Capacity Building for the Public Sector on Domestic SDGs Implementation in Indonesia

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Indonesia

Population

258,7 million (projection 2016)
Demographic bonus’ in 2020-2040

- Inflation (Jan, 2018): 0,62
- Gini Ratio (Sep, 2017): 0,391
- Unemployment Rate (Agt, 2017): 5,5%
- Economic Growth (Fourth Quarter, 2017): 5,19%

Geography

- 34 provinces
- 416 districts
- 98 cities
- 17,504 islands

Percentage of Poor People (%)

2012: 67,7
2013: 68,31
2014: 68,9
2015: 69,55
2016: 70,18
2017: 70,18

HDI

- 2012: 66,5
- 2013: 67,7
- 2014: 68,9
- 2015: 69,55
- 2016: 70,18
- 2017: 70,18
Recent Development

• Reform on Civil Service Management, based on Law No 5/2014 on Civil Service & Govt Reg 11/2017 on Civil Service Management

• Merit system: Qualification, Competency, and Performance

• Single system: United system of central and local civil service

• Civil service position: Senior Executive, Administration, Functional

• Civil service competencies: Technical, Managerial, and Socio-cultural

• Competency development requirement for civil service: minimum 20 hours per person per year
Leadership Training
• Fostered by respective institutions
• Target: High-ranking officials I to IV
• Hierarchical (LT I to IV)
• Organizer: Ministries and accredited training institutions

Function/Position-based Training
• Fostered by respective institutions
• Target: JF
• Single and hierarchical
• Organizer: Ministries and accredited training institutions

Skill-based Training
• Fostered by respective institutions
• Target: all civil servants, need-based
• Single and hierarchical
• Organizer: Ministries and accredited training institutions

Pre-service Training
• Fostered by NIPA
• Target: civil servant candidates
• Single
• Organizer: Ministries and accredited training institutions

Capacity Building in Public Sector
Civil Service Training in Civil Service Career System

**FUNCTIONAL POSITION**
- Prime
- Middle 1
- Middle 2
- Lower

**EXECUTIVE CIVIL SERVICE**
- Senior Executive
  - Level I
- Executive
  - Level II
- Administrator & Supervisor
  - Level III & IV

**FUNCTION/position-based Training Program**
- Civil Service Candidates

**In Service Training Program**
- Managerial
- Technical
- Social & Cultural

**Pre-service training program**
Facts

- 4,455,303 civil servants
  - 2,288,631 male
  - 2,166,672 female

<table>
<thead>
<tr>
<th>Level</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level I</td>
<td>1,573</td>
</tr>
<tr>
<td>Level II</td>
<td>41,924</td>
</tr>
<tr>
<td>Level III</td>
<td>201,355</td>
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<tr>
<td>Level IV'</td>
<td>646,646</td>
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</tbody>
</table>

- Decentralization
- Social, cultural, ethnic background
Integrated Pre-service Training Program

Agenda I: Behaviour Development
Agenda II: Civil Service Values & Code of Conduct
Agenda III: Role of Civil Service in Government System of Indonesia
Agenda IV: Habituation (Off Campus)

Total: 118 days
On campus: 33 days
Off Campus: 80 days
## Civil Service Competencies

<table>
<thead>
<tr>
<th>Core Competencies</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial</td>
<td>Knowledge, skill, and behaviour of civil service that can be measured and developed to lead or manage their organisation (unit of organisation)</td>
</tr>
<tr>
<td>Technical</td>
<td>Knowledge, skill, and behaviour of civil service that can be measured and developed to do the required technical job.</td>
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<tr>
<td>Socio-Cultural</td>
<td>Knowledge, skill, and behaviour of civil service that can be measured and developed in dealing with diversity (religion, race, culture, norm, values etc) to do required job (relevant to the kind and job level)</td>
</tr>
</tbody>
</table>
Training Policies for Managerial Competency

Managerial competency

- Leadership training for Senior Executive (Echelon I)
- Leadership training for Executive (Echelon II)
- Leadership training for Administrator (Echelon III)
- Leadership training for supervisor (Echelon IV)
Leadership Training Program

Stage I
Change
Diagnose

Stage II
Breakthrough 1:
Taking Ownership

Stage III
Change planning &
Coalition building

Stage IV
Breakthrough 2:
Leadership Laboratory

Stage V
Evaluation

Total: 4-6 months
On and off campus

Leader of change
Training Policies for Technical Competencies

Technical competency

- Developed by Ministries or Non-Ministrial Agencies
- Needed by Civil Servant to do the Job
- Delivered by accredited government or non-government training center
Current training by NIPA

• Functional Programs for National Trainers
• Functional Programs for National Policy Analysts
• Reform Leader Academy (to support Reform Agenda)
• Mental Revolution Training Program for National Apparatus
• Technical Trainings (Report Writing, Academic Paper Writing, Managing Training Program, and Conducting Training Program)
• Green Growth Economy, in cooperation with GGGI (in progress)
Reform Leader Academy Curriculum

National and Institutional Change Action Agenda

- Designing Action Plan on BR:
  - Concept and Policies on BR (15 JP)
  - Change Target (18 JP)
  - Stakeholders coalition (18 JP)
  - Benchmarking (54 JP)
  - Action Plan on National BR (18 JP)
  - Action Plan on Institutional BR (9 JP)
  - Seminar on Action Plan (20 JP)
  - Implementation of National Action Plan (20 JP)

- Change Target (18 JP)
- Stakeholders coalition (18 JP)
- Benchmarking (54 JP)
- Action Plan on National BR (18 JP)
- Action Plan on Institutional BR (9 JP)
- Seminar on Action Plan (20 JP)
- Implementation of National Action Plan (20 JP)

Action consolidation and Evaluation:
- Introduction to Evaluation and Seminar Preparation (3 JP)
- Preparation for BR Action Result Seminar (20 JP)
- BR Action Result Seminar (20 JP)
- Consolidation on BR Action (36 JP)
- National BR Action Campaign Nasional (36 JP)

Building Capacity on Leadership and Change Management:
- Overview (3 JP)
- Concept and Policies of BR (3 JP)
- Introduction (3 JP)
- Collective Capability (12 JP)
- Sinergistic Leadership (9 JP)
- Transformational Leadership (9 JP)
- Change Management (9 JP)
- Public Sector Innovation (9 JP)
- The role of Agent of Change (9 JP)

Pre-Training

<table>
<thead>
<tr>
<th>Pre-Training</th>
<th>AGENDA I ON CAMPUS KLASIKAL (5 weeks)</th>
<th>AGENDA II OFF CAMPUS (3 months = 60 working days)</th>
<th>AGENDA III ON CAMPUS (6 days)</th>
</tr>
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<td>Action consolidation and Evaluation</td>
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</tbody>
</table>

Total (119 days)
On Campus (29 days)
Off Campus (60 days)
Training Policies for Socio-cultural competency

Dealing with Social/cultural diversity: religion, race, culture, norm, values etc.

Could be embedded within technical or managerial training program or specifically designed as social/cultural training program.

Delivered by accredited Government or non-government training center.
TQM on Civil Service Training

- Quality standard (regulation, program, curriculum, module)
- Quality assurance (accreditation of training institution and certification of trainer)
- Quality control (SIDA, MONEV. of training delivery)

NIPA
Civil Service Training at Sub National Level

NIPA as the training fostering institution

Accredited local government Training centers as the implementing institution of training and quality control

Non accredited local government as the venue of training delivery
NIPA
Standard of LT and Pre-service training

Ministries/ Agencies
(Standard of Skill-based and function-based training)

Ministries/ Agencies
(Standard of Skill-based and function-based training)

Ministries/ Agencies
(Standard of Skill-based and function-based training)

Training Centre at Province

Training Centre at Province

District/ City
District/ City
District/ City

District/ City
District/ City
District/ City