Governance Business Process Training Course 2015

Ministry of Administrative and Bureaucracy Reform
Jakarta, Indonesia

Proposal from:
CBS Executive
Porcelaenshaven 22
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1. CLIENT
Ministry of Administrative and Bureaucracy Reform in Indonesia
(Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi - Kemenpan RB)

CBS Executive has been approached by the Danish Embassy in Jakarta to present a proposal for a 5-day program in Copenhagen, Denmark for a delegation of senior public officials from the Ministry of Administrative and Bureaucracy Reform in Indonesia.

CBS Executive is more than delighted and pleased to be able to present this proposal and to get this unique opportunity to bring forward our learning environment and professionalism to the Indonesian Government.

We sincerely, thank you for the opportunity.

2. BACKGROUND
Today, the current Government Administration of Indonesia is preparing guidelines on national governance in order to arrange the new government for future success.

By the Danish Embassy in Jakarta CBS Executive has been informed that The Ministry's primary responsibility is to govern the state apparatus and functions as the prime mover of bureaucratic reform in Indonesia.

Main responsibilities and tasks for the future are to:

- Formulate and implement national policy governance (government business process).
- Develop national policy governance that will determine effectiveness and efficiency of service delivery in every government agency.

To reach those goals it is important for Kemenpan RB to learn the aspects of government business process in order to create its' best policy.

We understand that currently the government management in Indonesia have four main focuses namely:

Level 1: Strengthening national institutions for business process of the whole ministries/agencies
Level 2: Strengthen the business processes across the ministries/agencies
Level 3: Strengthen the business processes in the ministries/agencies
Level 4: Strengthen the business processes in the unit at the ministries/agencies

The results of a standard operating procedures SOP inventory conducted in 2014 found that more than 120,000 SOP that are not integrated with each other. Meanwhile the level 3 business processes currently is being written as pilot a project (Kemenpan RB).
Due to the unintegrated SOPs owned by various ministries/agencies problems such as unclear procedures of each ministries/agencies and the duplication of tasks and functions occurs. These are potential to create an ineffective and inefficient government which will lead to that the government is not working as expected.

Because of above complications and issues of operation procedures the Kemenpan RB team is currently preparing guidelines for national governance business process.

This course at CBS Executive is intended for the core team of Kemenpan RB to learn about Government Business Process experiences in Denmark and acquire the lesson learned from the Danish institutions in order to implement procedures that are measurable and functional for the future in the Indonesian Government apparatus.

3. TIMING AND NUMBER OF PARTICIPANTS
Number of participants: The delegation will consist of approx. 25 delegates
Timing: 5 teaching days in total excluding travel days.
The program is expected to be completed between April 11th and April 25th 2015.

4. CBS EXECUTIVE DELIVERABLES
- CBS Professors with a highly specialized knowledge about reform process and government business process
- Institutional and organizational visits and key notes talks
- Program development with input from end client
- Theoretical methodology
- Teaching material
- Full program management
- CBS Executive diploma upon completion of the course
- Catering during program days at CBS
- 24/7 hours contact person from CBS Executive under the 5 program days
- Hotel incl. breakfast
- Airport pickup and drop-off
- Invitation letter for visa application

5. CLIENT DELIVERABLES
- Input to desired institutional and organization visits
- Return flight for delegates
6. PURPOSE OF THE TRAINING PROGRAM

The purpose of this training program is to provide learning about Government Business Process and to get best practices in implementing the government’s business process in terms of:

(1) Business Process Governance in Public Services.
(2) Process management and organizational change institutional including business process mapping.
(3) Establishing cross-agencies / institutions Governance Business Process (develop inter-operability of business process framework).
(4) Developing the relationship in such a way that government is perceived as responsive, accessible, transparent, responsible, participatory, efficient and effective than before.

7. CBS EXECUTIVE METHODOLOGY

CBS Executive will design and complete the program and ensure a high level of coordination and quality in relation to the different session’s relevance, diversity and interactivity.

Copenhagen Business School has a highly developed research and teaching capability within public management. Therefore the program will consist of keynote lectures from renowned faculty all working with public administration, management and governance. All faculty will be experienced in working with international delegates and will interactively involve the participants experiences and help draw parallels to the Danish and Indonesian public sector.

The unique learning style of CBS Executives programs is the balance between theory and practice. We will propose to organize the program around theoretical lectures, workshops and institutional and organizational visits. The main part of the program will take place a CBS Executive to ensure a learning curve and a theoretical foundation to build upon this foundation will however be supplemented with visits to governmental organizations, ministries and agencies to ensure that the delegation obtains a first-hand dialogue with fellow Danish public officials. The aim is to explore how the Danish public officials and managers manage and implement the key reforms successfully.

The overall learning perspective is to utilize many different learning approaches and tools, all focused on ultimately enabling the delegates to own their own learning. We believe that the delegates anchor their learning in different ways – not just through the latest ideas, research, and consultation from experienced faculty – but also from the Danish public organizations. Participants learn from the real-world application of their insights. So our learning mantra is to experience and discuss real life cases and back that up with classroom learnings and theory.

During the program the delegates are provided with the space and resources to help them develop new insights and practical ideas, but they will have CBS Professors as experts to discuss their findings with and to draw upon the learnings.

The program will end with a workshop focusing on a group discussion of how to apply learning in the Indonesian context and identification of key steps going forward once the delegation returns to Indonesia.
8. SUGGESTED KEY RESSOURCES FROM CBS AND CBS EXECUTIVE

Mr. Carsten Greve is Professor at Department for Business and Politics at Copenhagen Business School. He is the Academic Director of the CBS Public-Private Platform. His main research interests include public management reform and public-private partnerships. He is a highly experienced teacher on executive and management development programs on both Public Master Programs and customized programs. His teaching experiences include a broad range of activities from traditional lectures, dialogue teaching, projects and project group advising. Carsten Greve will be responsible for the overall learnings of the program as well as providing some of the key lectures.

CBS has a very strong and internationally renowned strategic focus on research about the public sector. More than 100 researchers and teachers are involved in different research projects concerning the development of the public sector. This vast pool of research and experiences are at the disposal for the delegates and it is intened that a few more CBS faculty will supplement profess Carsten Greve during the program.

Mr. Kim Pedersen is a Program Director at CBS Executive. With 10 years professional experience from CBS working with Executive education with a strong focus on the public sector. He has extensive project management experience ranging from design, development, execution and evaluation of more than 70 management and leadership development program for both public and private companies/organizations. He also has extensive experience with designing, planning and executing academic study trips for foreign delegations visiting Denmark and Danish delegations visiting other countries. Kim has a large professional network with CBS professors and other experts and institutions in public governess in Denmark.

Kim Pedersen will be responsible for the overall execution and academic development of the entire program.

Ms. Line Kathrine Laustsen Langelund is a Program Manager at CBS Executive. Line holds a degree in Anthropology & Geography with Area Studies China from SOAS University of London - 1994-1998 (BA) 1999-2000(MA) and has worked and studied in China. Previous employment have been at CTR – TNS Beijing (Global Market research agency - FMCG) and TNS Gallup Copenhagen in 2003, but shifted quickly to education management. With DIS Danish institute for study abroad (5 years). Involved in independent consultancy projects, as implementing of Chinese language studies as well as management consultancy assignments for SME’s. Since 2014 (January) Line has been with CBS Executive. During the past 10 years in DK Line has developed and coordinated various study trips to China organized many delegations visits from China to DK.

Has also coordinated Liu Yunshan’s CPC China visit to CBS in May 2014.

Line Langelund will amongst others be responsible for the overall coordination and program management during the entire time the delegation is visiting Denmark.

Other key resources
CBS Executive will consult the Danish Embassy in Jakarta to gain a strong insight and knowledge into the actual needs and desires of the Indonesians government. The Danish embassy will also assist in a smooth process visa
application and other issues that CBS Executive need to handle and know in order to provide a professional service for the Indonesian government.

9. SUGGESTED ORGANISATIONAL VISITS AND SPEAKERS

We will provide access to CEO’s, permanent secretaries, head of departments and public officials with expertise in the desired areas. By speaking to both top and operational level employees the delegates will gain an even broader and more contextual understanding of the Danish experiences.

The speakers will be identified in dialogue based on the specific needs and requirements of the delegation. Below is a suggestion of how this could be scheduled.

- Agency for Modernisation at the Ministry of Finance (transformation of the Danish public sector)
  - CEO or Permanent Secretary to gain a strategic perspective on how reforms have been carried out in Denmark
- Danish Ministry of Education (reform of the public school system in Denmark)
  - Head of Department to gain a middle management perspective on how a specific reform is implemented on a tactical and operational level.
- Danish Agency for Digitisation (eGOVERNMENT strategy 2011-2015)
  - Same as the above.
- Ministry of the Environment (Governance Business Process)
  - Public officials to gain specific insights into how business processes are developed and implemented.
- Danish Maritime Agency (Governance Business Process)
  - Same as the above.
- The Municipality of Copenhagen (reformation of the management paradigm – from control to trust)
  - The suggested organization like The Municipality of Copenhagen is a prime example of how one of the largest public organizations have undertaken the paradigm shift from new public management to a more trust management based leadership model.

Please see next page for a tentative suggested program.
10. **TENTATIVE PROGRAM**

Below is an example of the main building blocks in a program. The final program can be worked out according to specific needs- but we see this as a possible solution and a program, which have the right balance between organizational visits and academic lectures.

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<tr>
<th>Day</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
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<tr>
<td><strong>Morning (9-11.30 AM)</strong></td>
<td><strong>Introduction to the Danish welfare system</strong> - The case of the Danish Governance Business Process in Public Services</td>
<td><strong>Implementation of successful reforms in Denmark</strong> - Case examples of recent successful reform processes</td>
<td><strong>E-governance</strong> - the road to 21st century governance</td>
<td><strong>Organisational visit Danish Maritime Agency</strong> (Governance Business Process)</td>
<td><strong>Organisational visit</strong> The Municipality of Copenhagen (reformation of the management paradigm – from control to trust)</td>
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<td>Session by: Professor Carsten Greve, CBS</td>
<td>Session by: Professor Carsten Greve, CBS</td>
<td>Session by: TBA, CBS</td>
<td>Including presentation and debrief at site</td>
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<td>Venue: CBS campus</td>
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<td>Lunch</td>
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<td><strong>Afternoon (12.30 AM – 5 PM)</strong></td>
<td><strong>Organisational visit Danish Ministry of Education</strong> (reform of the public school system in Denmark)</td>
<td><strong>Organisational visit Danish Agency for Digitisation</strong> (eGOVERNMENT strategy 2011-2015)</td>
<td><strong>Organisational visit Ministry of the Environment</strong> (Governance Business Process)</td>
<td><strong>Organisational visit Ministry of the Environment</strong> (Governance Business Process)</td>
<td><strong>Final workshop</strong> Key takeaways and implementation strategies - Incl. presentations and diplomas</td>
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<td>At the session there will be Key note speech from the Danish Agency for Modernisation at the Ministry of Finance (transformation of the Danish public sector)</td>
<td>Including presentation and debrief at site</td>
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11. INVESTMENT

FEES (all prices incl. Danish VAT (25%)):

TUITION FEE FOR TRAINING (5 PROGRAM DAYS)  
Including materials, visits, meetings and administration*  
EURO 44,500

ACCOMODATION AND AIRPORT TRANSFER  
(6 NIGHTS AT RADISSON BLU FALCONER HOTEL)  
Delegation of 25 people  
(The hotel is within walking distance of CBS Executive Campus, 10 min)  
EURO 26,200

* Including catering (lunch/ hot-meals, tea, coffee, fruit during teaching hours at CBS Executive Campus)
Room rent for sessions taking place at CBS Executive campus

Upon completion of the program all participants will receive a diploma from CBS Executive.

Continue to next page for credentials CBS & CBS Executive background.
12. CREDENTIALS: EXAMPLES OF CLIENTS AND PARTNERSHIPS

<table>
<thead>
<tr>
<th>Public Organizations</th>
<th>Private Companies</th>
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<tr>
<td>The Municipality of Copenhagen</td>
<td>AP Møller Maersk</td>
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<tr>
<td>Danish Agency for Modernisation</td>
<td>Carlsberg</td>
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<td>Public dep. Of Psychiatry (Copenhagen)</td>
<td>TDC</td>
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<td>Capital Region of Denmark</td>
<td>Microsoft</td>
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<tr>
<td>The Municipality of Holbaek</td>
<td>Novo Nordisk</td>
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<td>The Courts of Denmark</td>
<td>Novozymes</td>
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<td>The Danish Police Force</td>
<td>Rockwool</td>
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<td>Etc.</td>
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In May 2014 we co-hosted with CBS Asia Research Center the visit by Liu Yunshan CPC China.

13. BACKGROUND INFORMATION AND HISTORY OF CBS AND CBS EXECUTIVE

Copenhagen Business School (CBS) was founded in 1917 to meet the business sectors demand for highly qualified people. Today it is the leading business school in Northern Europe. CBS offers a comprehensive range of programs in business, economics and modern languages for international business communication on bachelors, masters and PhD level.

**CBS Executive is the executive partner of CBS**

CBS Executive offers state of the art executive education at an international level in the strongest environment for delivering executive education. We recruit top, internationally renowned faculty from both own ranks at CBS and occasionally supplement these with leading faculty from top renowned business schools. The independent foundation, CBS Executive, offers a wide range of high quality international learning programs. More than 50 programs, both open and corporate, tailor made, programs, servicing a range of industries and management needs. We have more than 20 years experience in the world of research based executive education and leadership development, working in close collaboration with leading faculty, companies and individuals to meet their personal and professional needs.

CBS Executive offers a diverse portfolio of state-of-the-art international programs as well as shorter, modular executive education and development initiatives. Over the years we have inspired more than 10,000 participants from the executive business world representing corporations in the Nordic region and worldwide. Across our Industry Diploma and open programs, customized programs and business strategy programs we connect our network across individuals, industries and organizations to transform people and their organizations.