



REGENT SUKOHARJO
PROVINCE OF CENTRAL JAVA
SUKOHARJO REGENCY REGULATIONS
NUMBER 60 YEAR 2023
ABOUT
CHANGES TO REGENT REGULATION NUMBER 76 OF 2021 CONCERNING
ROAD MAP FOR DISTRICT GOVERNMENT BUREAUCRACY REFORM
SUKOHARJO YEAR 2021-2026

BY THE GRACE OF GOD ALMIGHTY,

REGENT SUKOHARJO,

- Considering: a. that in the context of adjusting the 2020-2024 Bureaucratic Reform *Road Map* based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning Reform *Road Map* Bureaucracy 2020-2024 as amended by Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 3 of 2023 concerning Amendments to Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 25 of 2020 concerning *Road Map* for Bureaucratic Reform 2020-2024, there needs to be an amendment to Regent's Regulation Number 76 of 2021 concerning *the Road Map* for Bureaucratic Reform of the Sukoharjo Regency Government for 2021-2026;
- b. that the implementation of Bureaucratic Reform in 2020-2024 leads to 2 (two) focuses, namely General and Thematic Bureaucratic Reform, so that this requires substantive changes related to the goals and targets of bureaucratic reform, bureaucratic reform activities that have an impact and focus on implementing bureaucratic reform, and sharpening bureaucratic reform indicators ;
- c. that based on the considerations as intended in letters a and b, Sukoharjo Regent Regulation Number 76 of 2021 concerning *Road Map* Sukoharjo Regency Government Bureaucratic Reform for 2021-2026, needs to be changed;

- d. that based on the considerations as intended in letters a, b, and c, it is necessary to stipulate a Regent's Regulation concerning Amendments to Regent's Regulation Number 76 of 2021 concerning the *Road Map* for Bureaucratic Reform of the Sukoharjo Regency Government in 2021-2026;

- Remember :
1. Article 18 paragraph (6) of the Constitution of the Republic Indonesia;
 2. Law Number 13 of 1950 concerning the Establishment of Regency Regions within the Province of Central Java as amended by Law Number 9 of 1965 concerning the Establishment of the Batang Level II Region by amending Law No. 13 of 1950 concerning the Establishment of Regency Regions within the Province of Central Java (State Gazette of the Republic of Indonesia of 1965 Number 52, Supplement to the State Gazette of the Republic of Indonesia Number 2757);
 3. Law Number 28 of 1999 concerning the Administration of a State that is Clean and Free from Corruption, Collusion and Nepotism (State Gazette of the Republic of Indonesia of 1999 Number 75, Supplement to the State Gazette of the Republic of Indonesia Number 3851) as amended several times, most recently by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission (State Gazette of the Republic of Indonesia of 2019 Number 197, Supplement to the State Gazette of the Republic of Indonesia Number 6409);
 4. Law Number 5 of 2014 concerning State Civil Apparatus (State Gazette of the Republic of Indonesia of 2014 Number 6, Supplement to State Gazette of the Republic of Indonesia Number 5494);
 5. Law Number 23 of 2014 concerning Regional Government (State Gazette of the Republic of Indonesia of 2014 Number 244, Supplement to State Gazette of the Republic of Indonesia Number 5587) as amended several times, most recently by Law Number 6 of 2023 concerning Determination of Government Regulations in Lieu of Laws -Law Number 2 of 2022 concerning Job Creation becomes Law (State Gazette of the Republic of Indonesia of 2023 Number 41, Supplement to State Gazette of the Republic of Indonesia Number 6856);
 6. Presidential Regulation Number 81 of 2010 concerning *Grand Design* for Bureaucratic Reform 2010-2025;

7. Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 25 of 2020 concerning *Road Map* for Bureaucratic Reform 2020-2024 (State Gazette of the Republic of Indonesia of 2020 Number 441) as amended by Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 3 of 2023 concerning Amendments Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 25 of 2020 concerning the Road Map for Bureaucratic Reform 2020-2024 (State Gazette of the Republic of Indonesia of 2023 Number 233);
8. Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 9 of 2023 concerning Evaluation of Bureaucratic Reform (State Gazette of the Republic of Indonesia of 2023 Number 601);
9. Sukoharjo Regent Regulation Number 76 of 2021 concerning *Road Map* for Bureaucratic Reform of the Sukoharjo Regency Government for 2021-2026 (Sukoharjo Regency Regional Gazette for 2021 Number 77);

DECIDE :

To stipulate: AMENDMENTS TO REGENT REGULATION NUMBER 76 OF 2021 CONCERNING *THE ROAD MAP* FOR BUREAUCRACY REFORM FOR THE SUKOHARJO DISTRICT GOVERNMENT FOR 2021-2026.

Article I

Several provisions in Regent Regulation Number 76 of 2021 concerning *Road Map* for Government Bureaucratic Reform Sukoharjo Regency 2021-2026 (Regional News Sukoharjo Regency Year 2021 Number 77) is amended as follows:

1. The provisions of Article 2 are amended to read as follows following:

Section 2

The 2021-2026 Regional Government Bureaucratic Reform *Road Map* aims to create a clean, effective and competitive bureaucracy to encourage national development and public services.

2. The provisions of paragraph (2) of Article 3 are amended to read as follows:

Article 3

(2) The 2021-2026 Regional Government Bureaucratic Reform *Road Map* as intended in paragraph (1), has targets including:

- a. creating effective, agile and collaborative digital government;
And
- b. creating a service-oriented, accountable, competent, harmonious, loyal, adaptive, collaborative bureaucratic culture with professional National Civil Apparatus.

3. The provisions of paragraph (1) of Article 4 are amended to read as follows:

Article 4

(1) Systematic *Road Map* for Bureaucratic Reform

Regional Government for 2021-2026 as intended in Article 3, includes:

PIG : introduction

CHAPTER II : an overview of local government bureaucracy

CHAPTER III : bureaucratic reform agenda

CHAPTER IV: management of the implementation of bureaucratic reform

CHAPTER V: closing

4. The provisions of the Attachment to Regent's Regulation Number 76 of 2021 concerning *the Road Map* for Bureaucratic Reform for the Sukoharjo Regency Government for 2021-2026 are amended so that they are as stated in the Attachment which is an inseparable part of this Regent's Regulation.

Article II

This Regent's Regulation comes into force on the date of promulgation.

So that everyone is aware, this Regent's Regulation is ordered to be promulgated by placing it in the Regional Gazette of Sukoharjo Regency.

Set in Sukoharjo
on December 18, 2023

REGENT SUKOHARJO,

signed.

ETIK SURYANI

Promulgated in Sukoharjo
on December 18, 2023

REGIONAL SECRETARY
SUKOHARJO DISTRICT,

signed.

WIDODO

REGIONAL NEWS SUKOHARJO DISTRICT
YEAR 2023 NUMBER 62

The copy corresponds to the original
HEAD OF LEGAL SECTION,

signed

TEGUH PRAMONO, SH, MH

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ATTACHMENT
 REGENT REGULATIONS
 NUMBER 60 YEAR 2023
 ABOUT
 CHANGES TO REGULATIONS
 REGENT NUMBER 76 OF 2021
 CONCERNING THE REFORM *ROAD MAP*
 BUREAUCRACY GOVERNMENT
 SUKOHARJO DISTRICT YEAR 2021-2026

ROAD MAP FOR REGIONAL GOVERNMENT BUREAUCRACY REFORM
 YEAR 2021-2026

PIG
 INTRODUCTION

A. BACKGROUND

Implementation of the *Grand Design* Bureaucratic Reform policy 2010-2025, has entered the third period of the Bureaucratic Reform *Road Map* 2020-2024 which is the final period. Every 5 (five) year period the implementation of bureaucratic reform is carried out based on Bureaucratic Reform *Road Map* policy issued by Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) as a reference for government agencies in realizing reform national and sustainable bureaucracy.

The results of the evaluation of the implementation of bureaucratic reform show that there is a gap between the conditions expected at the end of 2025. This gap can be seen from two sides, namely in planning and implementation. In the planning aspect, *Road Map*

Bureaucratic Reform 2020-2024 stipulated by Regulation Minister for Administrative Reform and Bureaucratic Reform Number 25 of 2020 concerning *the Road Map* for Bureaucratic Reform 2020-2024, not yet optimally accelerate encouraging government governance accelerating the achievement of development and global competitiveness. In the implementation aspect, the results of the management of bureaucratic reform at the national and institutional levels have not been optimally felt by the public society, because they have not fully focused on the results (*outcomes*) and impact, but still focuses on the process. In connection Under these conditions, it is necessary to accelerate the implementation of reforms bureaucracy to achieve the strategic goals and objectives of reform

bureaucracy 2025, namely World Class Bureaucracy. the acceleration starting with changes to the Bureaucratic Reform *Road Map* 2020-2024, as stipulated in the Ministerial Regulation Utilization of State Apparatus and Bureaucratic Reform Number 25 2020 regarding *the Road Map* for Bureaucratic Reform 2020-2024 as amended by the Minister of Empowerment Regulation State Apparatus and Bureaucratic Reform Number 3 of 2023 concerning Amendments to the Minister of State Apparatus Empowerment Regulations and Bureaucratic Reform Number 25 of 2020 concerning *Road Map* for Reform Bureaucracy 2020-2024.

Following up on various policy directions that have been established to this regulation, the Sukoharjo Regency Government also adjust *the Road Map* for Regency Government Bureaucratic Reform Sukoharjo 2021-2026 which is determined by the Regent's Regulation Sukoharjo Number 76 of 2021 concerning *Road Map* for Bureaucratic Reform Sukoharjo Regency Government 2021-2026. *Road Preparation* Sukoharjo Regency Government Bureaucratic Reform *Map* for 2021-2026 will adjust to changes in *the Road Map* for Bureaucratic Reform 2020-2024 National, in the form of sharpening *Goal Setting*, determining Activities Main, sharpening indicators and focus on implementing Bureaucratic Reform.

1. Sharpening *Goal Setting* (Goals and Targets) for Bureaucratic Reform.

The goals and objectives of Bureaucratic Reform were sharpened to be more relevant and have an impact on regional development and able to resolve various typical issues and problems Indonesian bureaucracy. In general, goals and objectives will be directed to answer several issues including: (1) creating governance that is capable of contributing significant in achieving regional development and able to be competitive to catch up with Other districts/cities, (2) strengthening efforts to prevent corruption, and (3) improving the quality of excellent public services.

The strategy that will be used to answer this issue namely by encouraging the creation of an agile digital bureaucracy, collaborative, and accountable, supported by a strong bureaucratic culture performance and service oriented, as well as more professional ASN. Referring to the Changes *in the Road Map* for Bureaucratic Reform 2020-2024, the Goal of Bureaucratic Reform has been sharpened to "Bureaucracy

that is clean, effective and competitive to encourage development regional and public services”.

Meanwhile, the targets of Bureaucratic Reform are directed at:

- a. creating effective, agile, digital governance and collaborative.
- b. creation of a bureaucratic culture of AKHLAK with ASN professional.

2. Determining Main Activities that are More Focused and Impactful.

Before sharpening, the activities carried out are directed at improvement of various aspects of government known as 8 (eight) change areas, which include: Change Management, Policy Deregulation, Organizational Arrangement, Management Arrangement, Structuring Human Resources Apparatus, Strengthening Accountability, Strengthening Supervision and Improving the Quality of Public Services.

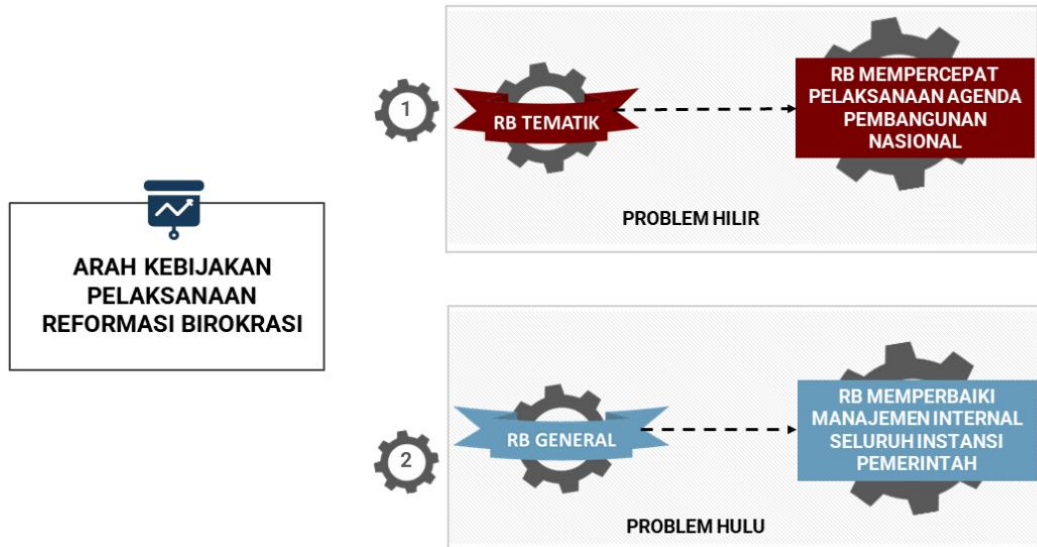
On the 2020-2024 Bureaucratic Reform *Road Map* after sharpening, Bureaucratic Reform activities do not take the form of 8 (eight) areas of change will instead focus on implementation Acceleration Activities (*acceleration*). Acceleration activities are activities intended to accelerate its realization digital bureaucracy as well as other bureaucratic reform activities that have been carried out implemented in the previous year and its sustainability needs to be ensured.

Expectations of the President, society and the business world implementing bureaucratic reform, namely creating results/impacts which can be felt in a real, fast and precise manner factual issues/problems. Bureaucratic reform is also not expected only accelerate the resolution of upstream issues, namely governance problems that occur within the bureaucracy, but also downstream issues, namely problems that arise in society and are related to the National Development priority agenda. On the basis of p

The 2020–2024 Bureaucratic Reform *Road Map* after sharpening directs the implementation of bureaucratic reform inwards two focuses which are called "*double track*", namely focus resolving upstream issues called Bureaucratic Reform

General, as well as focusing on resolving downstream issues called Thematic Bureaucratic Reform.

Figure IA2 *Double Track Focus on Implementation of Bureaucratic Reform*



Source: Ministry of State Apparatus Empowerment and Reform Bureaucracy

B. OBJECTIVES OF HARPENING *THE ROAD MAP* FOR BUREAUCRACY REFORM

In essence, *the Road Map* for Bureaucratic Reform must be capable explain the vision, mission and national development priorities and be able to answer strategic issues in government governance that hinder the achievement of national priority policies. Refers to some problems that have been described previously, it is necessary to do this sharpening of the National Bureaucratic Reform *Road Map* 2020–2024 with the objectives, namely:

1. Accelerate the achievement of reform strategic goals and targets bureaucracy.

Sharpening the 2020–2024 Bureaucratic Reform *Road Map* aims to accelerate the implementation of Bureaucratic Reform so that the strategic goals and objectives of Bureaucratic Reform can be felt significantly by society. Achievements of Bureaucratic Reform in 2 (two) periods of Bureaucratic Reform *Road Map* 2020-2024 before sharpening shows that efforts to improve governance have been made increased in ministries/agencies/regional governments, however These efforts have not been significantly felt by the community and have improved world-class governance. So far, the implementation of Bureaucratic Reform has still focused on effort to do repair internal each

ministries/institutions/regional governments, in addition to the *Road Map* Bureaucratic Reform 2020-2024 before sharpening was prepared before the emergence of the pandemic and has not yet accommodated *Road's* main objectives *Map on Grand Design*. Through sharpening the Reformation *Road Map* This 2020-2024 bureaucracy can focus on internal improvements as well have an impact on leveraging the achievement of the Development agenda National.

2. Obtain a more comprehensive *Road Map* for Bureaucratic Reform and according to needs.

Sharpening aims to realize governance a government that is dynamic, adaptive and able to respond community needs. The implementation of bureaucratic reform is not only focuses on solving general problems in government governance, but also responding to problems that arise actually happens in the field. Various changes in the strategic environment on a national and global scale must also be the basis in determining the direction of bureaucratic reform policy. Policy Bureaucratic reform needs to be adapted to bureaucratic needs facing environmental conditions that are disruptive, unpredictable, uncertain, and affects the order of life public.

3. Obtain a capable Bureaucratic Reform *Road Map*

creating integration and orchestration of the implementation of the Reformation Synergistic bureaucracy in government.

Sharpening of the 2020–2024 Bureaucratic Reform *Road Map* was carried out to reduce silos (*fragmented*) between Government Agencies. Implementation of bureaucratic reform requires good collaboration from all related parties, both government and civil servants outside the government. The ministry/institution that is the coordinator leading *institution* for implementing bureaucratic reform as well need to be encouraged to realize a more logical, holistic, results oriented, and not duplicative. In connection with p through sharpening *the Road Map* for Bureaucratic Reform 2020– By 2024, all Government Agencies are expected to improve

synergy to encourage the achievement of development goals National.

C. STRATEGIC ISSUES FOR BUREAUCRACY REFORM IN 2020-2024

Bureaucratic reform faces several problems, challenges, and opportunities at upstream and downstream levels that must be immediately responded and anticipated to realize governance government that is envisioned in 2024. These strategic issues will influence the construction of sharpening the Reform *Road Map* Bureaucracy.

1. Strategic Issues at the Upstream Level

Upstream level strategic issues are problems that occur in in bureaucracy that originates from government governance. Issue Upstream strategic level will generally cause potential problems otherwise if not treated immediately. Some upstream level issues are related to the implementation of bureaucratic reform as follows:

a. Uncollaborative Bureaucracy.

In line with the President's direction, that bureaucracy must results oriented. To realize this direction, there are: various roles of key actors and sectors success of bureaucratic reform. But in practice, Siloed roles are still a challenge in planning and implementing, as well as measuring bureaucratic reform. Therefore to increase the effectiveness of this role collaboration and integration are needed in the formulation of objectives, targets (*goal setting*) and strategies for implementing reforms bureaucracy.

b. Digital Transformation Not Yet Optimal.

In realizing digital transformation that supports bureaucratic performance, the government has established regulations President Number 95 of 2018 concerning Government Systems Electronic Based. Policy formulation, coordination implementation, and evaluation of Based Government Systems Electronics has been implemented, but currently implementation SPBE has not been able to achieve the expected goals. This matter This is due to the low level of leadership commitment in

ministries/institutions/regional governments make SPBE as a priority and planning and system integration. Ministries/institutions/regional governments have not built them well. Therefore, strengthening and acceleration are needed for sustainable implementation of SPBE.

c. Simplification of Structure and New Working Mechanism
not finished yet.

Simplifying bureaucracy is a series of processes consisting of simplifying the organizational structure, equalization of positions and adjustment of the post-work system bureaucratic simplification. Adjustment of work systems on Government agencies are carried out on a basic basis that is capable of transforming government business processes to become more dynamic, agile and professional. The work system that was previously tiered/hierarchical has become a work system simple by prioritizing focused team work on results and respecting competence, expertise and skills with the support of governance digitally based, to support goal achievement organization. As a guideline for implementing the work system said, the Minister for Administrative Reform and Bureaucratic Reform has established Ministerial Regulations Utilization of State Apparatus and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Agencies Government to Simplify Bureaucracy. With the stipulation of this Ministerial Regulation, all Agencies The government is asked to immediately adjust its work system through improving work mechanisms and business processes bureaucracy oriented towards accelerating decision making and improving public services, with optimization SPBE.

Through the new Work System, Functional Officials will be assigned *flexibly, changeable* and *moveable*, with accountable performance management. ASN employees do not work within certain boxes but rather focus on achievement of organizational goals. With this work mechanism, ASN employees are required to be able to perform more

optimally according to their competence, can be utilized not only in organizational units, but also can be utilized outside the organizational unit.

- d. Integrity of Government Administration that still exists facing obstacles.

Integrity in government administration is still facing many challenges. This can be seen from the still many findings of irregularities, both carried out by agency leaders and employees. System weaknesses in supervision encourages corrupt behavior and integrity violation. Therefore, it needs to be done by strengthening the supervision system in implementation of government.

- e. Bureaucratic Culture: Morals that have not been implemented well.

Having morals is defined as the work culture of the apparatus of the State Civil Service (ASN) which simplifies the basic values of ASN contained in Law Number 5 of 2014 concerning the State Civil Apparatus which consists of components: Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and collaborative, as well as a culture of high integrity and excellent service. So that this work culture can become a solid foundation for every ASN in their behavior in carrying out its duties and functions, so that it can be used as a lever. Even though this work culture has been socialized to all ministries/institutions/regional governments, but it has not been properly internalized, resulting in a lack of understanding of the meaning of the value of AKHLAK is not evenly distributed among ASN throughout ministries/institutions/regional governments. Therefore, it is necessary to strengthen the internalization of the value of AKHLAK on a massive and sustainable basis.

2. Strategic Issues at the Downstream Level.

Downstream strategic issues are problems that arise in the community related to the National Development program agenda.

Downstream strategic issues generally occur as derivatives that arise if upstream strategic issues are not resolved. Several strategic issues

downstream related to the implementation of bureaucratic reform as following:

- a. The results of the implementation of the poverty alleviation program have not yet been achieved proportional to the resources expended.

The Sukoharjo Regency Government has mobilized resources. The budget power is large enough to carry out various activities poverty alleviation program with an adequate budget big. The total budget for regional programs poverty alleviation in 2022 will reach IDR 116,550,592,260.00 with a total of 27 programs and 43 activities which is spread across 11 Regional Apparatus. But with a budget of that size, can only reduce the numbers poverty was 0.62% from 8.23% (March 2021) to 7.61% (March 2022).

In addition to large budget resources, programs Development also involves various government sectors which has potential linkages based on output targets and the location of the activity. However, there has not been complete collaboration in a complete strategic move. On the other hand, the quality of the layout cross-agency management is not yet in line with reform achievements bureaucracy and agency accountability tend to be good.

- b. The challenge of global recession and the importance of investment.

The global recession brings the potential to lead to a crisis food, energy, and finance cause all countries requires investment. Increased investment is influenced by investors' decisions to make investments are based on economic value and ease of doing business country. One of the factors that influences convenience in business, namely business licensing and investment. So far, business and investment permits in Indonesia are identical with a complicated process and takes a long time. So, the Indonesian government then took steps with the implementation of *the omnibus law*. Therefore, reform bureaucracy is directed at strengthening the implementation of *the omnibus law* as well as increasing *the competitiveness index* so that it can double the investment.

c. Challenges of global change and demands for services

public.

Unpredictable and characteristic global environmental changes VUCA (*Volatility, Uncertainty, Complexity, Ambiguity*) is demanding all sectors, including the bureaucracy, so that they can work together *agile, adaptive* and fast, especially in terms of digitalization. In On the other hand, society also demands speed and ease of public services. Therefore, reform bureaucracy is directed at encouraging the creation of digitalization government administration to support services faster and easier public.

d. The impact of uncontrolled inflation.

Basically, inflation describes an economic condition countries which can be positive or negative. Inflation Uncontrolled will cause negative impacts such as: rising prices, decreasing people's purchasing power, and increase in interest rates. The long-term impact of inflation is the potential for Termination of Employment (PHK) thereby causing an increase in unemployment has the potential to increase poverty rates. Therefore, the government needs to prioritize saving society so that not many people fall into poverty as a result of price increases.

D. ACHIEVEMENTS OF BUREAUCRATIC REFORM TODAY

The implementation of bureaucratic reform has entered 3 (three) periods *Road Map* for Bureaucratic Reform since *the Grand Design* of Bureaucratic Reform Years 2010–2025 published. Various improvements have been made in government governance, starting from simplifying bureaucracy, equalizing positions, developing the architecture of the Government System Electronic Based, Regional Revenue and Expenditure Budget efficiency (APBD), up to the integration of public services in malls public service. All these efforts aim to create world-class Indonesian bureaucracy as the ultimate goal of *Grand Bureaucratic Reform Design* for 2010–2025. Some of the achievements of

implementation of Bureaucratic Reform until the end of 2022 as following:

1. Simplification of Two Level Bureaucracy.

Simplification of organizational structure, equalization of positions, and preparation of guidelines for adjusting the new work system is carried out so that bureaucratic work processes become faster, more effective, efficient and dynamic in decision making. Regional Government has simplify bureaucracy in accordance with regulatory directives from the Ministry of State Apparatus Empowerment and Reform Bureaucracy by equalizing positions to positions functional. There are 275 administrative positions (271 supervisory positions and 4 Administrator Positions) who have been appointed as Officials Functional on December 31, 2021 with Letter Number Decree 821.2/316/2021 of 30 December 2021. Government The region has also established a Regent's Regulation on Composition Organization and Work Procedures after bureaucratic simplification.

2. Digitalization of Bureaucracy through the Implementation of Government Systems Integrated Electronics Based.

Regional Government commitment to creating governance government that is easy, fast, transparent, accountable, and Quality public services, realized through the use of information and communication technology for service users.

Regional Government already has a level of System maturity "Good" Electronic-Based Government with System Index Electronic Based Government 3.42.

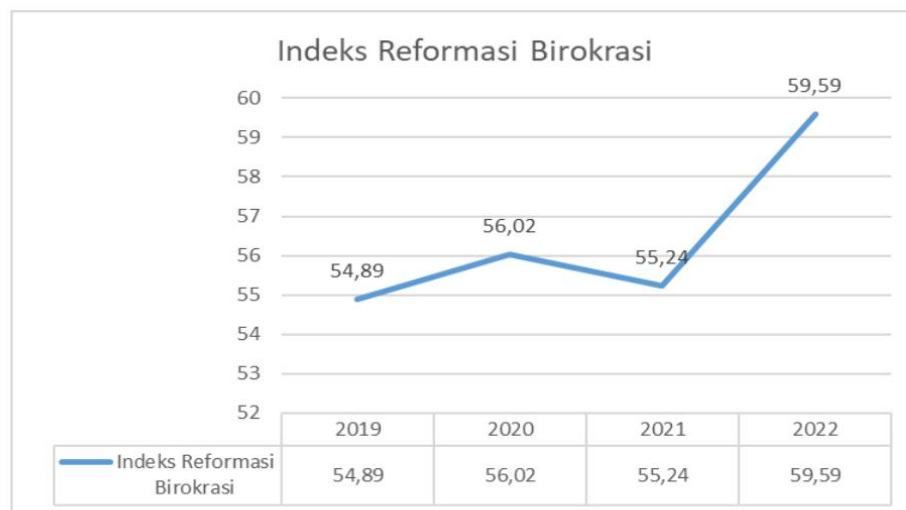
3. Integration of Public Services Through the Establishment of Service Malls Public (MPP).

In 2022 the Regional Government will be able to build and realize a Public Service Mall (MPP) which will be named "Sevaka Bhakti Wijaya". Public Service Mall is a form of collaboration integrated services in one place from various parties starting from central government, regional government, private sector and business entities State-Owned (BUMN), to Regional-Owned Enterprises (BUMD). Mall Public Services aims to increase the speed, convenience, reach, comfort and security of services.

Sevaka Bhakti Wijaya Public Service Mall provides 138 services provided by 33 government agencies, business entities State-owned, Regional-Owned Enterprises and private parties.

Apart from that, the progress of bureaucratic reform achievements can also be seen through the Bureaucratic Reform Index. Bureaucratic Reform Index describes the level of progress of the ministry/institution/government regions in creating quality bureaucracy. In Figure ID3 Presented the value of the Regional Government Bureaucratic Reform Index during the last four years. Although the Government Bureaucratic Reform Index The area over the last five years has tended to increase, but still under the good category.

Figure ID3 Regional Government Bureaucratic Reform Index



Source: Organization Section of the Regional Secretariat of Sukoharjo Regency.

E. SYSTEMATIC

Systematic *Road Map* for Government Bureaucratic Reform

Regions for 2021-2026 are as follows:

1. CHAPTER I Introduction

Contains the background to the preparation of the Reformation *Road Map* Bureaucracy

2. CHAPTER II Overview of Regional Government Bureaucracy

Contains existing conditions in accordance with *Road Changes* 2020-2024 Bureaucratic Reform *Map* which includes goal achievement and bureaucratic reform targets, main activities and indicators bureaucratic reform.

3. CHAPTER III Bureaucratic Reform Agenda

Contains the determination of goals and objectives for bureaucratic reform, general bureaucratic reform planning (consisting of determining prioritization of main activities and setting main targets), as well as determining themes and targets for thematic bureaucratic reform.

4. CHAPTER IV Management of the Implementation of Bureaucratic Reform

Contains the implementation of bureaucratic reform and monitoring mechanisms and evaluation of bureaucratic reform.

5. CHAPTER V Closing

Contains a closing statement about the importance of the *Road Map* document (Road Map) Regional Government Bureaucratic Reform in 2021-2026.

OVERVIEW OF REGIONAL GOVERNMENT BUREAUCRACY

A. ANALYSIS OF THE ACHIEVEMENTS OF BUREAUCRATIC REFORM USING THE TARGET ROAD MAP
BUREAUCRATIC REFORM 2020-2024

The performance of implementing bureaucratic reform is reflected in achievement of performance targets in accordance with performance levels. Target achievement performance at the level of achieving reform strategic goals and objectives bureaucracy until 2024 is stated in the following table:

Table II.A.1 Achievements of Bureaucratic Reform Goal Indicators until 2022

No	The Goals of the Reformation Bureaucracy 2020-2024	Indicator Objective	Target National 2024	Realization 2022	Description
1.	The realization of a clean, effective and competitive bureaucracy to encourage national development and public services	Achievements Index Reform Bureaucracy Government Area	70% Regency/ Minimal City Good	CC (59.59)	Not yet achieved.
		Achievements Indicator Performance Development (Number Poverty, Growth Investment)	Number Poverty: 9.57 (September 2022)	Number Poverty: 7.61 (December 2022)	Achieved
			Investment Growth= 34% (2021/2022) 2021 Capital Investment Realization: 901 Trillion Realization of Capital Investment 2022: 1,207.2 Trillion	Growth Investment = 136.78% (2022) Realization Planting Capital 2022: 1.9 Trillion Realization Planting Capital 2021: 900 Billion	Achieved
		Achievement three Power Indicator Global Competitiveness (CPI, EGDI)	CPI: Score 38 Ranked 96th out of 180 countries (2021) EGDI: Ranked 88th out of 193 countries (2021)		

Source: Based on 2022 Evaluation Results

1. Bureaucratic Reform Index Achievement Indicators

The results of the 2022 Bureaucratic Reform Index are almost achieved meet the national target, namely Good Predicate (60 and above), because Sukoharjo Regency Government Bureaucratic Reform Index Year

2022 is 59.59. Based on the evaluation results, it shows that The Regional Government has made efforts to realize governance better governance through continuous improvement characterized by an increase in the value of the leverage component and outcome components. Apart from that, the implementation of Government Bureaucratic reform The region also showed some improvement in the quality of output between, namely the merit system, professional ASN, Government System Electronic Based, Quality Management of Procurement of Goods and Services, quality of public services and compliance with public service standards. However, regional governments still need to make efforts even more optimal in the years to come.

2. Development Performance Achievement Indicators

Indicators of development performance achievements, namely the Poverty Rate from the target of 9.71%, have been achieved at 7.61%, while for The targeted investment growth of 34% can be achieved at 136.78% in 2022. As for the realization of capital investment in 2022 In 2022, IDR 1,900,000,000,000 could be realized.

3. Achievement of three Global Competitiveness indicators (CPI and EGDI)

The achievements of the three Global Competitiveness indicators (CPI and EGDI) can only be measured at the national level.

Table II.A.2 Achievements of Strategic Target Indicators for Bureaucratic Reform until 2022

No.	Strategic target Reform Bureaucracy 2020-2024	Indicator Strategic target	Target Reform Bureaucracy National 2024	Realization 2022	Information
1.	Creating digital government governance that is agile, collaborative and accountable	SPBE Index	50% District/City Good	Good (3.42)	Achieved
		Achievements Accountability Performance	District/City: 100% Good	Good (63.58)	Achieved
		Achievements Accountability Finance	100% District/City: WTP with follow-up rate of 80%	WTP with a follow-up rate of 99.07%	Achieved

No.	Strategic Targets for Bureaucratic Reform 2020-2024	Indicator Strategic target	Target Reform Bureaucracy National 2024	Realization 2022	Information
2.	Creation of a Moral Bureaucratic Culture with Professional ASN	Assessment Survey Integrity (source: Commission Eradication Corruption)	Average value District/City: 71.4%	79.8	Achieved
		Satisfaction Survey Society (source: Ministry PANRB)	Average value District/City: 74.89	83.69	Achieved
		Survey Index Have morals (source: Ministry PANRB)	67.142%	63.6%	

Source: Based on 2022 Evaluation Results

Based on Table II.A.2 above, an analysis can be presented achievement of performance targets strategic targets for bureaucratic reform Sukoharjo Regency Government until 2022, as following:

1. Achievement of the first strategic target of bureaucratic reform:

Creating agile, collaborative digital government and accountable, for the first indicator, namely: SPBE Index already can be achieved, with a SPBE Index of 3.4. For the second indicator, Performance Accountability Achievement has also achieved the target "Good" with a value of 63.58, while for the third indicator, Financial Accountability achievements have also been achieved WTP, with a recommendation follow-up percentage of 99.07%.

2. For the second strategic target of bureaucratic reform, its creation bureaucratic culture with morals and professional ASN, there are 4 performance indicators, each of which will be achieved in 2022, as follows:

The targeted Integrity Assessment Survey was 71.4% in In 2022, it will reach 79.8%. For Community Satisfaction Survey Values from the target of 74.89, 83.69 could be realized. Meanwhile, Index Survey Have morals based on data from the Ministry of Empowerment

State Apparatus and Bureaucratic Reform in Sukoharjo Regency got a score of 63.6% with category B or quite healthy.

B. ANALYSIS OF THE ACHIEVEMENTS OF BUREAUCRATIC REFORM WITH TARGET PLANS REGIONAL MEDIUM TERM DEVELOPMENT 2021-2026

The description of the analysis of the achievements of bureaucratic reform indicators towards the Sukoharjo Regency RPJMD target for 2021-2026, can be seen in the table below.

Table II.B.1 Achievements of Bureaucratic Reform Goal Indicators Compared to Regional Medium Term Development Plan Targets up to 2022

No	Goals of Bureaucratic Reform 2020-2024	Goal Indicator Reform Bureaucracy	Final Target RPJMD	Realization 2022	Information
1.	The realization of a clean, effective and competitive bureaucracy to encourage national development and public services	Index Achievement Reform Bureaucracy Government Area	79	59.59	Not yet achieved
		Development Performance Indicator Achievements			
		a. Poverty rate	7.0-6.8	7.61	Not yet achieved
		b. Investment Growth)	28%	136.78%	Achieved
		Achievement of three Global Competitiveness Indicators (CPI, EGD)	-	-	

Based on Table II.C above, the achievements of the three Goal indicators Bureaucratic Reform when compared with the final target of the Plan Regional Medium Term Development 2021-2026, up to In 2022, as follows:

- Indicators for the Achievements of the Bureaucratic Reform Index in 2022 are still have not been able to meet the targets of the Term Development Plan Regional Intermediate, namely the BB predicate with a score of 79, due to the Index Sukoharjo Regency Government Bureaucratic Reform in 2022 of 59.59 or CC Predicate. So some effort is needed even more optimal in the years to come.
- For the Development Performance Achievement indicator, namely the Poverty Rate achieved in 2022 is still 7.61% of the target of 7.0 – 6.8%, while the targeted investment growth is 28% 136.78% can be achieved in 2022. As for realization

Capital investment in 2022 can be realized in the amount of IDR

1,900,000,000,000.00

3. Meanwhile, the third indicator is the achievement of the three Power indicators
Global Competitiveness (CPI and EGDI) can only be measured at the national level.

Table II.B.2 Achievement of Strategic Target Indicators for Bureaucratic Reform Compared with the Regional Medium Term Development Plan Target until 2022

No.	Target Strategic Reform Bureaucracy 2020-2024	Final Target Indicator	Indicator Realization RPJMD 2026	2022	Information
1.	Creation of governance digital government that is agile, collaborative and accountable	SPBE Index	3.84	Good (3.42)	Not yet Achieved
		Achievements Accountability Performance	BB	Good (63.58)	Not yet achieved
		Achievements Accountability Finance	100% District/City: WTP with a follow-up rate of 80%	WTP with follow-up rate 99.07%	Achieved
2.	Creation of a Moral Bureaucratic Culture with Professional ASN	Assessment Survey Integrity (SPI) (source: Commission Eradication Corruption)	-	79.8	
		Satisfaction Survey Society (source: Ministry PANRB)	85	83.69	Not yet achieved
		Index Have morals (source: Ministry PANRB)	-	63.6%	

Source: Based on 2022 Evaluation Results

Based on Table II.B.2 above, an analysis can be presented achievement of performance targets strategic targets for bureaucratic reform Sukoharjo Regency Government when compared with the final target RPJMD 2021-2026 to 2022, as follows:

1. Achievement of the first strategic target of bureaucratic reform: Creation of digital government governance that is agile, collaborative and accountable, with the following indicators:

- a. Electronic Based Government System Index with targets
3.84 in 2026 can only be reached 3.42. So still
More optimal efforts are needed to achieve this
target in 2026.
 - b. Performance Accountability achievements have also not been able to reach the target
"BB" because the realization of the 2022 SAKIP Value has just been achieved
63.58 in the "Good" category.
 - c. Financial Accountability achievements have been achieved
WTP, with a percentage of follow-up recommendations of
99.07%.
2. For the second strategic target of bureaucratic reform, its creation
There is a culture of Moral Bureaucracy with professional ASN
4 performance indicators, as follows:
- a. The Integrity Assessment Survey in 2022 reached 79.8,
However, this indicator does not yet exist
Regional Medium Term Development Plan 2021-
2026 so we cannot compare the achievement targets.
 - b. The Morals Index Survey is based on data from the Ministry
Utilization of State Apparatus and Bureaucratic Reform
Sukoharjo Regency got a score of 63.6% in the category
B or healthy enough, so the target can be achieved.
However, this indicator is not yet in the Development Plan
Regional Medium Term 2021-2026, so it cannot be
compare achievement targets.
 - c. Community Satisfaction Survey of 85 targets by the end of the Plan
Regional Medium Term Development, in 2022 can be
realized 83.69. So more effort is still needed
optimal to be able to realize the target in question.

C. OVERVIEW OF DISTRICT GOVERNMENT BUREAUCRACY REFORM SUKOHARJO

Based on the Minister of State Apparatus Empowerment Regulation
and Bureaucratic Reform Number 25 of 2020 concerning *Road Map*
National Bureaucratic Reform 2020-2024 as stated
amended by Regulation of the Minister of State Apparatus Empowerment and
Bureaucratic Reform Number 3 of 2023 concerning Top Amendments

Regulation of the Minister of State Apparatus Empowerment and Reform
Bureaucracy Number 25 of 2020 concerning *Road Map* for Bureaucratic Reform
Nationally for 2020-2024, there are 2 categories including:

1. General Bureaucratic Reform

The target of general bureaucratic reform which is part of logical framework for bureaucratic reform. *The hard element* aspects , namely various tools related to accountability, institutional, management, working methods, strategies, and internal systems and regulations government and *soft element* aspects , namely various tools related to culture and human resources. Analysis of achievements
Target of General Bureaucratic Reform in Regency Government Sukoharjo as in the following table:

Table II.C.1 Targets for Achieving Regional Government Bureaucratic Reform Indicators until 2026

No	Main Activities	Indicator Main Activities	Unit	Baselines		Target				Units of Work	
				2022	2023	2024	2025	2026			Coordinator
SS.1: Creating Agile, Collaborative and Accountable Digital Government Governance											
1	Simplification of Bureaucracy (Simplification of Organizational Structure)/ transformation % performance-based and agile organizations	92.60% 92.60% Percentage Simplification Organizational Structure	%			92.60%	92.60%	92.60%		Part Regional Secretariat Organization	Organization Section Regional Secretariat
2	Implementation of a New Work System with a flexible model for ASN Employees	The level of achievement of the work system for simplifying bureaucracy	%	n/a	40%	60%	80%	100%		Part Regional Secretariat Organization	Organization Section Regional Secretariat
3	Implementation of the National SPBE Architecture	Level Implementation Policy SPBE Architecture	-	n/a	-	-	-	-		Diskominfo	All Devices Area
4	Implementation of the Performance Accountability System Integrated Government Agencies (SAKIP).	SAKIP value	Predicate	B (63.58)	B	BB	BB	A		Part Regional Secretariat Organization	All Devices Area
		Index Planning Development	-	n/a	-	-	-	-			
5	Implementation of Digital Public Services	Transformation Digital Services	-	n/a	-	-	-	-			
6	Establishment of Integrity Zones in work units	Level Success ZI Development	%	n/a	100%	100%	100%	100%		Inspectorate Area	Work Unit WBK proposed
7	Strengthening the implementation of the government internal control system (SPIP)	SPIP maturity	Levels	3.00	3.00	3.00	3.00	3.00		Inspectorate Area	All Devices Area
8	Reinforcement Management Complaint Public	Follow Rate Continue Complaint Public (REPORT) which Already Solved	%	86%	100%	100%	100%	100%		Diskominfo	All Devices Area

No	Main Activities	Indicator Main Activities	Unit	Baselines		Target			Units of Work	
				2022	2023	2024	2025	2026	Coordinator	Executor
9	Implementation of Policy Governance	Quality Index Policy	-	n/a	-	-	-	-		
10	Implementation of Regulation Formation Legislation	Reform Index Law	Mark	n/a	72.40	75	78	80	Law part <small>Regional Secretariat</small>	Relevant Regional Apparatus
11	Implementation of Digital Archives	Level of Digitalization files	%	n/a	30% 40%	50%		60%	Service Libraries and Archives	All Devices Area
12	Implementation of Sectoral Statistical Data	Maturity Level for Implementing Sectoral Statistics	Mark	n/a	2,2	2,2	2,4	2,4	Diskominfo	All Devices Area
13	Strengthening Procurement of Goods and Services Government	Government Goods/ Services Procurement Governance Index (ITKP)	Mark	57.90	60	63	65	70	Part Procurement Goods and services <small>Regional Secretariat</small>	All Devices Area
SS.2: Moral Bureaucratic Culture with Professional State Civil Apparatus										
	Strengthening the Merit System System	Merit Index 14	Mark	III 267.50	II (175- 249)	II (175- 249)	III (250- 324)	III (250- 324)	BKPSDM	BKPSDM
15	Implementation of Excellent Public Services	Service Index Public	Mark	4.40	4.50	4.52	4.55	4.57	Part <small>Regional Secretariat Organization</small>	Service Unit Public

Source: 2022 Evaluation Results

Based on the table above, it can be seen that there are indicators the achievement has exceeded the final target of the document, namely the Index Merit System with achievements in 2022 of 267.50 or category III from the final target category III. On level indicators The implementation of bureaucratic simplification has been carried out in In 2022 with an achievement of 92.6%.

Achievement of target indicators for district bureaucratic reform Sukoharjo, seen from the trend, not all indicators are available describes performance achievements in a series because it does not yet exist Data on achievements in 2022 include Service Transformation Digital, ZI Development Success Rate, Planning Index Development, Level of Implementation of SPBE Architecture Policy, Level of Archives Digitization, Policy Quality Index, Index Legal Reform and Implementation Maturity Level Sectoral Statistics.

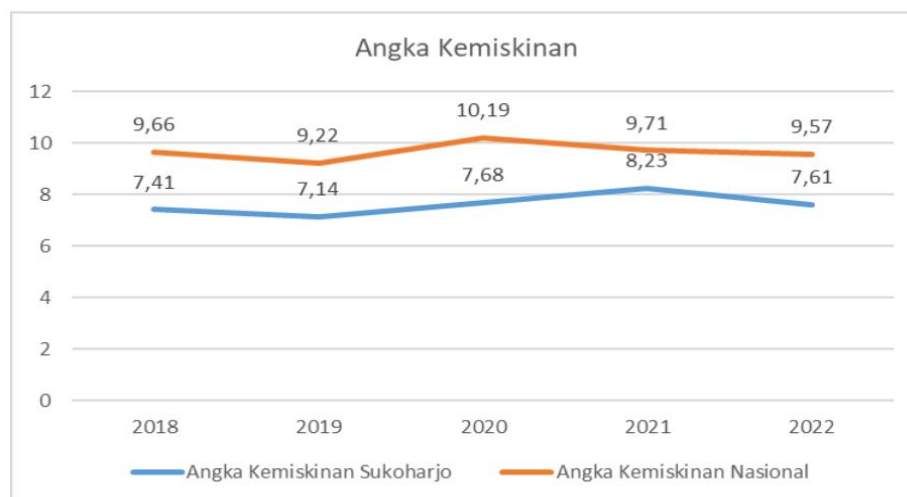
2. Thematic Bureaucratic Reform

a. Poverty Alleviation

Poverty according to the Central Statistics Agency is understood as the ability to fulfill basic *needs approaches*). With this approach, poverty is seen as an economic inability to meet basic food and non-food needs that are measured

from the expenditure side. Number of poor people (people who below the Poverty Line) in Sukoharjo Regency in 2022 it will reach 68.72 thousand people (7.61%). Number poverty in 2022 will be 7.61% lower than target 8.2%. This shows that the poverty rate has been reduced to 7.61%. The poverty rate in Sukoharjo for the last five years based on data from the Central Statistics Agency can be seen in the following picture:

Figure II.C.1 Poverty Figures for Sukoharjo Regency from 2018 - 2022



Source: Central Statistics Agency

Based on the picture above, there has been an increase in numbers poverty in 2020 and 2021 later will decrease in 2022. Poverty rate drawn from the Percentage of Poor Population category issued by the Central Statistics Agency. Poverty rate is macro data and is based on the results of the Social Survey National Economy which is a percentage of the population poor relative to the population in an area.

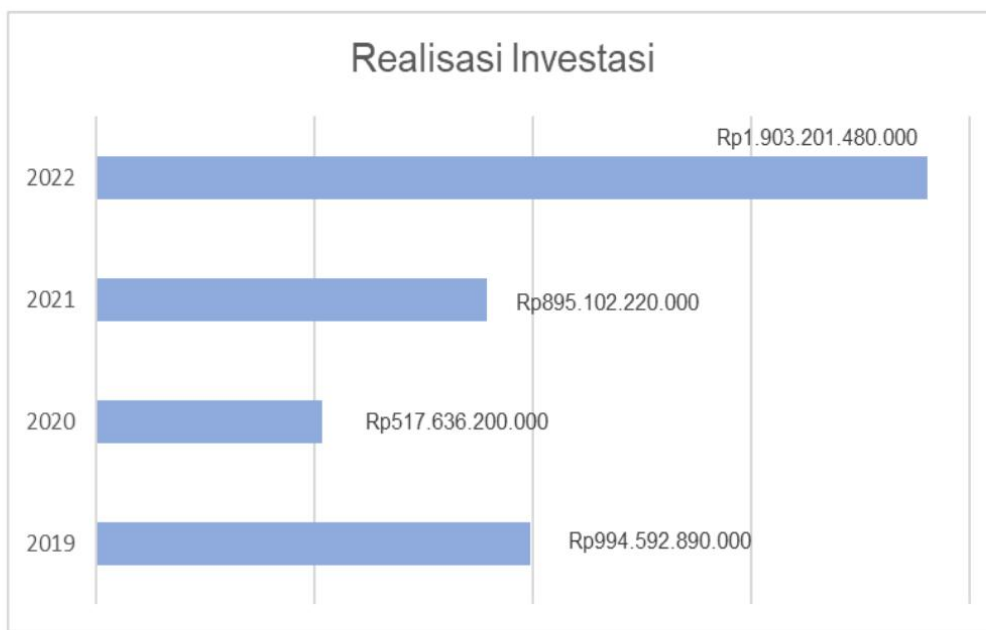
Reducing poverty rates in 2022 in Sukoharjo Regency cannot be separated from the establishment of the program national economic management by the Central Government sustainable and has an impact on people's lives in area. Implementation of national economic countermeasures including targeting the welfare of the participating population plays a role in maintaining people's purchasing power and supporting improving poverty level indicators, apart from this programs that are enjoyed directly by the community such as subsidies and social assistance. For example, in the agricultural sector, this sector absorbs many workers and produces higher rice production in early 2022.

This supports the improvement of income conditions in rural areas. Apart from that, the Regional Government's commitment to alleviating poverty supported by the Home Improvement Program No Livable (RTLH), slum areas, social assistance and death compensation for poor families.

b. Increased Investment

Investment realization in Sukoharjo Regency in 2022 amounting to IDR 1,903,201,480,000.00 experienced a significant increase when compared with investment realization in 2021 amounting to IDR 895,102,220,000.00. As for investment realization from 2019 to 2022 as follows:

Figure II.C.2 Investment Realization 2019 – 2022

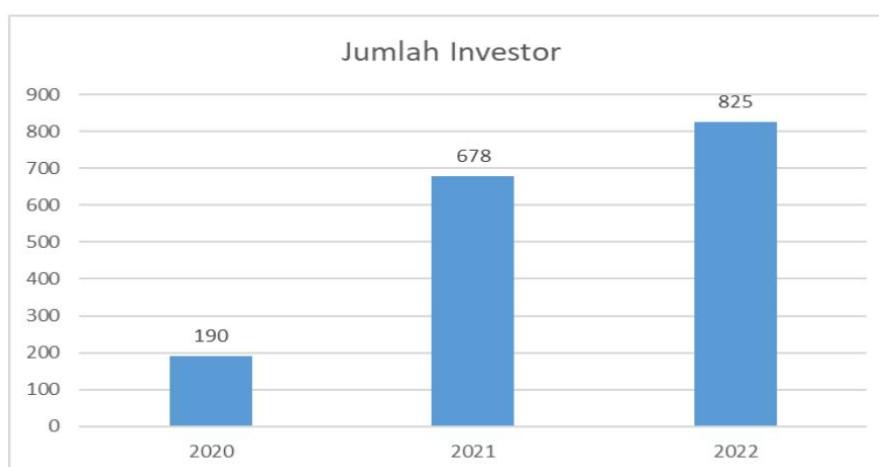


Source: One Stop Investment and Integrated Services Service
Sukoharjo Regency

Based on the picture above, investment realization in Sukoharjo Regency in 2019 amounted to IDR 994,592,890,000.00 then in 2020 it experienced decrease to IDR 517,636,200,000.00 due to covid pandemic. In 2021, District investment realization Sukoharjo experienced an increase of IDR 895,102,220,000.00 and in 2022 investment realization will increase which is very significant to IDR 1,903,201,480,000.00.

The number of investors in the Regency Government Sukoharjo from 2020 to 2022 is presented in the following picture:

Figure II.C.3 Number of Investors 2020 – 2022



Source: One Stop Investment and Integrated Services Service
Sukoharjo Regency

Based on the picture above, it can be seen that there has been an increase in the number of investors from 2020 to 2022. In 2020 we are still in a pandemic condition so there are only 190 investors. Later in the year In 2021, the number of investors increased by 678 investors and in 2022 there will be another increase 825 investors. There is Government Regulation Number 24 of the Year 2018 concerning Business Licensing Services Integrated electronically or *Online Single Submission* (OSS) then business actors register permit matters business and issuance of commercial and/or operational permits integrated manner. Implementation of *Online Single Submission* (OSS) causes new and old companies to have to register the permit via Online Single Submission (OSS). The role of *Online Single Submission* (OSS) administratively helps to successfully achieve investment growth in 2022 in Sukoharjo Regency which exceeds the target.

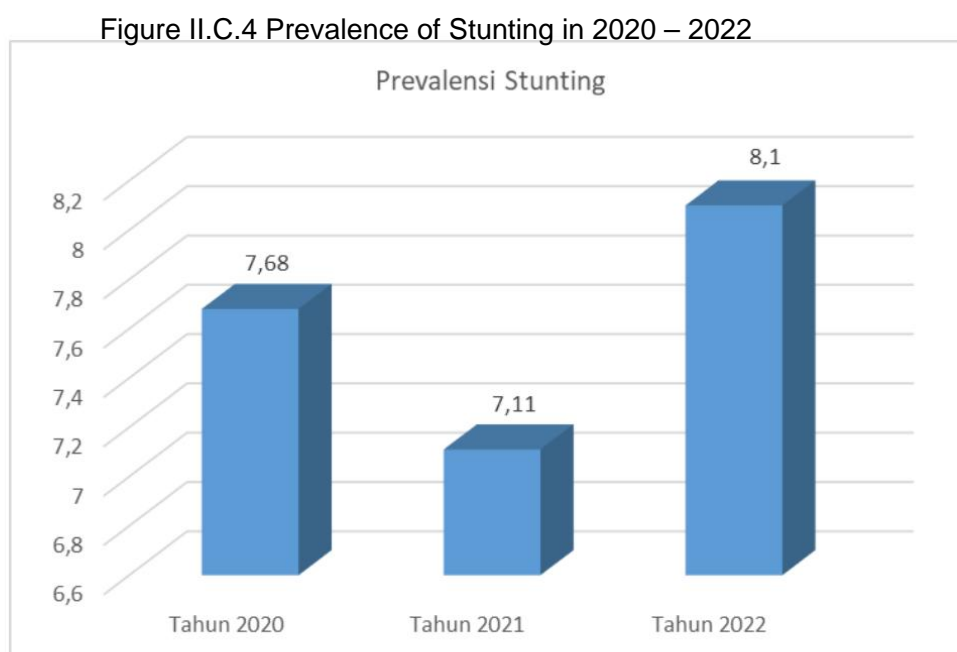
Online Single Submission (OSS) makes it easy for business actors in investment and data/number instruments complete investment for local government.

c. Digitalization of Government Administration (Handling Stunting)

Handling stunting in Sukoharjo Regency is carried out with specific interventions and sensitive interventions. Intervention specifically what has been carried out in Sukoharjo Regency, among others

Another is giving blood supplement tablets to teenage girls and mothers pregnant, holding classes for pregnant women, holding classes for toddlers, organize socialization on feeding toddlers and children health promotion regarding stunting prevention and others other. Meanwhile, sensitive intervention is an intervention support for reducing the acceleration of stunting and generally outside the health sector, such as providing clean water and sanitation, providing maternity insurance and security health.

Stunting prevalence figures in District Government Sukoharjo from 2020 to 2022 can seen in the following picture:



Source: Based on 2021-2022 e-PPGBM data

Based on the picture above, it can be seen that the prevalence of stunting in Sukoharjo Regency in 2020 was 7.68%. This data was obtained from manual data input have not achieved all targets. In 2021 it happened reduction in stunting prevalence to 7.11%. Although Thus, these results are influenced by data entry on e- The new PPGBM reached 77.05% of the target of 90%. On In 2022, the prevalence of stunting will increase to 8.1% with data input coverage in e-PPGBM of 93.50%.

d. Increased Use of Domestic Products

Based on Presidential Instruction Number 2 of 2022 regarding Accelerating Increased Use of Internal Products Country and Products for Micro Enterprises, Small Enterprises and Cooperatives in the framework of the success of the National Proud of Artificial Movement Indonesia on the Implementation of Procurement of Goods/Services The government, which instructed to encourage acceleration of empowerment of domestic products and products Micro Enterprises, Small Enterprises and Cooperatives in the Local Catalog. In order to follow up on the President's Instruction, Sukoharjo Regency issued Instructions for the Regent of Sukoharjo Number 19 of 2022 concerning Increasing Product Use Internal Affairs in Sukoharjo Regency instructed to Regional Apparatus to optimize realization shop via local e-catalog/online shop. With the broadcast local products from Micro, Small and Medium Enterprises (MSMEs) in Sukoharjo Regency in the Local Electronic Catalog Sukoharjo Regency, the Regional Government appeals to Regional apparatus to carry out APBD realization transactions through the Local Electronic Catalog so that it can improve realization of the use of domestic products.

The Sukoharjo Regency Local Electronic Catalog contains 26 display product display cases, namely 21 basic display cases gift from the Goods/Services Procurement Policy Institute Government and 5 initiative showcases from the Regional Government.

A showcase of initiatives from the Regional Government is as follows:

- 1) Office Building Operational Management Services Showcase
Integrated Regional Government;
- 2) Showcase of Musical Equipment and Arts Support
Local government;
- 3) Government Printing and Copying Services Showcase
Area;
- 4) Showcase of Facility Rental Services and Activity Support Services
Meetings or other Regional Government Activities; And
- 5) Showcase for Procurement and Installation of Road Equipment
Local government.

There are 188 Micro, Small and Medium Enterprises (MSMEs) who have joined the District Local Electronic Catalog Sukoharjo and there are 5013 products that have been broadcast.

Implementation of Increased Use of Internal Products

The land in Sukoharjo Regency still has several Obstacles include lack of coordination between devices Regions, human resources, reporting systems, regulations and quality.

e. Inflation Control

Inflation is the tendency to increase the prices of goods and services in general that occur continuously.

If domestic prices of goods and services increase, inflation will increase. Rising prices of goods and services cause a decline in the value of money.

Therefore,

Inflation can also be interpreted as a decrease in the value of money to the value of goods and services in general. Calculation inflation throughout Indonesia is only carried out by the Central Agency Statistics in 90 cities. Sukoharjo Regency Central Statistics Agency does not calculate inflation because the one that calculates residency is only the Surakarta City Government. Although Thus, each Regency/City is asked to create an inflation *road map* .

BUREAUCRATIC REFORM AGENDA

A. GOALS AND TARGETS OF GOVERNMENT BUREAUCRACY REFORM
SUKOHARJO DISTRICT

1. Objectives of Bureaucratic Reform

Goals of *the Road Map* for Regional Government Bureaucratic Reform 2021-2026 before sharpening, namely good and clean government.

After sharpening, *the Road Map* for Bureaucratic Reform

Regional Government aims to create a clean, effective and competitive bureaucracy to encourage national development

and public services. The aim of bureaucratic reform is directed at:

can answer the main issues of developing bureaucratic reform

recent years. These issues are related to impacts and

contribution of bureaucratic reform to national development,

improving the quality of public services, creating a government that

clean and free of corruption, collusion and nepotism, as well as improvement

Indonesia's competitiveness compared to other countries.

2. Targets of Bureaucratic Reform

Targets on the Regional Government Bureaucratic Reform *Road Map*

2021-2026 before sharpening, namely a clean bureaucracy

and accountable, capable bureaucracy, and good public services

prime. On *the Road Map* for Regional Government Bureaucratic Reform

After sharpening, the strategic targets of bureaucratic reform were simplified into

two aspects, namely, *hard element* aspects and

soft element aspects. *Hard element* aspects are part of the framework

logical bureaucratic reform which is a variety of tools

related to accountability, institutions, management, work methods,

strategy, as well as systems and regulations in government. *Soft aspect*

elements are various devices related to culture and

human Resources. The strategic targets for bureaucratic reform are as follows:

a. Creating effective, agile, digital governance

and collaborative as a *hard element aspect*. This goal

related to governance

able to be responsible for resource use

through creating real results/impacts for society and national development, with the ability to always synergize and adapt quickly in responding to changes strategic environment characterized by VUCA (*Volatility, Uncertainty, Complexity, Ambiguity*). The main strategy for creating layout managing this government is by using technology information and communication as the main instruments in internal processes of good government governance and provision quality public service.

b. Creation of a bureaucratic culture of morals with ASN

professionalism as a *soft element aspect*. These goals are related with a bureaucratic culture that prioritizes orientation values service, accountable, harmonious, competent, loyal, adaptive, and collaborative in carrying out the task of providing quality public services and accelerating achievements national development goals and objectives, and filled with ASN who have commitment, ability, motivation, behavior, high performance and competitiveness.

B. REFORM GENERAL BUREAUCRACY OF DISTRICT GOVERNMENT

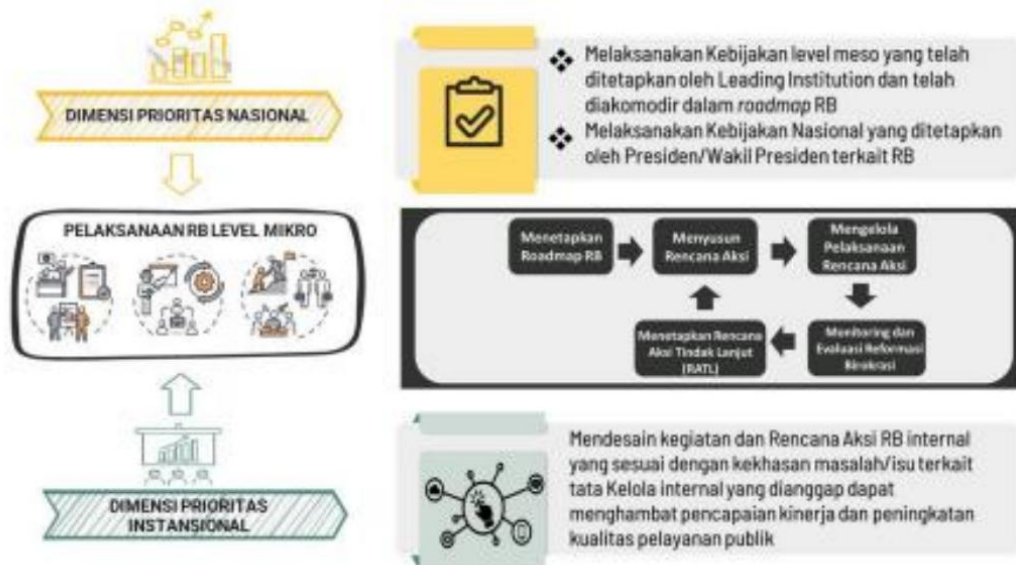
SUKOHARJO

In general, the implementation of General Bureaucratic Reform is divided into two levels, namely National and Institutional. As for levels Institutional or also called the micro implementation level, includes the implementation of Bureaucratic Reform policies/programs have been established at the macro and meso levels in each regional government as well as the Bureaucratic Reform innovation program It is necessary for each regional government to accelerate the achievement of strategic goals and targets for bureaucratic reform.

The implementation of Bureaucratic Reform at the micro level must be based on on two dimensions, namely the National Priority dimension and the Priority dimension Instancial. Implementation of micro-level bureaucratic reform based on National Priority means implementing micro-bureaucratic reform appropriate and in line with all national policies related to Reform Bureaucracy that has been established in policies at the macro and meso levels which is mandatory. While the implementation is based on The Institutional Priority dimension is the implementation of Bureaucratic Reform

to accommodate the need for solving governance problems internal regional government which is still an obstacle providing quality public services and improving performance sustainable. Strategy for implementing micro-level bureaucratic reform will be monitored and evaluated and become part of the evaluation Bureaucratic Reform. Implementation of micro level Bureaucratic Reform can illustrated in the following image:

Figure III.A Implementation of Micro Level Bureaucratic Reform



Source: Ministry of Administrative Reform and Bureaucratic Reform

1. Identify Main Activity Priorities

Identification of priorities for these main activities needs to be done so that implementation of General Bureaucratic Reform is more focused and precise target. The main activities with high weight are designated as Main priority activities. Identify main activity priorities Sukoharjo Regency Bureaucratic Reform can be seen in the table following:

Table III.A.1 Identification of Main Priority Activities for General Bureaucratic Reform of the Sukoharjo Regency Government

Main Activities	Bureaucratic Reform Mandate National General	Level Severity (low implementation)	Time (Urge)	Scale Priority (Total Score)
SS.1: Creating Agile, Collaborative and Accountable Digital Government Governance				
Bureaucratic Simplification (Organizational Structure Simplification)/performance- and agile based organizational transformation	10	2	1	13

Main Activities	Mandate Reform Bureaucracy General National	Level Severity (low implementation)	Time (Urge)	Scale Priority (Total Score)
Implementation of a New Work System with a flexible model for ASN Employees	10	5	5	20
Implementation of National SPBE Architecture	10	7	4	21
Implementation System of Performance Accountability of Government Agencies integrated	10	6	8	24
Implementation of Digital Public Services	10	2	3	15
Construction of Integrity Zones in work units	10	8	3	21
Strengthening the implementation of the government internal control system (SPIP)	10	3	3	16
Strengthening Public Complaint Management	10	2	2	14
Strengthening Corruption Prevention Efforts	10	3	6	19
Implementation of Policy Governance	10	5	3	18
Implementation of the Formation of Legislative Regulations	10	2	5	17
Implementation of Digital Archives	10	3	7	20
Implementation of Sectoral Statistical Data	10	4	6	20
Strengthening Government Procurement of Goods and Services	10	3	4	17
SS.2: Moral Bureaucratic Culture with Professional ASN				
Merit System Strengthening	10	2	2	14
Implementation of Services Prime Public	10	3	4	17

Source: Analysis of the Regional Government Bureaucratic Reform Team

2. Determining Main Activity Targets

Determining targets for main activities requires paying attention to targets at least *Road Map* for National Bureaucratic Reform. Guided by Regulation of the Minister of State Apparatus Empowerment and Reform Bureaucracy Number 25 of 2020 concerning Reform *Road Map* Bureaucracy 2020-2024 as amended by Regulation Minister for Administrative Reform and Bureaucratic Reform Number 3 of 2023 concerning Amendments to Ministerial Regulations Utilization of State Apparatus and Bureaucratic Reform Number 25 2020 regarding *the Road Map* for Bureaucratic Reform 2020-2024,

main activity target for General Government Bureaucratic Reform

Sukoharjo Regency can be seen in the following table:

Table III.A.2 Main Activity Targets for General Bureaucratic Reform of the Sukoharjo Regency Government

Main Activities	Indicator Activity Main	Unit	Baselines		Target			
			2022	2023	2024	2025	2026	
SS.1: Creating Agile, Collaborative and Accountable Digital Government Governance								
Bureaucratic Simplification (Organizational Structure Simplification)/ performance-based and agile organizational transformation	Percentage Structural Simplification Organization	%	92.60% 92.60%	%	92.60%	92.60%	92.60%	92.60%
Implementation of a New Work System with a flexible model for ASN Employees	The level of achievement of the work system for simplifying naan bureaucracy	%	n/a	40% 60%	80%	100%		
Implementation Architecture National SPBE	Level Implementation Policy Architecture SPBE	-	n/a	-	-	-	-	-
System Implementation Performance Accountability Government agencies (SAKIP) which is integrated	SAKIP value	Predicate	B (63.58)	B	BB	BB		A
	Index Planning Development	-	n/a	-	-	-	-	-
Implementation Service Digital Public	Transformation Service Digital	-	n/a	-	-	-	-	-
Zone Development in the unit Work integrity	Level Success ZI Development	%	n/a	100%	100%	100%	100%	
Strengthening the implementation of the government internal control system (SPIP)	Maturity SPIP	Levels	3.00	3.00	3.00		3.00	3.00
Strengthening Management Complaint Public	Level Act Carry on Complaint Public (REPORT) which Already Solved	%	86%	100%	100%	100%	100%	
Implementation Manage Policies System	Index Quality Policy	-	n/a	-	-	-	-	-
Implementation Formation Legislation	Index Reform Law	Mark	n/a	72.40	75	78	80	

Main Activities	Indicator Activity Main	Unit	Baselines	Target				
			2022	2023	2024	2025	2026	
Archive Implementation Digital	Level Digitalization files	%	n/a	30%	40%	50%	60%	
Implementation Data Sectoral Statistics	Level Maturity Implementation of Statistics Sectoral	Mark	n/a	2,2	2,2	2,4	2,4	
Strengthening Procurement Goods and services Government	Tata Index manage Procurement Goods/Services Government (ITKP)	Mark	57.90	60	63	65	70	
SS.2: Moral Bureaucratic Culture with Professional State Civil Apparatus								
	Merit Strengthening Index System		III 267.50	II (175-249)	II (175-249)	III (250-324)	III (250-324)	
Implementation Service Prime	Index Service Public	Mark	4.40	4.50	4.52	4.55	4.57	

Source: Regional Government Bureaucratic Reform Team

C. DETERMINING THEME AND TARGET FOR THEMATIC BUREAUCRATIC REFORM

Thematic Bureaucratic Reform is an effort and means to unraveling and answering or overcoming the root of governance problems governance (*debottlenecking*) which is a strategic and priority issue collaborative national development. Bureaucratic Reform Concept Thematics are expected to encourage the acceleration of collaborative and effective bureaucratic reform in leveraging priority performance achievements development so that the benefits can be felt by the community extensively. Through Thematic Bureaucratic Reform, the government can make a real contribution to development in various ways implementation of activity programs that are *problem solving* in nature-*debottlenecking* in government governance. Bureaucratic Reform National Thematic is divided into 5 (five) themes, namely:

1. Bureaucratic Reform for Poverty Reduction;
 2. Bureaucratic Reform, Digitalization of Government Administration (focus on reducing stunting);
 3. Bureaucratic Reform to Increase Investment;
 4. Bureaucratic Reform Increasing Use of Domestic Products;
- And
5. Bureaucratic Reform for Inflation Control.

The first step in the development framework for Bureaucratic Reform Thematic is determining the theme that will be used as the focus Thematic Bureaucratic Reform in the current year. Local government given the freedom to choose one or more of the five themes will be appointed as the focus of Thematic Bureaucratic Reform. There are 5 (five) factors that are taken into consideration by the Regency Government Sukoharjo in choosing the theme of Thematic Bureaucratic Reform, namely:

1. Conformity factor with the priorities of the Development Plan document Sukoharjo Regency Regional Medium Term 2021-2026;
2. Problem severity factor;
3. Impact factors on the economy/people's welfare;
4. Potential factor; And
5. Performance acceleration factor.

Baseline data for the fifth indicator of the Thematic Bureaucratic Reform theme 2022 and targets for 2023-2026 can be seen in the following table:

Table III.C.1 Thematic Bureaucratic Reform Themes in Sukoharjo Regency

No	Theme	Target Thematic	Indicator	Baselines 2022	Target				
					2023	2024	2025	2026	
1.	Countermeasures Poverty	Reducing poverty rates	Number Poverty	7.61	7.9-7.5	7.6-7.4	7.3-7.1	7.0-6,8	
2.	Increased Investment	Increased growth investment	Growth Investment	137.18%	16%	20%	24%	28%	
3.	Digitalization of Government Administration (focus on reducing stunting)	Reducing stunting rates	Survey results SSGI	19.8%	16%	14%	-		-
			E-PPGBM	8.1%	7.65%	7.5%		-	-
4.	Increased Use of Domestic Products	Increasing use local product	Realization Use Product Domestic	30%	40%	45%	47%	50%	
5.	Inflation Control	Decreased regional inflation rate	Inflation rate	n/a	-	-	-	-	

Source: Regional Government Bureaucratic Reform Team

Determining the theme of Regency Government Thematic Bureaucratic Reform Sukoharjo is done through scoring by considering 5 (five)

The criteria are presented in the following table:

Table III.C.2 Determining Thematic Bureaucratic Reform Themes for Sukoharjo Regency

No	Theme	Baselines 2022	Target		Suitability Priority RPJMD	Severity Problem	Impact on Community Welfare	Potency which are owned	Acceleration Performance	Scale Priority (Mark Total)
			2023	2024						
1.	Countermeasures Poverty	7.61	7.9-7.5	7.6-7.4	8 8 8		8	8		40
2.	Increased Investment	137.18 %	16%	20%	8	6	8	7	8	37
3.	Digitalization of Government Administration	19.8% 16%	14%		8	6	8	7	8	37

No	Theme	Baselines 2022	Target		Suitability Priority RPJMD	Severity Problem	Impact on Community Welfare	Potency which are owned	Acceleration Performance	Scale Priority (Mark Total)
			2023	2024						
	(focus on on reducing stunting)	8.1% 7.6%	7.5%							
4.	Increased Usage Internal Products Country	30%	40%	45%	5	7	6	5	5	28
5.	Inflation Control	n/a	-	-	2	3	4	5	4	18

Source: Regional Government Bureaucratic Reform Team

From the table Determining District Thematic Bureaucratic Reform Themes

Sukoharjo above, it can be concluded as follows:

1. The poverty rate has reached the RPJMD target in
However, this figure has not yet reached the target
the end of the RPJMD and has a direct impact on community welfare.
2. Investment growth in Sukoharjo Regency is currently growing
exceed the RPJMD target.
3. The prevalence of stunting has a direct impact on welfare
society and need to accelerate performance to reduce
prevalence of stunting in order to achieve the target.
4. Realization of the Use of Domestic Products in Sukoharjo Regency
In 2022 it will be 30% so it has not met the national target
by 40%. However, this has no effect
significant impact on the decline in the level of community welfare.
5. The Sukoharjo Regency Government does not calculate inflation so
There is no data on the inflation rate and target inflation rate
set.

Based on these various considerations and gap analysis
thematically, the Sukoharjo Regency Government has determined 2 (two) Thematic
Bureaucratic Reforms, namely:

1. Poverty alleviation; And
2. Digitalization of Government Administration (focus on Decline
stunting).

MANAGEMENT FOR THE IMPLEMENTATION OF BUREAUCRATIC REFORM

A. IMPLEMENTATION OF DISTRICT GOVERNMENT BUREAUCRACY REFORM
SUKOHARJO

Good management of bureaucratic reform needs to be carried out so that implementation of bureaucratic reform can run well. Because of
Therefore, a team needs to be formed whose role is to carry out management bureaucratic reform so that all action plans can be implemented appropriately with predetermined targets and schedules. Implementation organization bureaucratic reform in accordance with the level of implementation of reform policies bureaucracy at the micro level. The scope of implementation of micro level roles namely implementing all bureaucratic reform policies has been determined at the macro and meso levels and manages implementation of every bureaucratic reform program and activity so that it can implemented massively and comprehensively in every work unit.

Regional Government carries out bureaucratic reform at the micro level the implementation of which is coordinated by the Regional Secretary. Matter This is to ensure that the micro program of bureaucratic reform has been implemented systemically, comprehensively and sustainably by all work units in the Regional Government. In order to ensure this implementation, Regional Heads can form a Steering and Implementing Team for Bureaucratic Reform. Steering and Implementation Team

Bureaucratic reform is tasked with mobilizing, monitoring and evaluate the implementation of bureaucratic reform, including ensuring that the implementation of bureaucratic reform has an impact on achievement strategic targets of development programs. Duties of the steering team and implementing Bureaucratic Reform as follows:

1. formulate a *Road Map* for implementing Bureaucratic Reform in
Regional Government environment;
2. implement the Bureaucratic Reform *Road Map* and priority programs
Local government;
3. maintain the continuity of programs that have been running well;
4. carry out regular monitoring and evaluation of implementation
Bureaucratic reform in agencies and work units; And
5. Make the necessary adjustments so that the target is achieved
can always adapt to *stakeholder needs*.

Apart from this, to ensure that the Reform program
The internal bureaucracy of local government operates systemically and
can be implemented continuously up to the work unit, if necessary
involvement

active from every work unit leader so that the Reform program
Internal bureaucracy is carried out jointly and collaboratively.

B. MONITORING AND EVALUATION OF GOVERNMENT BUREAUCRACY REFORMS SUKOHARJO DISTRICT

1. Scope of Monitoring and Evaluation

The scope of monitoring and evaluation is divided into two levels
namely at the national level (National Bureaucratic Reform) and at
agency level (Institutional Bureaucratic Reform). As for
monitoring and evaluation will focus on achieving results
implementation of Bureaucratic Reform both output and
outcome (result). Specific arrangements regarding evaluation will be
stipulated in the Regulation of the Minister of Apparatus Empowerment
New State and Bureaucratic Reform replacing Ministerial Regulations
Utilization of State Apparatus and Bureaucratic Reform Number 26
2020 concerning Self-Assessment of Reform Implementation
Bureaucracy. The objectives of monitoring and evaluating Bureaucratic Reform
are as follows:

- a. monitor the successful implementation of bureaucratic reform by
measuring target achievement on target and objective indicators
bureaucratic reform and other indicators related to reform
bureaucracy;
- b. assess the success or effectiveness of the action plan; And
- c. assess the quality of management of internal bureaucratic reform.

2. Monitoring and Evaluation Implementation Time

Implementation of Monitoring and Evaluation of Bureaucratic Reform in
Sukoharjo Regency Government environment, as in table
following:

Table IV.B Implementation of Monitoring and Evaluation of Bureaucratic Reform within the Sukoharjo Regency Government

No	Monitoring Evaluation	Implementation	Time
1.	Implementation of Regional Bureaucratic Reform	Joint Team consisting of Devices Area Guardian Bureaucratic reform, <i>leading sector</i> Section Secretariat Organization Area Regency Sukoharjo	Every Quarterly
2.	Implementation of Bureaucratic Reform in Sukoharjo Regency	Working Group Team Bureaucratic Reform, <i>leading sector</i> Inspectorate Area Sukoharjo Regency, member element Device Area Reformist Bureaucracy	Every Quarterly

CLOSING

Bureaucratic reform was carried out in an effort to create government that is clean, effective and competitive and capable of driving achievements national development, global competitiveness and improvement of public services, so that we can provide the best service to the community quickly, precise, professional, and free from practices of corruption, collusion and nepotism. Changes to *the Road Map* document for Regency Government Bureaucratic Reform Sukoharjo 2021-2026 is expected to be able to increase collaboration and synergy so that bureaucratic reform can be achieved as a whole, in accordance with the focus of the directions and targets of the Bureaucratic Reform *Road Map* National. It is hoped that the new bureaucratic reform strategy will be encouraging accelerate the achievement of strategic targets for bureaucratic reform and provide direct impact on society.

The dynamics of the environment are always changing and the demands of society are changing The higher it also triggers the implementation of bureaucratic reform to increase adaptive and agile. The sharpening of the Bureaucratic Reform *Road Map* aims to answer this by focusing on four aspects, namely sharpening goals and targets, sharpening focused main activities and impact, focus on upstream and downstream issues, and sharpen indicators bureaucratic reform. There are aspects of sharpening bureaucratic reform can help create successful bureaucratic reform is the responsibility of all elements of government, so Strong awareness and commitment must be built together as expected in *the Grand Design* for Bureaucratic Reform 2010-2025.

REGENT SUKOHARJO,

signed.

ETIK SURYANI