



newsletter

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Digital Version

Lemhannas RI Focuses on Enhancing Pancasila Values among Future Generation



The Chief of Staff of the Indonesian Army's Lecture on Defense and Security



Presentation of the 2025 Bureaucratic Reform Index of Lemhannas RI



Lemhannas Governor Highlights Healthcare as Backbone of National Resilience

Table of Content

- 2 Lemhannas RI Focuses on Enhancing *Pancasila* Values among Future Generation
- 3 Financial Sector Stability as a Key Driver of Economic Resilience
- 4 Vice Minister of Foreign Affairs: Indonesia's Free and Active Policy Calls for Responsible Engagement
- 5 Head of the National Library: "Enhancing Literacy is a Collective Responsibility"
- 6 Lemhannas RI Conducts Workshop on Financial Accountability Document Standardization
- 7 Together with APINDO, Lemhannas RI create Sinergy between Business Sector and National Resilience
- 8 FGD on Strengthening Integrated and Adaptive Disaster Management Governance and Institutional Framework
- 9 Presentation of the 2025 Bureaucratic Reform Index of Lemhannas RI
- 10 Workshop on Strategic Study Innovation to Enhance Strategic Study Writing Skills
- 11 Lemhannas Governor Highlights Healthcare as Backbone of National Resilience
- 11 Lemhannas Governor: Alumni Must Formulate Strategic Solutions for the Nation
- 12 The Chief of Staff of the Indonesian Army's Lecture on Defense and Security

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Lemhannas RI Focuses on Enhancing *Pancasila* Values among Future Generation



Wed
25
2/2026

JAKARTA - The Governor of Lemhannas RI, Dr. H. TB Ace Hasan Syadzily, M.Si., stated that the dominance of the future generation within Indonesia's demographic structure makes the enhancing *Pancasila* values a strategic issue. This statement was delivered during the opening of the Urgent and Rapid Recommendations Drafting Meeting of the Directorate of Ideology and Political Studies, Deputy Office for Strategic Studies of Lemhannas RI, on Wednesday (2/25) at the Astagatra Building, Lemhannas RI, Jakarta.

The meeting took the theme "Reactualization of *Pancasila* Values among Future Generation to Strengthen Ideology and National Values in Maintaining National Resilience."

Ace Hasan emphasized that demographic changes must be addressed with a new approach. He noted that the acceleration of technological disruption has shaped the future generation as digital natives, influencing their

perspective on national values. He stated, "In strengthening national values, particularly *Pancasila*, the approach can no longer be the same as in the previous era."

He hoped the forum could formulate an approach to reinforce *Pancasila* values that reflects both the characteristics of youth and the evolving trends of the times.

Several speakers attended the event, including Director of *Pancasila* Institutionalization Consolidation at BPIP, Hotrun Siregar, S.Sos., M.Si.; Executive Director of *Indikator Politik Indonesia*, Burhanuddin Muhtadi, M.A., Ph.D.; Secretary of the Education Standards, Curriculum, and Assessment Agency of Ministry of Primary and Secondary Education, Muhammad Yusro, S.Pd., M.T.; Director of Research at the Center for Islamic and Community Studies, UIN Syarif Hidayatullah, Yunita Faela Nisa, M.Psi.; and Executive Director of Youth Laboratory Indonesia, Muhammad Faisal.

Financial Sector Stability as a Key Driver of Economic Resilience

Thu
26
2/2026



JAKARTA - Rising global uncertainty in early 2026 has underscored the need to strengthen the stability of the national financial sector. Without an integrated policy response, external pressures have the potential to weaken Indonesia's economic resilience.

This issue was discussed in the Urgent and Rapid Recommendations (jurpat) drafting meeting organized by the

Directorate of Economic and Natural Resources Studies, Deputy Office for Strategic Studies of Lemhannas RI, on Thursday (2/26). The event was opened by the Acting Deputy for Strategic Studies of Lemhannas RI, Mayor General Ipung Purwadi.

Economic pressures are reflected in fluctuations in the stock market, bonds, and *rupiah* exchange rate, indicating high sensitivity to global risks. Although economic

fundamentals remain relatively stable, the domestic financial sector continues to face structural challenges, such as limited market depth, ownership concentration, as well as weaknesses in transparency and governance.

According to Professor of the Faculty of Economics and Business, *Universitas Indonesia*, Prof. Dr. Budi Frensidy, S.E., Ak., M.Com., CA., CSA., CFP., CFA., CIB., CWM., CRP., ACPA., CPA., these conditions affect market attractiveness. He stated, "Limited instruments and low liquidity hinder the attractiveness of the domestic market for investors."

He emphasized the need for targeted policy measures, including strengthening the domestic investor base, diversifying market instruments, and improving transparency. In addition, fiscal consistency and regulatory certainty are considered crucial to maintain investor confidence.

The event also featured several other speakers, including Chairman of the Indonesian Risk Professional Association (IRPA) Jerry Marmen Simanjuntak; Director of Financing Strategy and Portfolio at the Ministry of Finance Hidayat Amir; Director of State Financial Risk Management Tony Prianto; Indonesia Stock Exchange practitioner Poltak Hotradero; and Head of Indonesia Research at Macquarie Ari Jahja.

Vice Minister of Foreign Affairs: Indonesia's Free and Active Policy Calls for Responsible Engagement

Thu
26
2/2026

JAKARTA - The Vice Minister of Foreign Affairs of the Republic of Indonesia, Arif Havas Oegroseno, emphasized that Indonesia's free and active foreign policy requires tangible engagement in global dynamics. A passive stance is no longer considered relevant amid the increasing complexity of international relations. This statement was delivered during a panel discussion with participants of the National Leadership Consolidation Education (P3N) Batch 27 of Lemhannas RI, on Thursday (2/26) at the Pancagatra Building, Lemhannas RI, Jakarta.

Arif explained that current global trade dynamics cannot be separated from political and security interests. "Trade today is no longer merely about exports and imports. It has become a political instrument, even an instrument of pressure," he said.

He highlighted the phenomenon of *weaponizing trade*, referring to the use of trade instruments as leverage in great power rivalries. In this context, Indonesia needs to anticipate potential strategic dependencies that may affect policy sovereignty and national resilience.

In addition, the forum also discussed United Nations Security Council Resolution 2803 (2025) concerning a comprehensive plan for Palestine, including the establishment of the Board of Peace (BoP) and the International Stabilization Force (ISF). The resolution opens opportunities for UN member states

to participate, both through funding and personnel contributions.

Responding to this, Arif stressed the importance of Indonesia's consistency in implementing its free and active principle. "Are we merely spectators? Is it sufficient to only deliver statements in international forums without tangible

contributions? A free and active foreign policy demands responsible engagement," he asserted.

He also reminded that any form of international cooperation, including global funding schemes, must be carefully examined to remain aligned with international law and national interests.



Head of the National Library: "Enhancing Literacy is a Collective Responsibility"

Mon

2

3/2026



JAKARTA - The National Library is responsible for overseeing issues related to literacy," said the Head of the National Library of the Republic of Indonesia, Prof. E. Aminudin Aziz, M.A., Ph.D., while opening a session on the introduction to the role, mission, and actions of the National Library for participants of the P3N batch 27 at Lemhannas RI on Monday (3/2).

Based on data from the International Student Assessment (ISA), literacy and numeracy skills in Indonesia are still ranked among the bottom three, with an average reading time of 129 hours per year. This low level of literacy is a shared responsibility

within the educational ecosystem and should serve as a point of reflection to improve the quality of learning outcomes at all levels.

"This is something for all of us to reflect on. We should not place the blame solely on our children, but rather on the ecosystem. We are all part of that ecosystem," said Aminudin Aziz.

In carrying out its function as a medium for delivering information to develop knowledge and creativity, the National Library has three priority programs. First, the development of reading culture and literacy skills as a response to the

low level of literacy in Indonesia. Second, the mainstreaming of *Nusantara* manuscripts to preserve Indonesia's written heritage. Third, standardization and accreditation, as many libraries in Indonesia still do not meet established standards.

The National Library has undertaken various efforts to develop literacy skills through programs such as Thematic Literacy Community Service, in collaboration with university students, the provision of quality reading materials, community literacy volunteers (Relima), and the preservation of ancient *Nusantara* manuscripts.

Lemhannas RI Conducts Workshop on Financial Accountability Document Standardization

Wed

4

3/2026

JAKARTA - In an effort to uphold the principles of adaptability, transparency and administrative order, Lemhannas RI held a workshop on the standardization of financial accountability documents at the Syailendra Room, Lemhannas RI, on Wednesday (3/4). The workshop aimed to align the understanding of all work units in the preparation of financial accountability documents, ensuring that they are consistent, orderly and in line with prevailing regulations.

In his remarks, Senior Government Budget Analyst Police Grand Commissioner M. Rusli Lubis, S.E., M.Si., stated that accountability and transparency must be clearly reflected in good organizational

governance. The workshop was intended to promote uniformity, order and compliance in the preparation of financial accountability documents in accordance with applicable laws and regulations," He said.

Rusli Lubis also emphasized the importance of improving the quality of financial administrative management, minimizing potential errors and audit findings, and accelerating the budget disbursement process.

Further explanations were delivered by Junior Expert for State Budget Financial Management Sri Yulianti and Financial Analyst at the Accounting and Reporting

Subdivision, Finance Division, Dwi Dedi Wibowo. They outlined the technical provisions for preparing financial accountability documents, as well as procedures for procurement of goods and services and payments using government credit cards. They also stressed that any errors should be corrected promptly by the respective work units in accordance with the given guidance to prevent delays in budget disbursement.

The workshop is expected to enhance the understanding of all work units and encourage the consistent implementation of standardized financial accountability documents within Lemhannas RI.



Together with APINDO, Lemhannas RI Create Synergy between Business Sector and National Resilience

Thu

5

3/2026



Shinta Widjaja stated that Apindo supports the government's program. In line with this, national values constitute an important foundation for Indonesian entrepreneurs in running their businesses, one of which is through participation in training programs aimed at reinforcing national values.

The Governor of Lemhannas RI welcomed the delegation. Commenting on the current situation, he emphasized the importance of entrepreneurs with a strong commitment to national values because it helps sustain the nation's economic resilience. "We are grateful that the business community is represented by leaders who uphold national values and promote our economic resilience," he said.

The Governor expressed hope that Apindo members would contribute as resource persons to a strategic study, sharing the business community's perspectives, particularly on people-centered economic programs that support and align with national priority programs. "We must ensure the success of the President's Asta Cita program. We must closely monitor its progress," the Governor concluded.



JAKARTA - The Governor of Lemhannas RI, Dr. H. TB. Ace Hasan Syadzily, M.Si., welcomed a delegation from the Indonesian Entrepreneurs Association (Apindo) in the Governor's Executive Guest Room on Thursday (3/5). Apindo

Chairwoman Shinta Widjaja Kamdani led the delegation. The visit aimed to create synergy between the business sector and national resilience, and to promote efforts to enhance Indonesia's sustainable economic competitiveness.

FGD on Strengthening Integrated and Adaptive Disaster Management Governance and Institutional Framework

Thu
5
3/2026

JAKARTA - On Thursday (3/5), the Deputy Office for Strategic Studies of Lemhannas RI held a Focus Group Discussion on Urgent and Quick Studies (Jurpat) titled "Strengthening Disaster Management Governance and Institutional Framework to Support Effective Emergency Response for Regional Resilience." Acting Deputy for Strategic Studies Major General TNI (Mar) Ipung Purwadi, M.M., officially opened the discussion.

In his opening remarks, Purwadi reaffirmed Lemhannas RI's commitment to consistently providing strategic insights to strengthen integrated, adaptive, and risk-based disaster management governance and institutional frameworks.

Major General (Ret.) Prof. Dr. Syamsul Ma'arif, M.Si., a professor in the Disaster Management Program at the Indonesian Defense University, shared his insights on several major disasters in Indonesia, including earthquakes, tsunamis, forest and land fires, and hydrometeorological disasters. He emphasized that disasters do not recognize administrative or sectoral boundaries. "Disasters don't respect borders," he asserted.

Syamsul Ma'arif emphasized the importance of policy sustainability and learning from past experiences. Through this FGD, Lemhannas RI aims to

develop strategic frameworks that strengthen comprehensive disaster management governance and the institutional framework.

Other speakers present at the FGD included the Deputy for Regional Development of Bappenas, Dr. Ir. Medrilzam, M.Prof.Econ.; Disaster Management Expert/

Center for Human Resources and Environmental Research, School of Environmental Sciences, University of Indonesia, Prof. Dr. Rachmadi Purwana, M.KM.; and Executive Director of the Bogor Regency Disaster Management Agency (BPBD), Ade Hasrat S.IP., M.Si.





Presentation of the 2025 Bureaucratic Reform Index of Lemhannas RI

Thu
5
3/2026

JAKARTA - "The high score for Bureaucratic Reform is the result of our collective performance," Commodore Gunawan Tri Atmojo, S.T., M.A.P., M.Tr. Opsla., CRMP, Chief of the Lemhannas RI Planning Bureau, said during the Lemhannas RI Bureaucratic Reform Index Socialization event on Thursday (3/5). He stated that Lemhannas RI personnel are the driving force behind the institution's performance. Therefore, every staff member must do their best and evaluate their own performance.

The Head of the Bureaucratic Reform Facilities Division of Lemhannas RI, Col. Czi. Djoko

Rahmanto, S.E., M.P.P., shared a recap of Lemhannas RI's Bureaucratic Reform (RB) scores to evaluate and appreciate achievements in each area. "Thank you to the work units that have worked hard and provided optimal supporting data and reports," he said.

Based on the evaluation results, the indices that must maintain their performance are Bureaucratic Simplification, which has consistently received a perfect score of 100 since 2024, and the BPK's assessment of Lemhannas RI's ability to achieve an Unqualified Opinion (WTP), also with a perfect

score of 100. Meanwhile, the index requiring improvement is the Integrity Zone (ZI), which is still stagnant.

In closing his presentation, the Head of the RB Facilities Division of Lemhannas RI expressed his appreciation and advised that every work unit's primary focus in 2026 should be issuing a governor's regulation on the work system derived from the Ministry of PANRB regarding the new work system. Other priorities should include implementing the application-based SAKIP, completing BMN land certificates, and strengthening the SP4N Lapor campaign.

Workshop on Strategic Study Innovation to Enhance Strategic Study Writing Skills

Thu
5
3/2026



JAKARTA - Intending to enhance human resource capacity in strategic writing and scientific research, Lemhannas RI organized a workshop on the innovation of strategic studies. The event aimed to strengthen personnel competencies in conducting research methodology analysis and drafting scientific, evidence-based strategic studies.

Acting Deputy for Strategic Studies of Lemhannas RI, Major General (Mar) Ipung Purwadi, M.M., stated in his opening remarks that for Lemhannas RI, the quality of writing and the accuracy of methodology in every research study are critical

aspects to ensure that the results are evidence-based and prepared in accordance with scientific principles.

During the first workshop session, CSIS Executive Director Dr. Yose Rizal Damuri said that the most important first step in conducting strategic research is to formulate clear and specific research questions. These questions determine the direction of data collection and the methods used to analyze it.

In the second session, LAB 45 Head Dr. Jaleswari Pramodhawardani explained that current global

affairs cannot be viewed merely as international issues; they also have a direct impact on domestic conditions. Meanwhile, Drone Emprit founder Ismail Fahmi, Ph.D., discussed applying artificial intelligence technology to map potential crises, strategic environments, and geopolitical situations. Through this workshop, participants are expected to deepen their understanding of strategic issues and learn to leverage technological advancements to support the analysis and assessment process.

Lemhannas Governor Highlights Healthcare as Backbone of National Resilience

Tue
7
4/2026

JAKARTA - "A great and strong nation is not merely one that possesses significant power and resources, but one that is supported by a guarantee of quality healthcare," Lemhannas RI Governor Dr. H. TB Ace Hasan Syadzily said while speaking at the Executive Leadership Learning Program Batch 4 of BPJS Kesehatan on Tuesday (4/7).

The program was attended by 21 senior managers within BPJS Kesehatan. On the occasion, Ace delivered a lecture titled "The Role of Visionary Leadership in the Era of Technological Disruption."

He further emphasized that BPJS Kesehatan serves as the backbone of healthcare services. In this regard, participants, as senior managers, hold a highly strategic role in ensuring the state's presence in providing healthcare services to the public.

According to Ace, the participants carry a fundamental responsibility. "In your hands, this nation will



become strong, resilient, competitive and capable of standing firm amid the current global situation," he said.

Ace also outlined several challenges facing BPJS Kesehatan. The first is financing sustainability, which has increased by 35 percent over the past five years. The second is demographic transition, with the elderly population projected to reach 15 percent, or an aging population.

The third challenge is unequal access to services due to the uneven distribution

of medical personnel and healthcare facilities. The fourth is technological disruption in healthcare, which requires BPJS to become a data-driven digital organization. The fifth is leadership and human resources within BPJS Kesehatan, which must be filled with professional personnel.

"Your role demands strong leadership to ensure that the healthcare services provided are of the highest quality," he said.

Lemhannas Governor: Alumni Must Formulate Strategic Solutions for the Nation

Fri
10
4/2026



JAKARTA - "This event marks an initial and important step toward reestablishing a forum for fostering relationships between the institution and its alumni," the Governor of Lemhannas RI, Dr. H. TB. Ace Hasan Syadzily, M.Si. said. He delivered these remarks during a consultative gathering with Lemhannas RI alumni, hosted at the institute on Friday (4/10).

The Governor noted that the establishment of Lemhannas RI embodies the profound vision and great hopes of the nation's founders to cultivate and integrate national leaders from both civilian and military sectors. These leaders are trained to master geopolitical insights, national awareness, and the art of strategic thinking. Thus, alumni are urged to

implement the knowledge they have gained and uphold the reputation of their alma mater. "Whatever actions and behaviors alumni engage in will have an impact on the alma mater," the Governor of Lemhannas RI stated.

Reflecting on their influential positions in society, the Governor urged alumni to avoid friction and polarization. He further emphasized that alumni must possess holistic, principled, and comprehensive leadership skills while prioritizing the integrity instilled during their studies. The Governor underscored that Lemhannas RI alumni must unite their resolve and ignite the spirit of nationalism within national leadership to achieve the Indonesia Emas vision. "Lemhannas RI alumni are not merely part of the nation's history, but the determinants of the nation's future direction," he concluded.

The Chief of Staff of the Indonesian Army's Lecture on Defense and Security

Wed
8
4/2026

JAKARTA - On April 8, the Chief of Staff of the Indonesian Army, General Maruli Simanjuntak, M.Sc., gave a lecture to participants of the Preparation and Consolidation Program for National-Level Leaders (P4N) Batch 69 and Lemhannas RI personnel in the Gadjah Mada Room at Lemhannas RI. The lecture focused on the theme "Policies for Strengthening the Indonesian Army in Support of National Defense in the Modern Era" and aimed to enhance participants' strategic insights.

In his opening remarks, Lemhannas RI Governor Dr. H. TB. Ace Hasan Syadzily, M.Si. emphasized that the lecture is an essential part of the national leadership training process. He stated that the increasingly

uncertain global geopolitical landscape demands strong and adaptive defense readiness.

He believes this event allows participants to gain firsthand insight into Indonesian Army force-building policies and enrich their strategic perspectives on addressing national defense challenges.

In his lecture, Maruli Simanjuntak explained that Indonesia has great potential to become a global economic power. However, he added that to realize this potential, we must have effective resource management capabilities, including improvements to planning, budgeting, and organizational governance systems.

Furthermore, he outlined steps to strengthen national defense. Internationally, this reinforcement is achieved through defense diplomacy and participation in global peacekeeping operations. Domestically, the focus is on ensuring the availability of defense resources, strengthening the domestic industrial sector, and developing independent research and technology to promote defense self-reliance.

In closing, he emphasized that being ready to address global dynamics is key. Participants are expected to anticipate various possibilities and formulate adaptive policies to address defense challenges in the modern era.

