilaian kompetensi aparatur. Penilaian Kompetensi dan Kapasitas yang dilakukan mengacu pada Metode Assessment Center yang memiliki tingkat validitas dan reabilitas cukup tinggi untuk menilai dan mengukur kompetensi.

Saat ini, Unit kerja ini didukung assesor, associate assesor, dua orang tenaga administrasi, serta tenaga teknis operasional yang profesional. PKKA telah memiliki gedung permanen dengan fasilitas Ruang Role Play, Ruang Simulasi Kelompok, Ruang Pengamatan Simulasi Kelompok, Ruang Rekam Data, Ruang Server, Ruang Pengarahan, Ruang Wawancara, Ruang Asesor, Ruang Rapat Pegawai, Ruang kelas, Kamar tidur single bed dan double bed, Ruang makan utama, Ruang makan Asesor, Ruang makan Asesi, yang mampu mendukung pelaksanaan penilaian kompetensi secara mandiri dalam satu tempat. PKKA juga memiliki berbagai instrumen diantaranya: Case Study/ Problem Analysis, Leaderless Group Discussion, In tray/ Scheduling, Role Play, Presentasi, dan Tes Psikologi.

Kegiatan-kegiatan yang dilakukan oleh Bidang Pemetaan Kompetensi dan Kapasitas Aparatur (PKKA) pada tahun ini meliputi:

01 Assessment Kompetensi Kepemimpinan Pejabat Struktural di Lingkungan Pemkot Bontang Tahap, Penilaian Kompetensi Pejabat Struktural Pemkab Tulungagung, Pemkot Batam, Pemprov Banten, Pemkot Tangerang Selatan, dan Pemkab Sumedang.

02 Pengembangan Instrumen penilaian kompetensi Pejabat Struktural Eselon II di Lingkungan Lembaga Administrasi Negara sesuai dengan karakteristik kebidangannya.

03 Asesmen Psikologi Pegawai Non Struktural di lingkungan LAN.

Apparatus Competency and Capacity Assessment Unit is an Assessment Center Unit that is coordinated by PKP2A I LAN in Jatinangor, Sumedang. It was established in 2010 to perform several functions of planning, delivering, controlling, and evaluation of competency assessment and developing instrument for apparatus competency assessment.





Assessment Center Method with adequate degree of validity and reliability is employed in assessing competency and capacity of apparatus.

Currently, this unit is supported by professional assessors, associate assessors, administrative personnel, and technical personnel. This center has been completed with facilities such as Role Play Room, Group Simulation Room, Group Simulation Observation Room, Record Data Room, Server Room, Briefing Room, Interview Room, Assessor Room, Personel Meeting Room, 35 people capacity Class Room, 22 double bed room, 60 people capacity dining room, Assessor dining room, 12 units of single bed room in one building. These facilities are able to support competency assessment within one place. In addition, PKKA has been equipped with several instruments such as Case study/ Problem analysis, Leaderless Group Discussion, In tray/scheduling, Role Play, Presentation, and Psychological test.

Apparatus Competency and Capacity Mapping Unit conducts several activities such as:

01 Leadership Competency Assessment of Structural Officials within Bontang Tahap City Government, Competency Assessment of structural Officials within Tulungagung Regency Government, Batam City Government, Banten Province Government, South Tangerang City Government, and Sumedang Regency Government.

02 Competency Assessment Instrument Development for Leadership Training Level II within National Institute of Public Administration in accordance with character of respective institution function

03 Psychological Assessment for Non Structural Personnel within National Institute of Public Administration.

Diklat Kepemimpinan dan Teknis dan Fungsional Leadership Training and Technical/Functional Training

Bidang Diklat PKP2A I Jatinangor, selama tahun 2014 menyelenggarakan diklat sebagai berikut:

1. Diklatpim Tk. II Angkatan XXXVIII Kelas B Dan C, dan Angkatan XXXIX Kelas D
2. Diklatpim Tk. III diikuti oleh 30 orang (1 Angkatan).
3. Diklatpim Tk. IV diikuti 40 Orang (1 Angkatan) dari Pemkab Cirebon dan Diklatpim TK.IV dari Pemerintah Kabupaten Bekasi.

In 2014, Training Division of PKP2A I Jatinangor conducted several trainings:

1. Leadership Training Level II class of XXXVIII (2 classes), and class of XXXIX (1 class).
2. Leadership Training Level III attended by 30 participants (1 class).
3. Leadership Training Level IV attended by 40 participants (1 class) from Cirebon Regency Government and Leadership Training Level IV from Bekasi Regency Government.



PKP2A II LAN MAKASSAR

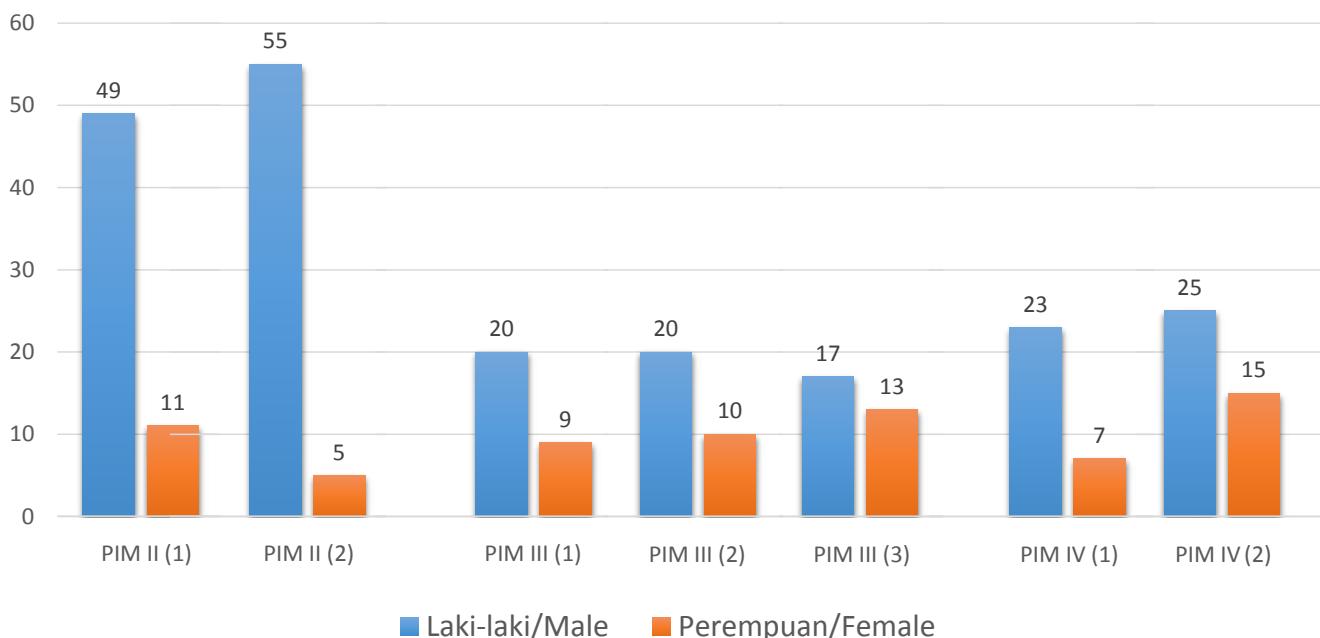
Center For Research And Education And Training For Government Apparatus II LAN Makassar

Diklat

Education and Training

Salah satu fungsi Diklat Kepemimpinan adalah membentuk figur pemimpin perubahan yang memiliki kapasitas untuk melakukan percepatan reformasi di lingkungan birokrasi pemerintah. Berbekal kapasitas tersebut, diharapkan alumni Diklatpim II, III, dan IV yang diselenggarakan di bawah pembinaan LAN akan mampu mendorong percepatan peningkatan kualitas pelayanan publik di berbagai tingkat pemerintahan baik di pusat maupun di daerah. Pada tahun 2014 PKP2A II Makassar telah menyelenggarakan Diklat Kepemimpinan Tingkat II, III, dan IV yang diikuti oleh calon pemangku jabatan tingkat eselon II, III, dan IV dari berbagai instansi di Sulawesi. Adapun jumlah dan komposisi kepesertaan Diklatpim tersebut dapat dilihat dalam grafik berikut.

One of the Leadership Education and Training functions is nurturing change leaders who have capacities to accelerate reform within the government bureaucracy. With these capacities, the alumni of Leadership Education and Training level II, III and IV are expected to be able to accelerate public services improvement in all levels of government. In 2014, PKP2A II LAN Makassar conducted Leadership Education and Training level II, III and IV that were attended by candidates of echelon II, III and IV officials from all institutions within Sulawesi area. The number and composition of leadership education and training participants can be seen in the following figure:



Kajian “Kesiapan Pemerintah Daerah dalam Menghadapi AEC 2015

Research “The Readiness of Local Government in Facing the Asean Economic Community 2015”



Asean Economic Community (AEC) lahir sebagai manifestasi visi ASEAN 2020 untuk menciptakan suatu kawasan ekonomi di lingkup ASEAN yang stabil, makmur dan berdaya saing tinggi yang ditandai dengan arus lalu lintas barang, jasa-jasa dan investasi yang bebas, arus lalu lintas modal yang lebih bebas, kemudahan pergerakan atau perpindahan tenaga kerja yang bebas dan pembangunan ekonomi yang merata, serta mengurangi kemiskinan dan kesenjangan sosial-ekonomi. Saat-saat ini menjadi waktu yang kritis bagi Pemerintah Daerah untuk mempersiapkan masyarakat, kalangan usaha dan birokrasi agar kompetitif dan unggul dalam persaingan di era Asean Economic Community.

The Asean Economic Community (AEC) was initiated as manifestation of ASEAN 2020 vision to create a stable, prosperous and highly competitive region functioning as a single market and production base, in which there is free flow of goods, services and skilled labor and a free flow of capital, with equitable economic development and reduced poverty and socio-economic disparities. It is a critical moment for the Local Governments to prepare the people, businessman and bureaucrats to be more competitive in order to survive amidst tight competition in AEC era.

Fasilitasi Manual Praktis “Pengembangan Budaya Kerja Instansi Pemerintah”

Facilitation of Practical Manual “Workplace Culture Development of Government Institutions”

Pengembangan Budaya kerja merupakan bagian dari siklus perubahan dalam organisasi. Hal ini dikarenakan budaya kerja harus selalu disesuaikan sejalan perubahan lingkungan. Sementara itu, perubahan di luar organisasi pun tidak dapat diabaikan. Tuntutan dan harapan dari publik harus mampu diwujudkan oleh setiap organisasi pemerintah. Untuk mencapai kondisi yang diharapkan tersebut, dukungan dan komitmen pimpinan dalam mengawal pengembangan dan internalisasi budaya kerja sangat dibutuhkan. Keteladanan pimpinan menjadi kunci untuk menguatkan dukungan dan memotivasi pegawai agar aktif berperan dalam pengembangan budaya kerja organisasi.

As workplace culture needs to be adjusted with environment dynamics for all time, workplace culture development becomes part of organization change cycle. In addition, external changes is inevitable. All government institutions are expected to meet public demands and expectations. Therefore, support and commitment from Leaders in guiding the development and the internalization of workplace culture is highly needed. Leadership exemplar becomes a key point to support and motivate staffs to participate in developing organization workplace culture.



PKP2A III LAN SAMARINDA

Center For Research And Education And Training For Government Apparatus III LAN Samarinda

Diklat Kepemimpinan Tingkat IV

Leadership Training Level IV

Baik di level pemerintahan pusat maupun daerah, kebutuhan terhadap pimpinan birokrasi pemerintah yang memiliki kompetensi kepemimpinan taktikal yang mampu melaksanakan tugas dan fungsi kepemerintahan di instansinya masing-masing mendesak untuk segera dipenuhi. Untuk mewujudkan hal tersebut, PKP2A III LAN menyelenggarakan kegiatan Diklat Kepemimpinan Tingkat IV untuk memenuhi kebutuhan pimpinan level eselon IV di wilayah Kalimantan. Diklat ini diselenggarakan dari tanggal 10 Agustus sampai 10 Desember 2014 bertempat di PKP2A III LAN Samarinda. Tercatat tiga puluh lima orang peserta diklat yang berasal Kota Balikpapan dan Kabupaten Penajam Paser Utara.

Bureaucrats possessing strategic leadership competence who are able to deliver tasks and functions of their respective institutions are urgently needed both in local and central government. To meet the need, PKP2A III LAN conducted Leadership Education and Training Level IV for echelon IV leaders in Kalimantan area. Thirty five participants from Balikpapan City and Penajam Paser Utara Regency participated in this Training that was held in Samarinda from August 10 to December 10, 2014.



TOF Diklatpim Tingkat III dan IV

Training of Facilitator for Leadership Training Level III and IV

Training of Facilitator [ToF] Diklatpim Tingkat III dan IV, merupakan diklat bagi Widyaaiswara dan fasilitator Diklatpim Tingkat III dan IV yang didisain untuk meningkatkan kompetensi dalam penyelenggaraan Diklat

Kepemimpinan Pola Baru. Melalui diklat ini, peserta diberikan pemahaman teknis dan substantif pelaksanaan Diklat Kepemimpinan Pola Baru dengan tujuan agar pelaksanaan Diklat Kepemimpinan di wilayah Kalimantan dapat diselenggarakan sesuai standar yang telah ditetapkan. ToF Diklatpim Tingkat III dan IV ini diselenggarakan pada tanggal 12 – 18 Februari 2014 bertempat di Kantor PKP2A III LAN Samarinda dan Badan Diklat Provinsi Kalimantan Timur dan diikuti 40 orang peserta dari Badan Diklat Provinsi Kalimantan Timur, Badan Diklat Kota Tarakan, Badan Diklat Provinsi Kalimantan Selatan, Badan Diklat Provinsi Kalimantan Barat, serta Badan Diklat Provinsi Kalimantan Tengah.

Training of Facilitator (ToF) for Leadership Training Level III and IV was conducted to train Widyaaiswara (government trainer) and Facilitators at corresponding levels. This training was designed to improve capacity and knowledge of the trainers of the Reformed Leadership Training to conduct trainings with new method. This training was held from 12-18 of February 2014 at PKP2A III Samarinda office and East Kalimantan Province Education and Training Center. It was attended by 40 participants from East Kalimantan Province Education and Training Center, Tarakan City Education and Training Center, South Kalimantan Education and Training Center, West Kalimantan Province Education and Training Center, and Central Kalimantan Education and Training Center.

Kajian “Model Reformasi Birokrasi di Kalimantan”

Research on Bureaucratic Reform Model in Kalimantan

Kajian “Model Reformasi Birokrasi Di Kalimantan” berupaya untuk memperoleh gambaran umum tentang pelaksanaan reformasi birokrasi di daerah, khususnya di Kalimantan. Kota Pontianak dan Kabupaten Tanah Bumbu dipilih sebagai lokus penelitian dengan pertimbangan keberhasilan kedua daerah ini dalam melaksanakan pembaharuan kinerja birokrasi yang dinilai layak untuk dijadikan referensi pelaksanaan reformasi birokrasi di daerah. Dari kajian ini disimpulkan bahwa pola umum pelaksanaan reformasi birokrasi di Kalimantan adalah model Kekuasaan-Koersif menuju model Normatif-Reedukatif. Faktor kepemimpinan yang kuat dan reformis, interaksi publik yang intens, manajemen, mind-set aparatur, serta kejelasan visi dan misi, menjadi faktor penentu keberhasilan reformasi birokrasi. Namun, juga teridentifikasi tantangan dalam pelaksanaan reformasi birokrasi, yaitu: penyiapan pemimpin yang reformis, penyiapan visi dan misi peningkatan kualitas pelayanan publik, penyiapan energizing bureaucracy, penyiapan strategi perubahan mind-set aparatur, penyiapan wadah interaksi dengan publik, serta penyiapan program-program perubahan.

Research on “Bureaucratic Reform Model in Kalimantan” attempts to obtain general picture of bureaucratic reform implementation at local level, particularly in Kalimantan. Pontianak City and Tanah Bumbu Regency are selected as research locus considering their success in reforming bureaucracy performance and in implementing bureaucracy reform in the regions. The research demonstrates common model implemented in bureaucratic reform in Kalimantan that can be identified as shifting from Coercive-Power model toward Normative-Re educative model. Several factors are essential for the success of bureaucratic reform, namely: cultivating reformist leaders, sound vision and mission of public service improvement, energizing bureaucracy, strategy to change apparatus mindset, preparing public interaction avenue, as well as designing changes program.

Naskah Akademik Penetapan Tambahan Penghasilan Bagi PNS Di Lingkungan Pemerintah Kabupaten Malinau

Academic Paper on Malinau District Government Civil Service Remuneration Formulation

Naskah akademik ini disusun sebagai dasar penyusunan Peraturan Bupati tentang pemberian tambahan penghasilan bagi PNSD di lingkungan Pemerintah Kabupaten Malinau di luar gaji pokok dan tunjangan jabatan struktural maupun fungsional. Perhitungan besaran TPP dilakukan dengan pola gabungan antara Pola Indeks Insentif Jabatan dan Pola Pembagian Unsur Tambahan Penghasilan. Tambahan penghasilan yang diberikan untuk PNSD dan CPNSD yang didasarkan pada pertimbangan kondisi kerja, beban kerja, prestasi kerja, kompensasi inflasi, kekhususan tempat bertugas, kelangkaan profesi, kekhususan urusan, dan kekhususan beban kerja dibebankan pada Anggaran Pendapatan Belanja Daerah (APBD) Kabupaten Malinau.

This academic paper was written as a reference for formulating Local Government Regulation concerning Malinau Regency Government Civil Service Remuneration. This remuneration will become additional income other than basic salary and structural or functional allowance. The calculation of the remuneration will be calculated based on combination of Position Incentive Index and the Additional Income Distribution model. Additional income allocated for civil servant and civil servant candidates will be included in Malinau Regency local budget (APBD). This remuneration will be allocated based on several considerations, including working condition, work load, work performance, compensation for inflation, specificity of work place, uncommon profession, as well as specificity of work load.



PKP2A IV LAN ACEH

Center For Research And Education And Training For Government Apparatus IV LAN Aceh

Rapat Koordinasi Kelitbang Se-Sumatera

Research Coordination Meeting of Sumatra Area

Kelitbang memiliki peran yang strategis dalam merencanakan, mengawal dan mengadvokasi akselerasi implementasi Undang-Undang tentang ASN, mengidentifikasi dan menganalisis kesiapan daerah dalam implementasi Undang-Undang tentang ASN. Kelitbang berperan juga mendorong lahirnya Aparatur Sipil Negara yang berkinerja, professional, berdaya saing tinggi, serta bebas dari berbagai kepentingan politik. Rakor kajian yang mengambil tema “Peran Kelitbang Dalam Advokasi Implementasi UU No. 5 Tahun 2014 tentang Aparatur Sipil Negara” ini menghasilkan beberapa indentifikasi isu-isu aktual dan strategis, yang melahirkan beberapa rekomendasi:

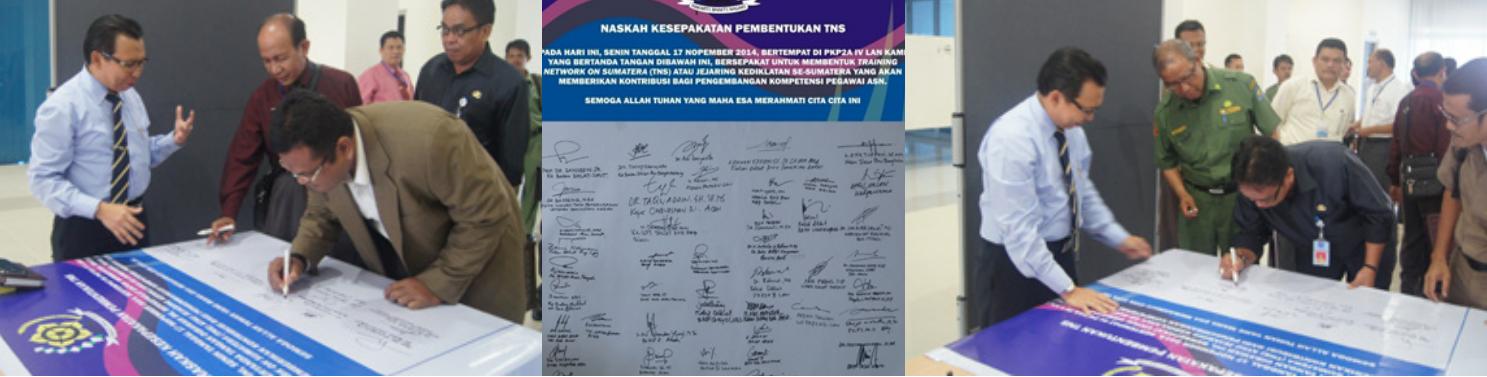
- 01** Dalam Rangka akselerasi implementasi amanah UU ASN di daerah, maka penting mendorong Pemerintah Daerah Provinsi, Kab/Kota untuk membentuk tim percepatan implementasi UU ASN yang terdiri dari multistakeholder di lingkungan pemerintah daerah (Balitbangda, Bappeda, Biro/Bagian Organisasi, Inspektorat, BKD/BKPP);
- 02** Dalam rangka penguatan dan pengembangan Kelitbang di Daerah, maka perlu mendorong pemerintah daerah provinsi, kabupaten dan kota untuk meningkatkan kuantitas dan kualitas ASN fungsional peneliti;
- 03** Dalam rangka peningkatan manajemen kinerja aparatur dalam pelayanan publik, maka penting untuk mendorong motivasi setiap daerah agar melahirkan inovasi-inovasi pelayanan publik.
- 04** Dalam rangka membangun komunikasi dan jejaring kemitraan kelitbang, rakor menyepakati pembentukan forum komunikasi kelitbang kebijakan publik dan ASN Se-Sumatera. Forum tersebut memiliki kontribusi sebagai media pertukaran informasi dan iptek, pengembangan dan pemanfaatan hasil-hasil kelitbang, pemanfaatan bersama ASN antar kelitbang, penyelenggaraan pertemuan-pertemuan ilmiah, dan publikasi hasil kelitbang.



Research has a strategic role in planning, initiating and advocating acceleration of Law on State Civil Apparatus (ASN) implementation, as well as in identifying and analyzing local readiness for implementation of the Law. In addition, research plays some roles in encouraging development of high performing, professional , highly competitive, and free from any political interest bureaucrat. Coordination Meeting encapsulated the theme on “The Role of Research in Advocacy Implementation of Law 5 Year 2014 on the Civil State Apparatus”. This meeting identified current issues and recommendations:

- 01** *In order to accelerate mandate of the Law on State Civil Apparatus implementation at local level, it is important to encourage Provincial, Regency/Municipality Governments to form acceleration team consists of multi-stakeholders of local governments (Local Research and Development Agency (Balitbangda), Local Planning Agency (BAPPEDA), Organization Bureau/Division, Inspectorate, Regional Human Resource Management Agency (BKD/ BKPP));*
- 02** *In order to strengthen and to foster research and development in the region, it is necessary to encourage the Provincial, Regency and Municipality Government to improve quantity and quality of the researchers;*
- 03** *In order to improve apparatus performance management in public service, it is important to encourage motivation of each region to deliver innovations in public service.*
- 04** *In order to establish communication and networking partnership on research matters, coordination meeting reached agreement to form communication forum of public policy and ASN for Sumatra Region. The forum is expected to contribute as avenue for information, science and technology exchange, development and utilization of research outputs, shared ASN employment across research field, organization of scientific meetings, as well as publication of research outputs.*





Rapat Koordinasi Diklat

Training Coordination Meeting

PKP2A IV LAN Aceh pada tahun 2014 berinisiatif menyelenggarakan Rakor Diklat yang dilaksanakan pada tanggal 17 November 2014. Pada kesempatan tersebut terbangun kesepakatan untuk membentuk Training Network on Sumatera (TNS) atau Jejaring Kediklatan Se-Sumatera untuk memberikan kontribusi bagi pengembangan kompetensi pegawai ASN.

In 2014 PKP2A IV LAN Aceh initiated Training Coordination Meeting that was held on November 17.

This event was concluded with agreement to establish a Training Network through-out Sumatra (TNS) to contribute to the development of State Apparatus competence.

Kegiatan Bidang Diklat Lain

Other Training Related Activities

Monitoring dan Evaluasi Penyelenggaraan Diklat Pim (Aceh dan Sumut) / Leadership Training Monev (Aceh and North Sumatra)

Training of Facilitator (ToF) Diklat Pim Pola Baru / Reformed Leadership Training of Facilitator

Forum Pembinaan Tenaga Kediklatan / Training Personnel Supervision Forum

Kegiatan Bidang Kajian Lain

Other Research Related Activities

Kajian Perbaikan Pelayanan Publik di Era Reformasi Birokrasi
Public Service Improvement in Bureaucratic Reform Era

Advokasi/Diseminasi Penyusunan Standar Pelayanan Publik 2014
Dissemination of Public Service Standard Formulation 2014

Penyusunan Jurnal Transformasi Administrasi Edisi I dan II
Administrative Transformation Journal Publication First and Second Edition

Pembangunan gedung PKP2A IV

Construction of PKP2A IV building



Kontruksi Fisik



Manajemen Kontruksi



Perencanaan



Pengelola Kegiatan

Pembangunan gedung PKP2A IV yang mulai dilaksanakan pada tahun 2012 (multi years) dapat diselesaikan tahun 2014. Ketersediaan gedung yang representatif diharapkan mampu menunjang tugas dan fungsi PKP2A IV LAN.

Construction of PKP2A IV building that has been commenced in 2012 (multi-year), was completed in 2014. The availability of representative building is expected to support performance of PKP2A IV LAN in exercising the roles and functions.



STIA LAN



STIA LAN

STIA LAN JAKARTA

School of Public Administration-National Institute of Public Administration Jakarta

Wisuda STIA LAN Jakarta Tahun Akademik 2014

Graduation of Class of 2014 STIA LAN Jakarta

Pada tanggal 23 Agustus 2014, bertempat di Graha Makarti Bhakti Nagari, STIA LAN Jakarta melaksanakan wisuda Program Sarjana ke-51 dan wisuda Program Magister ke-12. Tercatat total 343 wisudawan, yang terdiri dari 194 wisudawan program Sarjana dan 149 Wisudawan program Magister.

On August 23, 2014 located in Graha Makarti Bhakti Nagari, STIA LAN Jakarta commenced the 51st Undergraduates and the 12th Postgraduates Programs Graduation Ceremonies. In total there were 343 graduates comprised of 194 graduates from undergraduate program and 149 graduates from postgraduate programs.



- 20 ■ Badan
- 12 ■ Pemkab & Pemkot
- 31 ■ Pemprov
- 17 ■ BUMN
- 36 ■ Lembaga
- 55 ■ Kementerian
- 21 ■ TNI & Polri
- 1 ■ MK
- 1 ■ Luar Negeri



- 36 ■ Kementerian
- 24 ■ Lembaga
- 13 ■ Badan
- 28 ■ Pemprov
- 14 ■ Pemkot & Pemkab
- 6 ■ BUMN
- 2 ■ BUMD
- 7 ■ TNI & POLRI
- 2 ■ MK & MA
- 17 ■ Luar Negeri

Kerjasama STIA LAN Jakarta

STIA LAN Jakarta Cooperation

Sebagai bagian dari upaya pengembangan ilmu administrasi negara, STIA LAN Jakarta aktif melaksanakan kerjasama pendidikan dengan berbagai institusi baik di dalam negeri maupun luar negeri. Tercatat di tahun 2014, telah dilaksanakan kerjasama program pendidikan Sarjana dan Magister dengan Timor Leste, Rindam Jaya, Lemhanas, Arsip Nasional Republik Indonesia (ANRI), Mabes TNI Cilangkap, Kementerian Pertahanan, Provinsi Papua, Provinsi Papua Barat dan Pemerintah Kota Tangerang.

Selanjut dalam rangka monitoring dan evaluasi terhadap mahasiswa Timor Leste yang melaksanakan tugas belajar di Indonesia, STIA LAN mendapat kehormatan kunjungan dari Pemerintah Timor Leste. Rombongan terdiri dari wakil Kementerian Finance; Kementerian SDM; dan Direktur Kerjasama.

Adapun monitoring dan evaluasi yang dilakukan meliputi aspek keuangan, akademik, perilaku mahasiswa, serta hubungan mahasiswa Timor Leste dengan lingkungan.

Mendampingi Tim dari Pemerintah Timor Leste, Puket III Bidang Kemahasiswaan, Puket II Bidang Administrasi Umum, Kabag Akademik, Kasubbag Akademik, dan Kasubbag Kemahasiswaan STIA LAN Jakarta.

STIA LAN Jakarta has been actively conducting cooperation with both national and international institutions. In 2014, STIA LAN Jakarta conducted postgraduate programs in collaboration with



Timor Leste, Rindam Jaya, Lemhanas, National Archive of Republic of Indonesia, Indonesia Military Headquarters Cilangkap, Ministry of Defense, Papua Province, West Papua Province and Tangerang City Government.

In addition, in order to monitor and evaluate students from Timor Leste in STIA, STIA LAN was honored to accept the visit of the Timor Leste Government delegates. The Delegates were representatives from Ministry of Finance, Ministry of Personnel, and Director of Cooperation. The aims of the visit were to monitor and evaluate several aspects including finance, academic, students character, as well as Timor Leste students engagement with the neighborhood.

The Delegates from Timor Leste were accepted by III Vice Chairperson for Students Affairs, II Chairperson for Administration Affairs, Head of Academic Divison, Head of Academic Sub Divison, and Head of Students Sub Division of STIA LAN Jakarta.

Seminar Nasional “Revoluti Mental dalam Menghadapi Daya Saing Masyarakat Ekonomi ASEAN”

National Seminar “Mental Revolution in Facing the Asean Economic Community Competitiveness”

Menyongsong Masyarakat Ekonomi Asean (Asean Economic Community) tahun 2015, tantangan yang dihadapi Indonesia tidak mudah. Kesiapan dari berbagai aspek menjadi syarat mutlak agar Indonesia tidak hanya menjadi pasar terbesar bagi berbagai jenis produk barang dan jasa diantara negara-negara Asean, namun mampu berperan sebagai produsen.

Oleh karena itu Indonesia harus segera melakukan percepatan reformasi yang berjalan seiring dengan revolusi mental yang menyangkut values, sistem dan terutama dalam kepemimpinan, perubahan mindset pelaku sektor publik yakni perlunya kesadaran pelaku sektor publik untuk bertindak sesuai dengan mindset yang benar.

Hadir dalam seminar yang diselenggarakan di Graha Makarti Bakti Nagari PPLPN LAN tanggal 12 November 2014: Drs. Muhamad Hery Saripudin, MA. (Kepala Pusat Pengkajian dan Pengembangan Kebijakan Kawasan Asia Pasifik dan Afrika Kementerian Luar Negeri), dr. H.M. Basyir Ahmad S. (Walikota Pekalongan), Prof. Dr. Tjipta Lesmana, MA (Guru Besar Universitas Pelita Harapan) Drs. Agun Gunanjar Sudarsa, M.Si. (DPR RI) , Dr. Ir. Setiawan, Dipl., SE., M.Eng. (Deputy SDM Kemenpan dan RB).

Indonesia is facing demanding challenges in the face of AEC 2015 (Asean Economic Community). Indonesia must be ready in order to become competitive player as producer of all products and services among other Asean countries, instead of merely become the biggest market.

Indonesia therefore, needs to accelerate reform in line with mental revolution of values, system and leadership, to change the mindset of the state apparatus. Public sector actors need to understand the importance of carrying out their tasks with a proper mindset.

Distinguished speakers presented in this seminar, namely:
 Drs. Muhammad Hery Saripudin MA (Head of Center for Asia Pacific and Africa Region Research and Policy Development, Ministry of Foreign Affairs), dr. H.M. Basyir Ahmad S (Pekalongan Mayor), Prof. Dr. Tjipta Lesmana, MA (Professor from University of Pelita Harapan), Drs. Agun Gunanjar Sudarsa, M.Si (the House of Representatives), Dr. Ir. Setiawan, Dipl., SE., M.Eng (Deputy of Human Resources, Ministry of State Apparatus and Bureaucratic Reform).



STIA LAN BANDUNG

School of Public Administration-National Institute of Public Administration Bandung

Pengabdian Masyarakat

Community Engagement

Sebagai bentuk pengabdian kepada masyarakat, STIA LAN Bandung melaksanakan advokasi dan workshop yang ditujukan atau melibatkan masyarakat, instansi pemerintah dan pemangku kepentingan lainnya di wilayah Jawa Barat. Kegiatan advokasi yang dilakukan adalah Advokasi dengan tema Implementasi UU Pemerintahan Desa, diselenggarakan di dua tempat yaitu di Desa Cangkuang Kecamatan Cangkuang Kabupaten Garut diikuti oleh 40 peserta, dan Kecamatan Soreang Kabupaten Bandung yang diikuti oleh 45 peserta dari 10 Desa. Sedangkan workshop yang telah dilaksanakan adalah “workshop Strategi Penerapan Manajemen Aset dalam rangka meningkatkan PAD di Lingkungan Pemerintahan Daerah”, yang diikuti oleh 95 peserta dari berbagai kabupaten/kota di Provinsi Jawa Barat

As a dedication to the public, STIA LAN Bandung conducted advocacy and organized workshops for the public, government institutions and other stakeholders within West Java area. In 2014, this community engagement programs were organized on the theme concerning Implementation of Village Government Law. STIA LAN Bandung conducted advocacies in two areas: (1) Cangkuang Village in Garut Regency that was attended by 40 participants, and (2) Soreang Village Bandung Regency, attended by 45 participants from 10 villages. In addition, STIA LAN Bandung organized workshop on “Strategy in implementing Asset Management to improve Local Government Revenue”. Ninety five participants from various regencies/cities within West Java Province participated in the workshop.



Pendidikan dan Pengajaran

Academic and Teaching

Kualitas lulusan STIA LAN Bandung, tahun 2014 dapat dilihat dari indikator berikut:

The quality of STIA LAN Bandung Graduates in 2014 can be indicated from the following indicators:

Percentase lulusan S1 pada STIA LAN Bandung dengan IPK minimal 3.00 dengan masa studi kurang dari 75% masa studi maksimal, 72.46 % atau 100 dari 138 mahasiswa.

The percentage of First Degree Graduates in STIA LAN Bandung with a minimum GPA of 3.00 and study period less than 75% of maximum study period equal to 72.46% or 100 out of 138 students

Percentase lulusan S2 pada STIA LAN Bandung dengan IPK minimal 3.25 dengan masa studi kurang dari 70% masa studi maksimal, 50,92 % atau 54 dari 108 mahasiswa.

The percentage of Post Graduates in STIA LAN Bandung with a minimum GPA of 3.25 and study period less than 70% of maximum study period equal to 50,92% or 54 out of 108 students.



Bimbingan Teknis Program Studi Technical Guidance Study Program Study

Untuk memberikan pendalaman penguasaan materi kuliah bagi mahasiswa baik di tingkat S1 maupun S2, khususnya materi yang bersifat aplikatif, STIA LAN Bandung menyelenggarakan Bimbingan Teknis Program Studi (Bimtek Prodi). Dengan mengikuti program ini, mahasiswa akan lebih memahami aplikasi dan operasionalisasi dari materi kuliah di lingkungan pekerjaannya. Adapun jenis bimtek yang diberikan adalah :Teknik Analisis Kebutuhan Pegawai, Teknik Penilaian Kinerja Pegawai, Teknik Kewirausahaan, Teknik Penyusunan Renstra pada Institusi Publik, Penyusunan Anggaran Berbasis Kinerja, Teknik Analisis Perumusan Kebijakan Publik, dan Teknik Penyusunan Standar Pelayanan Publik.



STIA LAN Bandung provided Technical Guidance for internalization of the knowledge delivered in the classroom for undergraduate and graduate programs.

By joining this program, students were expected to have better understanding on application of the theory discussed in the classroom in their respective working settings. The technical guide programs provided by STIA LAN Bandung included: Personnel Need Analysis Technique, Personnel Performance Assessment Technique, Entrepreneurship technique, Performance Based Budgeting, Analysis of Public Policy Formulation Technique, and Public Service Standard Formulation Technique.

Penelitian Research



3 volume Jurnal Ilmu Administrasi
3 volumes of Administration Science Journal



19 laporan penelitian
19 research reports



STIA LAN Makassar

School of Public Administration-National Institute of Public Administration Makassar

Kuliah Umum Public Lecture

Stadium generale atau kuliah umum telah menjadi bagian tradisi akademis yang mengakar di lingkungan perguruan tinggi. Isu-isu aktual yang berdimensi strategis, gagasan-gagasan besar bagi kemajuan ilmu pengetahuan dan kehidupan masyarakat disampaikan langsung oleh narasumber terpilih dari berbagai latar belakang baik akademis maupun praktisi. Ini menjadi alasan mengapa kuliah umum wajib diikuti oleh seluruh civitas akademika.

Kuliah umum membahas topik tentang "Komunitas Ekonomi ASEAN : Prospek dan Tantangan". Duta Besar Republik Indonesia untuk Kerajaan Thailand, Drs. Lutfi Rauf, M.A., hadir ditengah-tengah civitas akademika STIA LAN Makassar untuk memberikan kuliah umumnya. Kegiatan ini adalah bagian dari upaya pembelajaran dan pengembangan wawasan mahasiswa dan pengajar di lingkungan STIA LAN Makassar.



Stadium Generale or public lecture becomes part of academic traditions and is ingrained in university culture. Public lecture was organized by STIA LAN Makassar to discuss current issues and to share visionary ideas for administrative science development. Distinguished speakers with various backgrounds from academics and practitioners presented in this occasion. All civitas academica of STIA LAN Makassar are required to attend the lecture.

Drs. Lutfi Rauf, MA, Indonesian ambassador to Kingdom of Thailand was among the speakers who delivered his presentation on "ASEAN Economic Community: Prospects and Challenges". This public lecture was expected to broaden knowledge of lecturers and students within STIA LAN Makassar.



Seminar Nasional Aparatur Sipil Negara (ASN)

State Civil Service Apparatus Seminar

Kegiatan Seminar Nasional ASN dilaksanakan oleh Sekolah Tinggi Ilmu Administrasi Lembaga Administrasi Makassar bekerjasama dengan Ikatan Alumni (IKLUM) STIA-LAN Makassar pada Hari Senin, Tanggal 8 September 2014, bertempat di Aula Hasanuddin PKP2AII LAN Makassar Jalan Raya Baruga, Antang, Makassar.

Adapun yang menjadi narasumber pada seminar tersebut adalah : Drs. Eko Sutrisno, M.Si (Kepala BKN), Ibu Sri Hadiati Wara Kustriani, SH, MBA (Deputi Bidang Kajian Kebijakan Lembaga Administrasi Negara, Dr. Muhammad Idris, M.Si (Deputi Bidang Pendidikan dan Pelatihan Aparatur Negara Lembaga Administrasi Negara).

STIA LAN Makassar in collaboration with Alumni Association or Ikatan Alumni (IKLUM) organized a seminar on State Civil Apparatus on Monday September 8, 2014. Hassanudin Aula of PKP2AII LAN Makassar was selected as the venue of this event located in Jalan Raya Baruga, Antang Makassar.

Drs. Eko Sutrisno, M.Si. (Personnel State Agency), Sri Hadiati Wara Kustriani, SH, MBA (Deputy for Policy Studies, National Institute of Public Administration), Dr. Muhammad Idris, M.Si (Deputy for Education and Training for State Apparatus, National Institute of Public Administration) featured as speakers at the seminar.



Musyawarah Besar (Mubes) Senat Mahasiswa Grand Deliberation (Mubes) of Student Senate

Kegiatan Musyawarah Besar Senat Mahasiswa STIA LAN Makassar yang dilaksanakan pada Hari Rabu Tanggal 4 Juni 2014 bertempat di STIA LAN Makassar dihadiri oleh seluruh Pengurus Senat Mahasiswa, Dewan Mahasiswa dan Mahasiswa. Adapun agenda Mubes ini adalah pembahasan Anggaran Dasar (AD) dan Anggaran Rumah Tangga (ART) Senat Mahasiswa STIA LAN Makassar dan Pemilihan Ketua Senat Mahasiswa STIA LAN Makassar Periode 2014-2015. Triwisnu Kusuma Negara terpilih sebagai ketua, Sekertaris Muh. Ashari Ilyas dan Bendahara adalah Sri Arfirayani.

Student Senate of STIA LAN Makassar organized grand deliberation (Mubes) on Wednesday June 4, 2014 in STIA LAN Makassar. It was attended by Student Senate Council, Student Board and all students of STIA LAN Makassar. Discussion of the Student Senate constitution (AD/ART) and election of student senate president were two main agendas in this meeting. Triwisnu Kusuma Negara was elected as the President of Student Senate, Ashari Ilyas as the Secretary and Sri Arfirayani as the Treasurer.

Wisuda XXXIII Tahun 2014 The XXXIII Commencement Ceremony - 2014

Kegiatan Wisuda XXXIII Program Sarjana dan Magister Tahun 2014 dilaksanakan pada Hari Senin, Tanggal 9 September 2014 bertempat di Gedung Balai Prajurit Jenderal M. Yusuf (Balai Kemanungan ABRI-Rakyat) dengan tema: "Membangun Aparatur Sipil Negara untuk Mempercepat Proses Reformasi Birokrasi". Tercatat wisudawan program Sarjana (S1) sebanyak 163 Wisudawan dan Program Magister (S2) sebanyak 175 Wisudawan. Dihadiri Gubernur Sulawesi Selatan Dr. H. Syahrul Yasin Limpo, SH, M.Si, MH, dan Kepala LAN Prof. Dr. Agus Dwiyanto, MPA



With the theme "Building State Civil Apparatus to Accelerate Bureaucratic Reform", the commencement ceremony of the 2014 undergraduate and post-graduate program was held on Monday September 9, 2014 in Balai Prajurit Jenderal M. Yusuf Assembly Hall. This event was attended by South Sulawesi Governor Dr. H. Syahrul Yasin Limpo, SH, M.Si, MH and Chairman of LAN, Prof. Dr. Agus Dwiyanto, MPA. This year, 163 students graduated from undergraduates program and 175 students graduated from postgraduates program in STIA LAN Makassar.



Latihan Dasar Kepemimpinan (LDK) Basic Leadership Training (LDK)

Latihan Dasar Kepemimpinan (LDK) dilaksanakan oleh Pengurus Senat Mahasiswa STIA-LAN Makassar pada Hari Sabtu-Minggu, Tanggal 18-19 Oktober 2014 bertempat di Aula Lantai 1 STIA LAN Makassar. Pembukaan Latihan Dasar Kepemimpinan (LDK) oleh Bapak Dr. Guntur Karnaeni, M.Si selaku Pembantu Ketua III Bidang Kemahasiswaan STIA LAN Makassar, sedangkan kegiatan Latihan Dasar Kepemimpinan ditutup oleh Bapak Ahsan Anwar, SE, M.Si selaku Kasubag Administrasi Kemahasiswaan. Jumlah peserta yang mengikuti kegiatan tersebut sebanyak 25 orang dan semuanya dinyatakan lulus oleh panitia.

Basic Leadership Training (LDK) was organized by Student Senate Council of STIA-LAN Makassar from 18-19 October 2014. The training was officially opened by Mr. Guntur Karnaeni, M.Si (III Vice Chairman for Student Affairs) and was closed by Mr. Ahsan Anwar, SE, M.Si (Head of Sub Division Student Affairs). All of the 25 students participated in the training passed this program.



“ Revolusi Mental ASN adalah keniscayaan untuk memperbaiki cara berpikir dan membangun karakter baru ASN. Nilai-nilai baru harus ditanamkan dalam-dalam dan sekuat-kuatnya agar terbentuk ASN yang berkarakter, profesional dan berintegritas ”

-Adi Suryanto-



PENGEMBANGAN TEKNOLOGI INFORMASI DAN KOMUNIKASI LAN

Development Of Information And Communication Technology

Tahun 2014 Lembaga Administrasi Negara mengintensifkan pemanfaatan IT untuk mendukung perbaikan kinerja. Pengembangan e-government dilakukan di lingkungan internal dan pengembangan e-government untuk meningkatkan kualitas pelayanan. Penggunaan teknologi informasi merupakan dukungan Lembaga Administrasi terhadap Go Green atau Green Energy yang pada intinya bagaimana melakukan penggunaan secara efisien, dengan tidak mengurangi hasil, dan bersifat paperless.

In 2014, LAN intensified utilization of IT to support performance improvement through various initiatives. Development of e-government was carried out to support internal business as well as development of e-government to improve quality of service. Utilization of information technology is LAN commitment for Go Green or Green Energy which is essentially how to do business efficiently, paperless, without reducing the outcomes.



Penggunaan Virtualisasi Server

Server Virtualization

Teknologi virtualisasi server dalam pengelolaan sistem komputerisasi memungkinkan untuk membuat versi virtual dari sesuatu yang bersifat fisik. Teknologi ini memudahkan dan mampu memberikan kinerja yang maksimal dan lebih efisien, baik itu efisiensi dari segi cost, resource, energy, atau bahkan risk.

Server virtualization technology in management of computerized systems enables to create a virtual version of a physical things. This technology enable to provide maximum performance more efficiently, both in terms of cost efficiency, resource, energy, or even risk.

Teleconference

Teleconference

Lembaga Administrasi Negara Veteran telah memiliki fasilitas teleconference yang dapat dipergunakan sebagai sarana pertemuan yang dilakukan oleh dua orang atau lebih yang dilakukan melewati telefon atau koneksi jaringan yang memungkinkan peserta konferensi saling melihat dan mendengar apa yang dibicarakan. Sebagai contoh penggunaanya adalah teleconference antara Kementerian PAN dan RB, KPK, LAN dan ANRI dalam rangka Penandatanganan Pernyataan Komitmen Tindak Pidana Korupsi antara Pimpinan KPK dan Menteri PAN dan RB.

LAN Central Office has been equipped with teleconference facilities that can be utilized for meeting held by two or more persons through telephone or network connections that allow conference participants to see each other and hear what are being said. As an example of its utilization is the teleconference between the Ministry of PAN and RB (Minister of State Apparatus and Administrative Reform), KPK (Corruption Eradication Commission), LAN and ANRI in Anti-Corruption Statement Signing between the KPK and the Minister of PAN and RB.





Selamat Datang di Website

Lembaga Administrasi Negara

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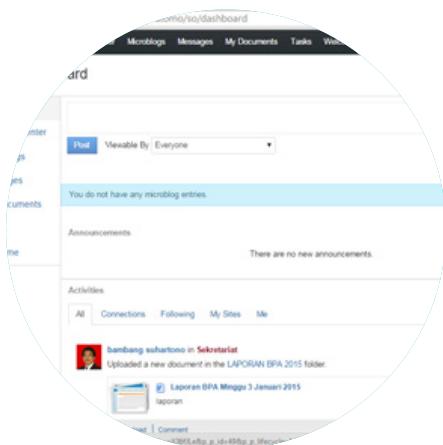
Pengintegrasian web

Web Integration

Pengintegrasian sistem informasi merupakan salah satu konsep kunci dari Sistem Informasi Manajemen. Aliran informasi diantara sistem sangat bermanfaat bila data dalam file suatu sistem diperlukan juga oleh sistem yang lainnya, atau output suatu sistem menjadi input bagi sistem lainnya. Pada tahun 2014 Lembaga Administrasi telah mengintegrasikan layanan web. Layanan web yang akan disatukan adalah portal-portal yang telah dibuat oleh unit kerja di Lembaga Administrasi Negara akan disatukan dalam portal Lembaga Administrasi Negara (www.lan.go.id).

The integration of information systems is one of key concepts in Management Information Systems. The flow of information between systems is very useful when the data in the file system is required by other systems, or the output of a system becomes an input for other systems. In 2014, LAN has integrated the web services. Web integration incorporated portals that have been made by units in LAN into LAN's portal (www.lan.go.id).

Penggunaan Makarti (Manajemen Perkantoran Berbasis Teknologi Informasi) sebagai E Office Use MAKARTI (Information Technology Based Office Management) as E-Office



Dengan menggunakan Makarti sebagai layanan e Office, diharapkan semua pekerjaan kantor yang selama ini dilakukan secara manual telah berubah menjadi elektronik sehingga layanan administrasi perkantoran secara elektronis dapat melayani seluruh pegawai Lembaga Administrasi Negara baik di pusat maupun yang berada di daerah, dimana saja, dan tiap saat. Layanan Makarti meliputi chatting, persuratan, perpesanan dll.

Through utilization of MAKARTI as e-Office, it is expected that all office work that had been done manually will turn into electronic administrative offices so that services can be accessed by the entire staff of LAN anywhere, and any time. MAKARTI services include chatting, mailing, messaging, and so forth.

Grand Design Informasi Teknologi

Information Technology Grand Design

Lembaga Administrasi Negara sebagai instansi pembelajar memandang perlu untuk segera memanfaatkan teknologi informasi dan komunikasi dalam menjalankan tugas pokok dan fungsinya secara lebih komprehensif, efisien, efektif dan terpadu. Pada awal tahun 2014 Lembaga Administrasi Negara menyusun Grand Design IT Lembaga Administrasi Negara 2014-2019 dengan melibatkan unit-unit kerja pada Lembaga Administrasi Negara.

LAN as a learner organization, deems it necessary to immediately take advantage of information and communication technologies in the business process in a more comprehensive, efficient, effective and integrated way. In early 2014, LAN developed LAN's IT Grand Design (2014 – 2019), involving all units in the organization.

FORUM INTERNASIONAL BIDANG ADMINISTRASI NEGARA

International Knowledge Sharing Forum On Public Administration

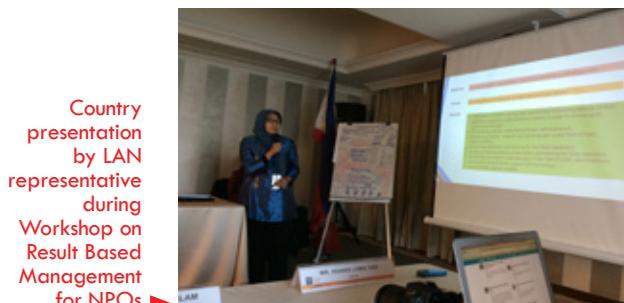
Memenuhi salah satu misi LAN dalam pengembangan ilmu administrasi negara, LAN secara aktif berkontribusi dalam knowledge sharing/experience dalam bidang ilmu administrasi negara. Untuk itu LAN bergabung secara aktif dalam berbagai organisasi internasional dalam bidang pengembangan ilmu administrasi negara, antara lain International Institute of Administrative Science (IIAS), IASIA, Eastern Regional Organization for Public Administration (EROPA), dan sebagainya . Hampir setiap tahun LAN mengirimkan delegasinya pada acara Seminar, kongres/konferensi, workshop, dan sebagainya, yang berkaitan dengan administrasi negara. Pada bagian ini dipaparkan kontribusi LAN dalam berbagai forum internasional.

In fulfilling one of the mission in developing public administration science, LAN actively participated in knowledge sharing/ experience in the field of public administrative science. LAN was involved actively in various international organizations in the field of public administrative science, among others, the International Institute of Administrative Science (IIAS), the International Association of Schools and Institutes of Administration (IASIA), Eastern Regional Organization for Public Administration (EROPA), and so forth. In 2014, representatives of LAN presented in international seminar, congress /conference, workshops, and other forums, particularly to present experiences of public administration practices in Indonesia. This section, summarized participation of LAN in various international knowledge sharing forums on public administration.



◀ Indonesian delegation (LAN second right), Brawijaya University and Riau University with President of AI Akhawayn University (2014 IIAS Conference organizer)

Indonesian Delegation at The 4th AGPA Annual Conference ►



Country presentation by LAN representative during Workshop on Result Based Management for NPOs ►



NIPA Representatives at EROPA 2014 conference in Hanoi ◀

Krismiyati Tasrin	Regional Seminar on Public Service Management, organized by the Swedish International Development Cooperation Agency (SIDA), 31/3/2014 – 4 /4/2014 in Beijing, China Paper Title: "Redesigning Central and Local Government Role and Relation in Indonesia: Lesson Learned From the Swedish Model"
Abdullah Manshur	Regional Seminar on Public Service Management, Phase IV, organized by The Swedish International Development Cooperation Agency (SIDA), 31/3/2014 – 4/4/2014 in Beijing, China
Krismiyati Tasrin and Evi Maya Savira	Responsible Innovation: Values and Valorization, organized by The Netherlands Organization for Scientific Research, 21/5/2014 in Den Haag, Netherlands Paper Title: "Involving Local Wisdom as Values and Instrument to Internalize Public service Innovation: Case of Denpasar City"
Erna Irawati	Rethinking Responsibility and Accountability of Public Administration in Times of Globalization, Decentralization and Privatization, organized by International Institute of Administrative Science (IIAS), 13/6/2014 – 17/6/2014 in Ifrane (Meknes), Morocco Paper Title: "Capacity-building For Strengthening Bureaucratic Reform in Indonesia"
Agus Dwiyanto	Plenary Speaker in the 1st Asian Public Governance Forum on Public Innovation, 11/06/2014-12/06/2014, in Jakarta Indonesia
Tri Widodo Wahyu Utomo	Panelist in the 1st Asian Public Governance Forum on Public Innovation, 11/06/2014-12/06/2014, in Jakarta Indonesia
Makhdum Priyatno	Panelist in the 1st Asian Public Governance Forum on Public Innovation, 11/06/2014-12/06/2014, in Jakarta Indonesia
Nirwati Yapardy	Workshop on Managing Global Governance 12, 27/06/2014- 12/2014, in Berlin and Bonn, Germany
Septiana Dwiputrianti	The 4th Annual Conference of Asian Group for Public Administration (AGPA), 27/8/2014 - 29/8/2014 in Jakarta, Indonesia Paper Title: "Indonesian Model of Senior Leadership Profile for Accelerating Bureaucratic Reform"
Krismiyati Tasrin and Evi Maya Savira	The 4th Annual Conference of Asian Group for Public Administration (AGPA), 27/8/2014 - 29/8/2014 in Jakarta, Indonesia Paper Title: "Innovations in the Waste Management Sector of Bandung City"
Tiwi Pratiwi	The 4th Annual Conference of Asian Group for Public Administration (AGPA), 27/8/2014 - 29/8/2014 in Jakarta, Indonesia Paper Title: "Bureaucratic Reform in Indonesia: Challenges and Typologies"
Rusma Dwiyana	Workshop on Result Based Management for NPOs and Public Sector, organized by Asian Productivity Organization, 7/10/2014-10/10/2014 in Manila, Philippine
Idha Saftawaty	High Level Officials Initiation Program of the Project "IT Capacity Building for Central and Local Governemnt", organized by KOICA and Ministry of Communication and Information-Indonesia, 12/10/2014 -19/10/2014 in Korea
Tiwi Pratiwi and Safiera Amalia	Conference on Public Administration and Governance in the context of Regional and Global Integration, organized by EROPA, 19/10/2014 - 24/10/2014 in Hanoi, Vietnam Paper Title: "E-Gov in Indonesia: Facing Challenges,Finding Improvements"
Erna Irawati	Policy Practitioner Workshop for Knowledge Sharing Program (KSP), organized by Korean Government, 17/11/2014 - 22/11/2014 in Korea Paper Title: "Refinement of Grand Design of Bureaucratic Reform 2010 – 2025"
Makhdum Priyatno	IDEAS (Indonesia) Leading Innovation for Sustainability Program for Professional Development Seminar, 22/11/2014-25/11/2014 in MIT Sloan School of Management, Massachusetts, USA

PERKEMBANGAN REFORMASI BIROKRASI LAN

Bureaucratic Reform Progress

Tahun 2014 merupakan tahun pembuktian LAN sebagai Lembaga Pemerintah Non-Kementerian (LPNK) yang telah menetapkan langkah untuk melakukan Reformasi Birokrasi. Tahun ini menandai akhir pelaksanaan Road Map Reformasi Birokrasi LAN 2011-2014, di mana hampir seluruh program yang dicanangkan telah dilaksanakan.

Terkait dengan Manajemen Perubahan, awal tahun dilakukan Tranformasi Pola Pikir dan Budaya Kerja melalui nilai-nilai baru LAN dengan sasaran untuk perubahan pola pikir dengan mensosialisasikan dan menginternalisasi manajemen perubahan dengan harapan LAN mampu menghadapi perkembangan jaman, kemajuan teknologi di bidang pelayanan masyarakat.

Untuk area Penataan Peraturan Perundang-undangan dilakukan review atas sejumlah peraturan perundang-undangan LAN. Revisi atas peraturan kepala LAN di bidang diklat juga dilakukan khususnya untuk mendukung pelaksanaan Diklat Aparatur pola baru. Dari sisi penataan dan penguatan organisasi, pada tahun 2014 LAN mulai menerapkan Struktur organisasi sesuai Perpres 57 tahun 2013 tentang LAN dan Peraturan Kepala LAN Nomor 14 Tahun 2013 tentang Organisasi dan Tata kerja LAN. Di samping itu, untuk memperbaiki aspek Penataan Tata Laksana, LAN berupaya meningkatkan Keterbukaan Informasi Publik, antara lain dengan menetapkan Sistem Informasi Pengelolaan Informasi dan Dokumentasi (PPID) dan perbaikan dalam keterbukaan informasi publik melalui integrasi website www.lan.go.id.

Dalam Penataan Sistem Manajemen SDM, sejumlah perbaikan telah dilakukan di tahun 2014,

Year of 2014 was the time for LAN to proof the commitment for reform which has been set in the reforms strategy. This year marks the end of the implementation of Bureaucratic Reform Road Map (2011-2014). Entire programs set in the reform strategy mostly have been accomplished by the end of 2014.

In term of Change Management, in the beginning of this year, Transformation of Mindset and Working Culture was conducted through socialization and internalization of new values in order to facilitate the organization to deal with environment changes as well as technological advances in public service.

To improve legislation arrangement, several legislations have been reviewed. Revision of regulations particularly were conducted pertain to regulation concerning education and training to support the implementation of Reformed Apparatus Training. In term of Organization Arrangement, in 2014 LAN began implementation of organizational structure based on Regulation Number 57 Year 2013 concerning LAN as well as Chairman of LAN Decree Number 14 Year 2013 on Organization and Business Process of LAN. In addition, to improve Working Procedure, LAN attempted to improve the Public Information Disclosure, among others, through setting Systems of Information and Documentation

Management and improvements of public disclosure through the website www.lan.go.id integration.

In term of Human Resources System Management, a number of improvements have been conducted in 2014,





seperti penyesuaian Peta Jabatan dan Grading, Pengembangan Pegawai Berbasis Kompetensi, Promosi terbuka pengisian jabatan pimpinan tinggi, dan proses penerimaan pegawai secara transparan, objektif, akuntabel dan bebas KKN.

Penguatan Akuntabilitas antara lain dilakukan melalui perbaikan perencanaan kinerja, evaluasi akuntabilitas unit kerja, dan perbaikan monitoring kinerja. Sementara penguatan pengawasan dilakukan antara lain dengan menerapkan Whistle Blowing System dalam Pengadaan Barang/Jasa pada LAN, Penanganan Pengaduan Whistle Blowing System di LAN, maupun Pengendalian Gratifikasi di Lingkungan LAN.

Dalam aspek peningkatan pelayanan publik, LAN berupaya meningkatkan Standar Pelayanan dan budaya pelayanan prima, menyediakan media pengaduan pelayanan, serta mengintensifkan pemanfaatan teknologi Informasi, khususnya untuk meningkatkan kualitas pelayanan kepada masyarakat dalam tingkatan transaksional.

Hasilnya, pada tahun 2014 LAN mendapatkan penilaian Indeks RB LAN sebesar 60,59, termasuk dalam kategori B. Untuk penilaian 8 area perubahan, capaian komponen pengungkit LAN mencapai 59,88, dengan penilaian tertinggi pada aspek Penataan Sistem Manajemen SDM. Sementara untuk capaian komponen hasil, LAN mendapatkan nilai 61,65 dengan capaian tertinggi pada komponen kualitas pelayanan publik. Dengan hasil tersebut, LAN bertekad untuk terus berupaya melaksanakan reformasi antara lain dengan terus melakukan inovasi dalam pelayanan dan konsisten melaksanakan langkah-langkah reformasi birokrasi secara berkesinambungan

Scores of Leverage Components of Reform

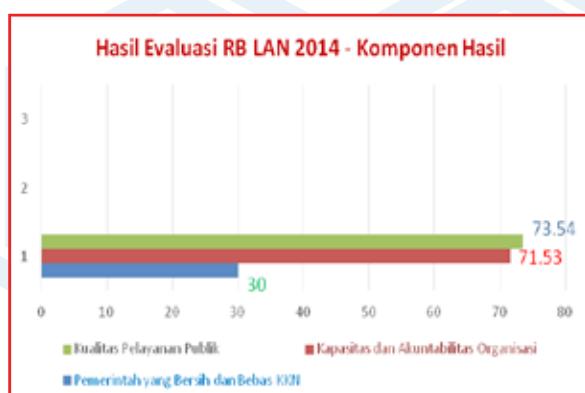


for instance Adjustment of Career Map and Grading, Competency-based Employee Development, Competitive Promotions for senior leadership positions, as well as transparent, objective, accountable and corruption-free new civil service recruitment process.

In order to strengthen accountability, performance planning process was improved as well as performance monitoring. Beside, accountability evaluation was conducted to provide internal unit with feedback to enhance accountability management. In line with the effort to strengthen accountability, LAN attempted to improve Supervision System as well as anti-corruption mechanism, for instance through application of Whistle Blowing System in Procurement of Goods/ Services within LAN, as well as through Gratification Control within LAN.

While in the aspect of public services improvement, LAN attempted to improve standard of service and service excellent culture, provided complaint handling services, as well as intensified utilization of information technology, particularly to improve transaction of public service quality.

As a result of reform that has been started since 2011, in 2014 the LAN scored 60.59 for RB index level which falls in category 'B' for Bureaucracy Reform. In term of 8 areas of change leverages, LAN scored 59.88, with the highest performance on Human Resources Management aspects. In term of reform outcome components, LAN scored 61.65 with the highest achievement in public service quality components. To follow up the reform result, LAN is determined to enhance the reform, among others, through fostering innovations for public service and continue the implementation of further reform strategies.



Scores of Outcome Components of Reform

INOVASI LAN

Innovation Within LAN

Inovasi dalam penyelenggaraan kegiatan pemerintahan merupakan hal yang perlu dikembangkan untuk meningkatkan pelayanan publik. Semangat berinovasi seperti itu perlu ditanamkan kepada aparatur negara untuk meningkatkan kinerja, tidak terkecuali di lingkungan Lembaga Administrasi Negara. Sebagai langkah awal, di lingkungan LAN diadakan Lomba Inovasi Internal LAN 2014 sebagai upaya untuk meningkatkan semangat dan awareness pegawai LAN untuk berinovasi. Inovasi dalam konteks ini adalah menerapkan ide atau penemuan menjadi suatu produk kreatif atau pelayanan yang bermanfaat bagi lingkungan (LAN) baik secara internal maupun eksternal. Tujuan diadakannya Lomba Inovasi Internal LAN 2014 antara lain: menumbuhkan semangat pegawai LAN untuk membangun budaya berinovasi, meningkatkan “sense of quality” pelayanan di lingkungan LAN dan memberikan apresiasi pegawai LAN yang telah menginisiasi ide-ide inovatif untuk meningkatkan pelayanan.

Lomba dilaksanakan dalam beberapa tahapan, meliputi: 1) Pengajuan Mengikuti Lomba Inovasi Internal LAN oleh Unit Kerja; 2) Seleksi Administrasi; 3) Penilaian Deskripsi Inovasi; 4) Kunjungan Lapangan dan Verifikasi Data; 5) Penentuan 5 Besar Inovasi; 6) Penentuan 3 Besar Inovasi; 7) Presentasi dan Pemberian Sertifikat, Trophy dan Memorabilia. Untuk tahun ini, perlombaan dibuka untuk semua jenis inovasi yang bisa diterapkan di LAN, baik yang berhubungan dengan sarana prasarana kerja, motivasi kerja, mekanisme kerja, pelayanan, pengembangan profesi maupun terobosan untuk perbaikan administrasi negara. Kriteria penilaian terdiri dari 6 (enam) aspek:

01 Nilai Tambah Mempunyai suatu nilai tambah yang berpengaruh secara signifikan terhadap lingkungan unit kerja, unit-unit lain atau bagi Lembaga. Adanya kontribusi nilai inspiratif yang dapat mempengaruhi lingkungan kerja untuk menuju ke arah perbaikan.

02 Kemampuan Memecahkan Masalah Kemampuan atau kemanfaatan inovasi dalam memecahkan permasalahan terkait dengan fokus inovasi tersebut. Inovasi tersebut dapat membantu menghasilkan suatu perbaikan sehingga dapat mempercepat dalam mencapai target dan capaian kinerja.

03 Keunikan Originalitas dan kreativitas inovasi yang membedakannya dengan yang lain. Inovasi ini merupakan hasil pemikiran pribadi dan murni sehingga menjadi sesuatu yang baru dan pertama diterapkan dalam lingkungan kerja.

In order to improve public service quality, it is important to develop public organization capacity to innovate in delivering public services. Spirit of innovation needs to be cultivated in bureaucracy to enhance public sector performance, it is no exception for LAN. As a first step, LAN held Innovation Contest as an effort to develop employee spirit and awareness to innovate within LAN. Innovation in this context is defined as application or invention of ideas to create creative products or services that benefit the organization internally and externally. The objectives of LAN Innovation Contest 2014 include: fostering employee spirit to nurture innovation culture, to increase the “sense of quality” in delivering service, as well as to appreciate LAN’s employees who initiated innovative ideas to enhance service delivery.

Contest was conducted through several stages: 1) Units registration to participate in Innovation Contest; 2) Administrative Selection; 3) Assessment of Innovation features; 4) Site Visits and Data Verification; 5) Selection of Top 5 Innovations; 6) Selection of Top 3 Innovations; 7) Innovation Presentation and Certificates, Trophies and Memorabilia Awarding. For this year, competition was opened to all types of innovations that can be applied in LAN, pertain to: working infrastructure, work motivation, working mechanism, service, professional development as well as breakthrough for improvement of public administration.

Assessment criteria consists of 6 (six) aspects:

01 Added Value It has added value that significantly affect internal unit, other units or the organization at large. It contributes to inspire working environment values toward improvement.

02 Problem Solving Ability Ability or usefulness in solving problems related to the innovation focus. Innovation enhances performance improvement.

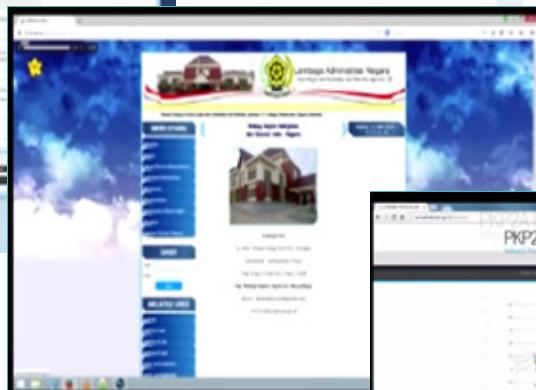
03 Uniqueness Originality and creativity that distinguishes innovation from others. It is a result of genuine personal thoughts and it is applied as novel method.

04 Replikasi Sesuai dengan kondisi yang ada, inovasi tersebut dapat dan mudah dicontoh atau diterapkan di unit kerja lain baik dari segi ide, pelaksanaan maupun dalam pengelolaannya. Konsep kemudahan dapat dilihat dari apa saja yang perlu dipersiapkan dan kesederhanaan dalam pelaksanaannya.

05 Keberlanjutan Adanya suatu proses kesinambungan dalam mengimplementasikan dalam suatu periode tertentu, serta manfaatnya semakin meningkat. Program tersebut juga telah direncanakan dalam program kerja secara periodik, terdapat dalam kebijakan formal serta didukung oleh anggaran unit kerja, dan ada proses monev.

06 Penerimaan dari Lingkungan Unit Kerja Inovasi dapat diterima oleh pegawai di lingkungan unit kerja dalam peningkatan kinerja. Kemudahan proses adaptasi dapat menjadi acuan apakah inovasi tersebut diterima atau tidak.

Sebanyak 28 peserta dari 9 Unit Kerja di LAN mengikuti lomba tersebut. Tiga model inovasi terpilih sebagai pemenang, yakni: (1) Elektronik Log Book Bidang Kajian (Bidang Kajian Kebijakan & Inovasi Administrasi Negara - PKP2A III Samarinda), (2) Nodong Express (STIA LAN Bandung) dan (3) Evaluasi Program dan Kegiatan dengan e-Money (Subbag Perencanaan & Evaluasi Program PKP2A III Samarinda).



04 Replication It is relevant with existing conditions. Ideas, implementation and management of innovation can easily be applied in other units. The concept of simplicity can be demonstrated from what needs to be prepared and simplicity in implementation.

05 Sustainability It has sustainable process of implementation in a given period and produces increasing benefits. The program has been planned periodically in program work plan, is supported by formal policy and budget, and involves process of monitoring and evaluation.

06 Acceptance Innovation is accepted by employees to improve performance. Simplicity of adaptation process can influence whether the innovation is accepted or not.

A total of 28 participants from 9 Units in LAN competed in this contest. Three models of innovation were selected as the winners, namely: (1) Electronic Log Book for Policy Research (by Division of Policy Researches and Public Administration Innovation - PKP2A III Samarinda), (2) Nodong Express (by STIA LAN Bandung) and (3) Evaluation of Programs and Activities with e-Monitoring and Evaluation (by Sub Division of Program Planning & Evaluation PKP2A III Samarinda).



Kerjasama dan Fasilitasi

Collaboration and Facilitation (Assistance)

Salah satu bentuk pelaksanaan tugas dari unit-unit kerja di lingkungan LAN adalah memberikan fasilitasi, advokasi, dan perkonsultasian dalam bidang diklat, kajian dan inovasi. Kegiatan tersebut dilaksanakan oleh seluruh unit kerja di LAN dalam bentuk yang bervariasi misalnya melalui kerjasama dalam berbagai bentuk, seperti kerjasama diklat, pengkajian kebijakan, inovasi administrasi negara, maupun bimtek, lokakarya, atau pendampingan. Pihak-pihak yang memanfaatkan/memerlukan fasilitasi dari LAN meliputi Kementerian, Lembaga Pemerintah Non Kementerian, Pemerintah Provinsi, Pemerintah Kabupaten/Kota dan kecamatan dan Pemerintahan Desa. Pada tahun, 2014 K/L/D yang mendapatkan fasilitasi antara lain Pemerintah Provinsi Kalimantan Utara, Pemerintah Provinsi Papua Barat, Pemerintah Provinsi Sulawesi Selatan, Pemerintah Kota Yogyakarta, Pemerintah Kota Tarakan, Pemerintah Kabupaten Samosir, Pemerintah Kota Cirebon, Pemerintah Kota Makassar dan Bappeda Kabupaten Tanah Bumbu, dan lainnya.

Adapun bidang-bidang kegiatan yang dilaksanakan bersama para stakeholder tersebut adalah sebagai berikut:

01 Bidang Organisasi dan Ketatalaksanaan
Evaluasi Uraian Tugas, Pendampingan Penyusunan SOP, Kajian Transformasi Budaya, Penyusunan Kajian Kelembagaan dan Mekanisme Sentra Layanan Terpadu, Penataan Kelembagaan

02 Bidang Pelayanan Publik
Lokakarya Mekanisme Pengaduan Masyarakat, Bimtek Survei Kepuasan Masyarakat, Bimtek Penyusunan Standar Pelayanan, Kajian Kesetaraan Pelayanan Publik Bagi masyarakat Miskin bidang pendidikan dan kesehatan, Pendampingan Penyusunan Strategi Pencapaian SPM

As part of the organization function, in 2014 LAN conducted facilitations, advocacies, and consultations for various government institution in the field of training, research and public administration innovation. The activities were carried out by all units in varying form of collaboration, such as education and training cooperation, policy research assistance, technical assistance, workshops, or mentoring. These activities were conducted for particular Central government institutions, Provincial Government, Regency / City Government, among others, North Kalimantan Provincial Government, West Papua Provincial Government, South Sulawesi Provincial Government, Yogyakarta City Government, Tarakan City Government, Samosir Regency Government, Cirebon City Government, Makassar City Government, BALITBANGDA (Local Research and Development Agency) of Kutai Kartanegara Regency and BAPPEDA (Local Planning Agency) of Tanah Bumbu Regency.

The activities, among others, can be categorized as follow:

01 Organization and Management
Job Description Evaluation, Technical Assistance for Developing Operational Procedure Standards, Cultural Transformation Studies, Research on Institution and Mechanism of Integrated Service Centre, Institutional Arrangement

02 Public Service
Workshop on Public Complaints Mechanism, Technical Assistance on Public Satisfaction Survey, Technical Assistance for Developing Service Standards, Research on Public Service Equality For Poor Public Education and Health, Technical Assistance in Developing Strategies for Minimum Service Standard Achievement Acceleration



03 Bidang SDM Aparatur dan Kediklatan

Kajian Komprehensif Tentang Mapping Pegawai Melalui Analisis Beban Kerja, Pendampingan Penyusunan ANJAB dan ABK, Penialian Kompetensi, Tim Pengui Lelang Jabatan Eselon II & III , Diklat Analisis Kebutuhan Diklat

03 Human Resources Management and Training Comprehensive Study On Employee Mapping Through Workload Analysis, Technical Assistance for Position and Workload Analysis, Competency Assessment, Assessment Team for Open Competitive Promotion for Echelon II & III Position, Training on Training Needs Analysis



04 Bidang Perencanaan, Protokol dan Kearsipan

Pendampingan penyusunan Renstra, Penyusunan Dokumen Perencanaan dan Indikator Kinerja, Advokasi Penyusunan Petunjuk Teknis Pemantauan dan Evaluasi atas Pelaksanaan Kebijakan dan Program Pemerintahan Bidang Ekonomi, Bimtek Tata Naskah Dinas, Bimtek Kearsipan di Perpustakaan Daerah

04 Planning, Protocols and Archival

Technical Assistance on Strategic Planning Formulation, Technical Assistance for Planning Performance Indicators Formulation, Advocacy on Technical Guidelines Formulation for Monitoring and Evaluation of Economic Policy and Programme Implementation, Technical Assistance of Paperwork Administration, Technical Assistance for Regional Library Archives



05 Bidang Pengawasan Kajian Implementasi PP No. 60/ 2008 Tentang Pelaksanaan SPIP di Kabupaten.

05 Supervision Research on Implementation of Government Regulation Number 60/2008 on the Implementation of SPIP (Government Internal Supervision System).

Pelaksanaan Reformasi Birokrasi
Kajian Telaahan Tambahan Penghasilan Bagi PNS, Kajian Penyusunan Manajemen Perubahan, Fasilitasi Penyusunan Grand Design / Road Map Reformasi Birokrasi

06 Bureaucratic Reform Implementation

Civil Service Remuneration Study, Technical Assistance on Change Management, Facilitation in Bureaucratic Reform Grand Design / Road Map Formulation



07 Bidang Desentralisasi dan Penyelenggaraan Otonomi Daerah

Kajian Pemindahan Pusat Pemerintahan Kota Samarinda, Analisis Pemekaran Kecamatan

07 Decentralization and Local Autonomy Implementation Capital Relocation Study, Analysis of Kecamatan (Sub-District) Proliferation

08 Inovasi Adminsitratasi Negara

08 Public Administration Innovation

09 Kerjasama Internasional bidang Administrasi Negara

09 International Cooperation on Public Administration

10 Bidang Pembinaan Analis Kebijakan

10 Policy Analyst Development

STATISTIK

Statistics

Prosentase Lulusan Diklat Aparatur Dengan Predikat Minimal Memuaskan

Percentage of Apparatus Training Alumni with Predicate Satisfactory and Above



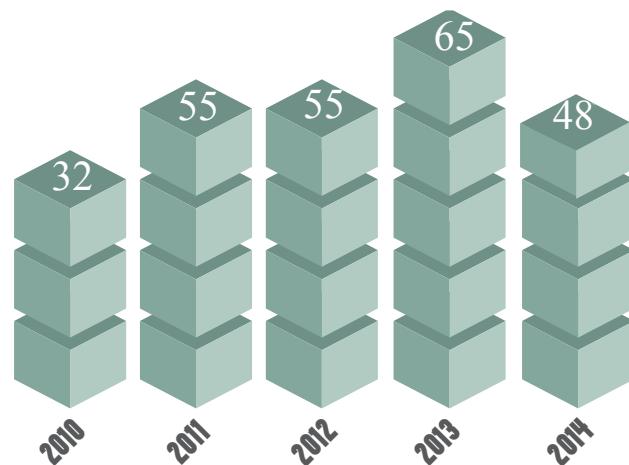
Prosentase Permintaan Fasilitasi Bidang Administrasi Negara dari Instansi lain yang terpenuhi

Percentage of Accomplished Facilitations Undertaken by LAN for Other Institutions



Jumlah Penerbitan Ilmiah di Bidang Administrasi Negara

Number of Publications on Public Administration Science



Skor Sistem Akuntabilitas Kinerja LAN (2010-2014)

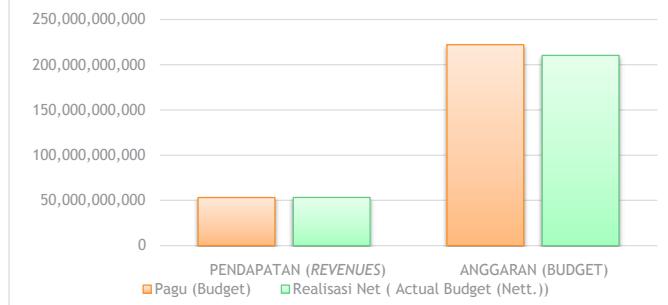
LAN's Performance Accountability System Scores (2010-2014)



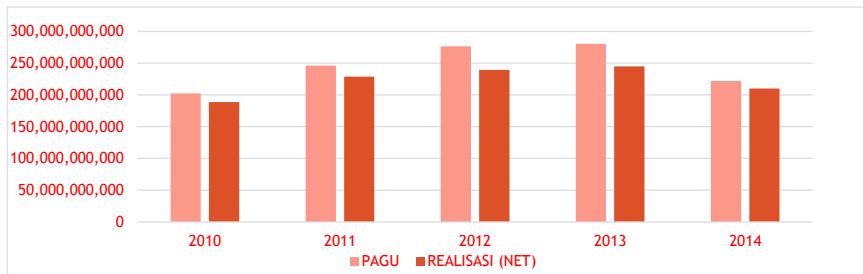
DATA KEUANGAN
(Financial Data)

Annual Report

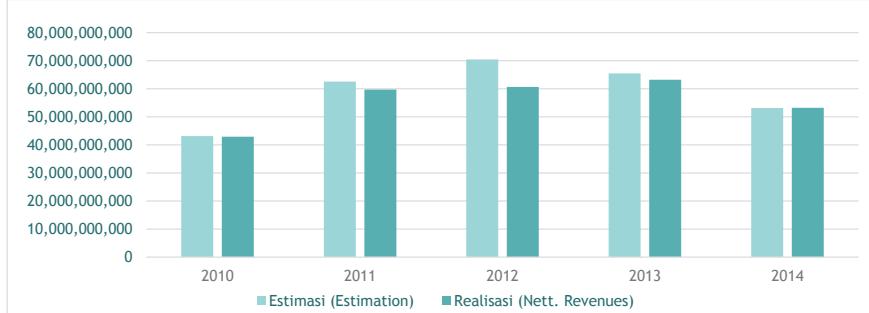
Tahun/Year 2014


Realisasi Anggaran
(Actual Budget)

Tahun Anggaran	Pagu (Budget)	Realisasi Net (Actual Budget (Nett.))	%
2010	202,483,955,000	188,731,040,084	93.21
2011	246,091,148,000	228,875,100,822	93.00
2012	276,666,494,000	239,512,550,297	86.57
2013	280,464,766,000	244,959,040,496	87.34
2014	222,099,168,000	210,249,622,999	94.66

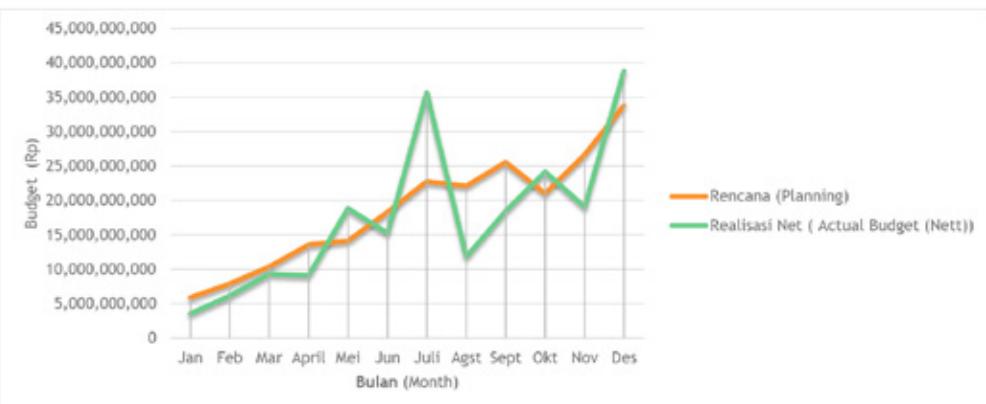

Pendapatan
(Revenues)

Tahun Anggaran (Fiscal Year)	Estimasi (Estimation)	Realisasi (Nett. Revenues)	%
2010	43,104,710,320	42,932,899,005	99.60
2011	62,591,189,000	59,696,522,269	95.38
2012	70,453,277,000	60,663,341,241	86.10
2013	65,478,769,000	63,239,179,205	96.58
2014	53,118,640,000	53,235,745,384	100.22



**Realisasi Anggaran s.d.
Desember 2014**
(*Actual Budget For the
Month Ended Desember*)

Bulan	Rencana (Planning)	Realisasi Net (Actual Budget (Nett))	%
Januari	5,901,214,000	3,559,133,691	60.31
Februari	7,898,142,000	6,141,550,932	77.76
Maret	10,371,541,000	9,334,012,307	90.00
April	13,572,397,000	9,103,668,295	67.07
Mei	14,155,046,000	18,862,311,259	133.26
Juni	18,319,807,000	15,232,950,458	83.15
Juli	22,746,861,000	35,691,959,359	156.91
Agustus	22,088,460,000	11,836,016,745	53.58
September	25,569,160,000	18,459,527,662	72.19
Okttober	20,999,093,000	24,156,757,502	115.04
November	26,658,445,000	19,086,062,934	71.59
Desember	33,819,002,000	38,785,671,855	114.69
TOTAL	222,099,168,000	210,249,622,999	94.66

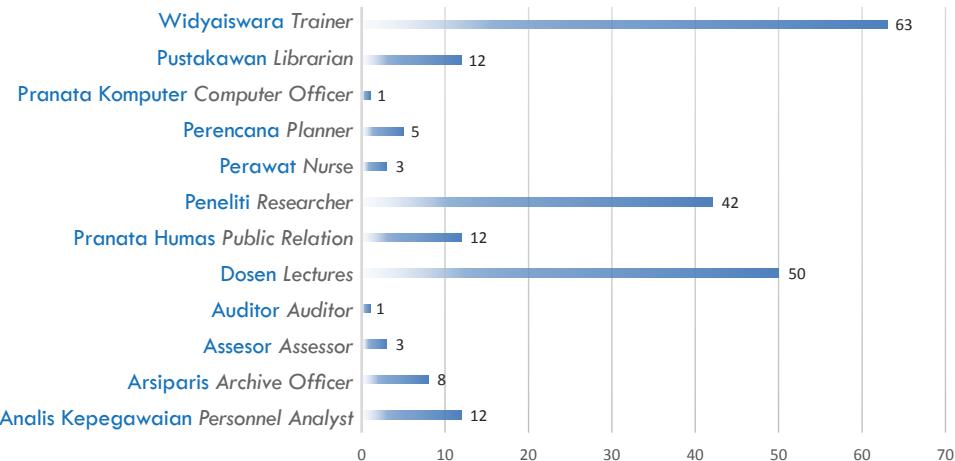


Opini BPK Terhadap Pengelolaan Keuangan LAN
State Auditor's Opinion of LAN's Financial Management

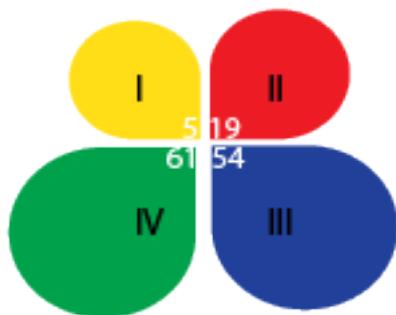


WTP = Unqualified Opinion

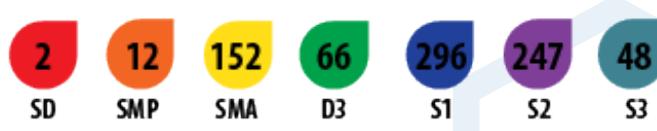
Jumlah Pegawai Berdasarkan Jabatan Fungsional Number of Personnel Holding Functional Positions



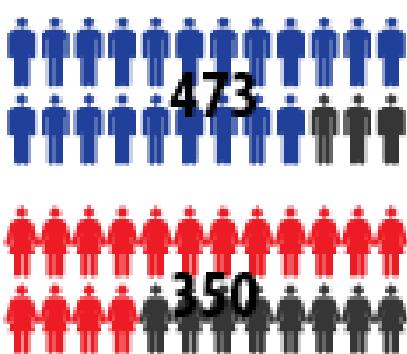
Jumlah Pejabat Eselon Number of Senior Officials by Echelon



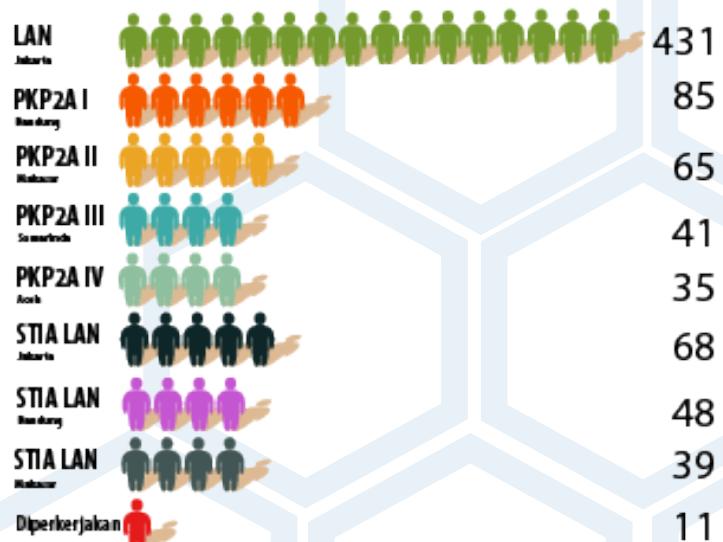
Jumlah Pegawai Berdasarkan Tingkat Pendidikan Number of Personnel by Education Level



Jumlah Pegawai Berdasarkan Jenis Kelamin Number of Personnel by Gender



Jumlah Pegawai Berdasarkan Lokasi Kerja Number of Personnel by Locations



LEMBAGA ADMINISTRASI NEGARA RI



Pengarah **Dr. Adi Suryanto, MSi**

Penanggung Jawab **Dra. Elly Fatimah, MSi**

Tim Penyusun **Tim Biro Perencanaan, Hukum, Humas, dan Protokol**

Kontributor **CPNS 2014**

Desain Layout **Mustofa**

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