



## Implementation of ASN Competency Development Policy in the Field of Procurement and Information Systems : Challenges and Solutions in Southwest Papua

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**Abstract.** *The competency development of the State Civil Apparatus (ASN: Aparatur Sipil Negara) is a key element in strengthening efficient, transparent, and accountable governance, especially in strategic sectors such as the procurement of goods/services and information systems. This study aims to analyze the implementation of ASN competency development policies in this field in Southwest Papua Province, as well as identify challenges and formulate adaptive solutions that are in accordance with local conditions. This study uses a qualitative descriptive approach with data collection techniques through observation and documentation in a number of agencies from the Bureau of Procurement of Goods and Services, the Communication and Information Service, the Regional Civil Service Agency, and several other related SKPDs. The data were analyzed using thematic analysis techniques to improve the validity of the findings. The results of the study show that the implementation of ASN competency development policies still faces obstacles in the form of limited understanding of regulations, low technical capabilities in the procurement and management of information systems, limitations of digital infrastructure, and a manual bureaucratic culture that is still dominant. The conclusion of this study emphasizes the importance of a competency development approach based on positional and contextual needs, with the support of adaptive regulations, continuous mentoring, and adequate digital infrastructure investment. This research contributes to the development of public administration science, especially in the formulation of ASN development policy implementation strategies that are more responsive to the challenges of disadvantaged regions and support the transformation of digital bureaucracy at the local level.*

**Keywords:** *Bureaucracy, Competency, Infrastructure, Policy, Procurement*

### 1. INTRODUCTION

The State Civil Apparatus (ASN) is the backbone of the bureaucracy in running government and development in Indonesia. In facing global challenges and the demands of bureaucratic reform, the development of civil servant competencies is one of the government's top priorities. This is in line with the mandate of Law Number 5 of 2014 concerning the State Civil Apparatus, which emphasizes the importance of increasing the capacity of civil servants to realize effective, efficient, and accountable governance. The need for competent civil servants is increasingly urgent in line with the implementation of *e-government* and public procurement reform that continues to be encouraged (Nisa et al., 2024; Sedana et al., 2025; Yusuf et al., 2023)

The goods/services procurement and information systems sectors are two strategic areas that require high competence considering their role in supporting infrastructure development, public services, and state financial transparency. However, various studies show that there is still a gap in the competence of civil servants in these two fields, especially in disadvantaged areas such as Southwest Papua (Jekwam et al., 2020; Puspasari et al., 2024) In the context of

the newly formed Southwest Papua Province in 2022, the challenge of ASN competency development has a higher dimension of complexity compared to other regions in Indonesia (Sinen, 2025).

The procurement of government goods/services is regulated in Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018, which requires high professionalism and integrity from its implementers. Civil servants involved in the procurement process must have a deep understanding of regulations, risk management, and technical capabilities in project planning and evaluation. However, in practice, many civil servants in the regions, including Southwest Papua, still experience obstacles in terms of (1) **limited understanding of regulations** that lead to violations of procurement procedures, (2) **lack of needs analysis and planning skills**, leading to budget inefficiency, (3) **low mastery of information technology**, hindering the implementation of electronic procurement systems (*e-procurement*) (Jatiningtyas & Kiswara, 2011; Kurniati, 2017; Pakaya et al., 2025; Surua et al., 2025; Zacharias et al., 2025).

In the digital era, information systems are the backbone of transparent and accountable governance. The government has launched various digital platforms such as the **Electronic Procurement System (SPSE)**, **SIPKD (Regional Financial Management Information System)**, and *e-Government* to improve the efficiency of public services. However, the implementation of the information system in Southwest Papua still faces serious challenges, such as (1) **uneven internet infrastructure**, especially in rural areas, (2) limited technology literacy human resources, so that many civil servants stutter in operating the digital system, (3) bureaucratic culture that is still manual, causing resistance to change. Without increasing competence in the field of information systems, digital transformation in Southwest Papua will be slow and risk widening the region's lagging behind.

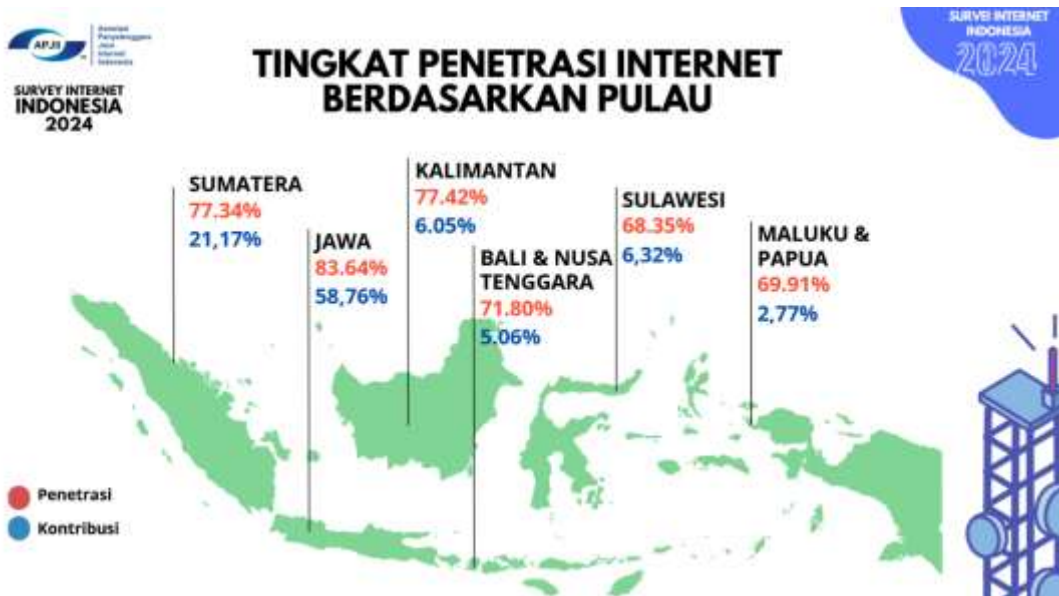
Southwest Papua as the youngest province in Indonesia was formed through Law Number 29 of 2022 concerning the Establishment of Southwest Papua Province. This province consists of the districts of Sorong, South Sorong, Maybrat, Raja Ampat, and Tambrauw which were previously part of West Papua Province. As a new province, Southwest Papua inherits various existing development challenges while facing new challenges related to the formation of an effective bureaucratic structure. One aspect that requires serious attention is the capacity development of civil servants, especially in the field of procurement of goods/services and information systems which are fundamental prerequisites for the implementation of modern government. The limitations of ASN competencies in the field of procurement and information systems can be seen from various indicators. In the procurement sector, various problems are

still found such as process inefficiency, low level of competition in tenders, and potential irregularities that are detrimental to state finances. In the field of information systems, there are delays in the adoption of various electronic government applications, low interoperability between systems, and gaps in digital-based public services.

From a geographical perspective, Southwest Papua has challenging regional characteristics with mountainous topography, archipelagos, and remote areas that are difficult to reach. This condition creates a gap in access to basic infrastructure including electrical energy, telecommunications, and internet networks which are prerequisites for the development of government information systems. Based on data from the Indonesian Internet Service Providers Association in 2024, internet penetration in Southwest Papua is 74.43%, but in terms of the island's contribution value, it is only 7.50% and 0.21% nationally, which means that even though the internet has entered the Southwest Papua region, its usage is still very low. This can be seen in Figure 1.

From a regulatory perspective, the implementation of ASN competency development policies in Southwest Papua has not been fully supported by a comprehensive legal framework. Adaptations of national regulations such as Government Regulation Number 11 of 2017 concerning Civil Servant Management and State Administration Institution Regulations on ASN competency development still require adjustments to local contexts.

Implementasi kebijakan merupakan tahapan penting setelah kebijakan disusun, di mana kebijakan tersebut diubah dari bentuk abstrak menjadi tindakan konkret yang dapat dirasakan oleh masyarakat. Implementasi kebijakan mencakup seluruh aktivitas, mekanisme, prosedur, serta keterlibatan aktor-aktor pelaksana dalam merealisasikan isi kebijakan. Proses ini tidak hanya terbatas pada penerbitan peraturan pelaksana, tetapi juga melibatkan koordinasi antarlembaga, penyediaan sumber daya (manusia, anggaran, infrastruktur), serta penyesuaian terhadap kondisi sosial, politik, dan budaya setempat (Barrett & Fudge, 2025; Hill & Hupe, 2021; Hill & Varone, 2021; Smith & Larimer, 2018). Adanya kesadaran yang semakin meningkat bahwa sebuah kebijakan tidak akan berhasil atau gagal jika hanya didasarkan meritnya sendiri, melainkan bergantung pada proses implementasi. Pandangan normatif yang menarik dari atas ke bawah tentang kebijakan dan pelaksanaannya didasarkan pada tiga asumsi yang dipertanyakan, yaitu: urutan kronologis di mana niat yang diungkapkan mendahului tindakan; logika kausal linier di mana tujuan menentukan instrumen dan instrumen menentukan hasil; dan hierarki di mana pembentukan kebijakan lebih penting daripada pelaksanaan kebijakan (Hudson et al., 2019)



Source: APJII (2024)

Figure 1. Internet Penetration Rate by Island



Source: APJII (2024)

Figure 2. Internet Penetration Rate by Island and Province

Mazmanian & Sabatier (1983) are two important figures in the study of policy implementation, stating that implementation is a series of activities carried out by governments and other actors directed at achieving policy goals. They emphasized that the success of implementation is influenced by three main factors: (1) the nature of the policy itself (clarity of its objectives and implementation instruments), (2) external environmental conditions (political, social, economic), and (3) the capacity of implementing institutions (including resources and competence of the apparatus). In practice, policy implementation does not

always go as planned. Obstacles can arise from inconsistencies between the formulation and real conditions on the ground, lack of stakeholder participation, or weak oversight. Therefore, implementation requires an adaptation process, periodic evaluation, and effective communication between policy makers, implementers, and beneficiary communities. Thus, the success of a public policy depends heavily on the quality and effectiveness of its implementation stage (Große, 2023).

This research will comprehensively analyze the implementation of ASN competency development policies in the field of procurement and information systems in Southwest Papua, identify the challenges and obstacles faced, and formulate adaptive and contextual solutions. The study will cover aspects of regulations, institutions, resources, implementation processes, and the impact of policies on increasing ASN capacity and organizational performance. Through an analytical and participatory approach, this research is expected to produce applicable policy recommendations to strengthen governance through the sustainable development of ASN competencies (Howlett, 2019).

The urgency of this research is increasingly relevant in the context of accelerating the development of Southwest Papua which requires professional and competent bureaucratic support. The success of ASN competency development will be a catalyst for the achievement of various regional development agendas, including improving public services, efficient regional financial management, and bureaucratic digital transformation. Thus, this research not only contributes to the development of science in the field of public policy and government administration but also has practical implications for efforts to realize good governance in Southwest Papua Province.

## **2. LITERATURE REVIEW**

### ***New Public Management***

*New Public Management* (NPM) is a paradigm of public administration reform that has developed since the 1980s in response to the inefficiencies of traditional bureaucracy (Hood, 1991) This approach adopts the principles of private sector management into government with the aim of creating a more efficient, accountable, and results-oriented bureaucracy (Chandra & Walker, 2019) NPM emphasizes the importance of efficiency, professionalism, and results-orientation in the public bureaucracy, which is in line with efforts to improve the competence of civil servants to support effective governance. In the context of ASN competency development, NPM suggests the need for a measurable target-based performance evaluation system and a training approach oriented to real needs in the field. However, the implementation

of NPM in underdeveloped areas such as Southwest Papua faces special challenges, including limited infrastructure, digital gaps, and inadequate human resource capacity. Criticism of NPM also highlights the potential for ignoring public values such as social justice and community participation in policy processes (Ulum, 2018) Nevertheless, the core principles of NPM remain relevant as a theoretical framework to analyze efforts to improve the competence of civil servants, especially in the field of procurement and information systems, noting that adaptations need to be made that take into account local social, cultural, and geographical conditions.

The New Public Management (NPM) *theory* is the main normative framework that emphasizes the importance of efficiency, professionalism, and results-oriented in modern bureaucratic governance. In this context, the development of ASN competencies in the field of procurement and information systems is an important requirement to create a more adaptive, competent, and competitive bureaucracy. When civil servants are equipped with technical skills such as mastery of e-procurement and a deep understanding of procurement regulations, the bureaucratic system becomes more transparent and effective, as the principles carried out by the NPM approach.

### ***Public Administration Theory***

Public Administration Theory is a conceptual basis that discusses how the government manages organizations, resources, and services to the community (Frederickson, 1997) In the context of research on the development of ASN competencies in Southwest Papua, this theory is important because it focuses on the principles of efficiency, effectiveness, transparency, and accountability in government bureaucracy. Public administration is not only concerned with bureaucratic procedures, but also with how public policies are implemented and how government apparatus is developed to support state goals (Saggaf et al., 2018) With the background of Southwest Papua as a new province that is still building its government structure, the development of ASN competencies is a vital part of efforts to form a professional and responsive bureaucracy. Therefore, the theory of public administration provides a philosophical foundation on the importance of good governance through investment in the capacity of human resources in the public sector.

The theory of Public Administration serves as a philosophical foundation that explains the importance of the capacity of civil servants in supporting the functions of the government as a whole. This theory states that the success of the bureaucracy is largely determined by the quality of human resources, institutions, and an integrated regulatory framework. In the context of Southwest Papua, where the bureaucracy is still in the stage of formation after regional

expansion, the development of ASN competencies is a crucial aspect to build a responsive and accountable government.

### ***Policy Implementation Theory***

The Policy Implementation Theory developed by Mazmanian & Sabatier (1983) describes the processes and factors that affect the successful implementation of a public policy. Policy implementation is a complex process, which is not just executing orders from above, but relies heavily on dynamic interactions between various institutional, political, social, and administrative factors. Mazmanian & Sabatier (1983) identified three main categories of factors that determine the success of policy implementation: (1) The nature of the policy itself, (2) The external environment or context of the policy, and (3) The ability of the implementing agency.

First, the nature of the policy includes how clear the goals are, how much consensus supports those goals, and how much behavioral change is needed at the individual or organizational level to achieve those goals. Policies that have specific, concrete, and measurable goals will be easier to implement than policies that are ambiguous or multi-interpreted (Kurniawan & Sutawijaya, 2023) In the context of research, for example, if the ASN competency development program in Southwest Papua has clear success indicators (such as certification of competency in procurement of goods/services and mastery of *e-procurement* applications), then the chances of success are higher.

Second, the external environment refers to factors outside the policy itself, such as socio-economic conditions, political support, government stability, and community characteristics in the implementation area (Tjilen, 2019) The support of political actors (such as regional heads, DPRD, and central officials) is crucial because it can strengthen legitimacy and resource allocation for implementation (Pramono, 2020) In Southwest Papua, environmental challenges such as uneven internet infrastructure, difficult geographical conditions, and a culture of manual bureaucracy will greatly affect how these policies are implemented.

Third, the capacity of the implementing institution is an equally important factor (Soeprapto, 2006) Implementing agencies must have competent human resources, adequate organizational structures, standard operating procedures, and monitoring and evaluation capabilities to steer the implementation process on the right track (Cahyadi et al., 2023) If ASN in Southwest Papua who are tasked with managing procurement and information systems still lack training or do not understand modern procurement regulations, then the implementation of policies will not be effective, even if the regulations are good.

Mazmanian & Sabatier (1983) also emphasized the importance of *phased implementation* strategies and *feedback loops*, where policies need to be evaluated periodically and adjusted to the realities on the ground. Implementation is not a one-way process, but involves continuous learning from the failures and successes that occur during implementation. This theory underlines that the success of implementation is determined by policy clarity, external environmental support, and the capacity of implementing agencies. This study found that these three aspects are not optimal in Southwest Papua, for example, central regulations are not fully contextual, technological infrastructure is still limited, and implementing ASN does not have appropriate competencies. Therefore, this theory is very relevant in unraveling the challenges that hinder the successful implementation of ASN competency development policies.

### ***Competency-Based Human Resource Management Theory***

The Competency Theory developed by Boyatzis (1982) views that the key to achieving work effectiveness in an organization is not just a matter of meeting administrative or academic qualifications, but about having the specific competencies necessary to carry out work effectively in a given context. Competence according to Boyatzis (1982) is the *fundamental characteristics of individuals* including motives, personal traits, skills, values, and technical knowledge that are directly related to superior work performance.

Boyatzis (1982) introduced a competency model framework that explains that effective performance is influenced by several key components, namely:

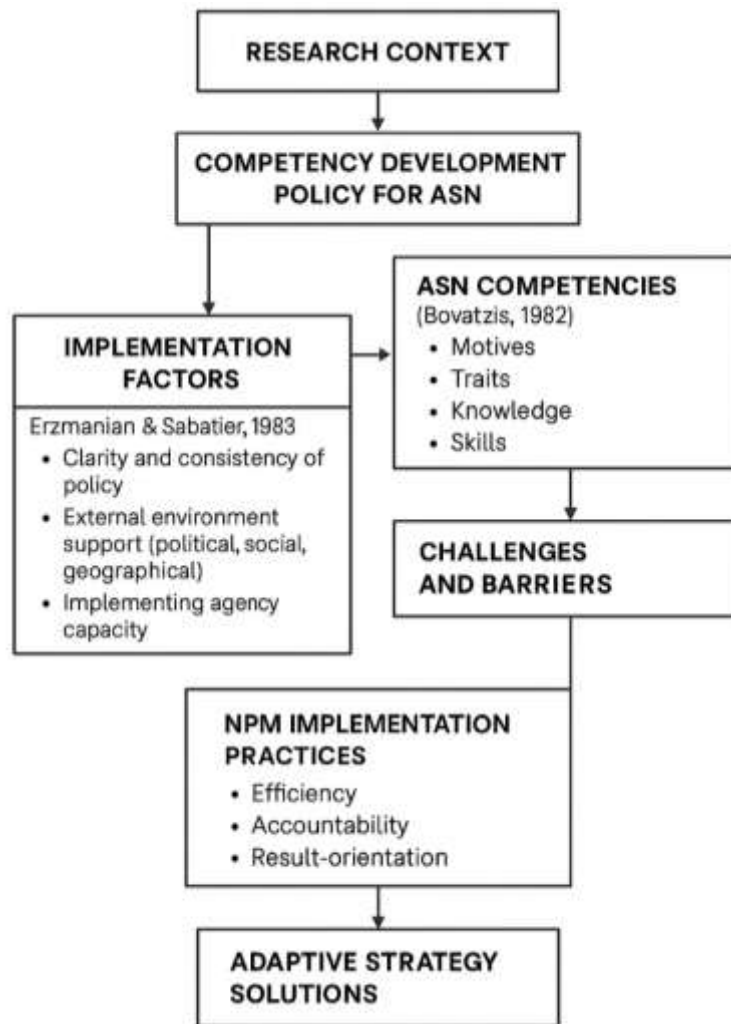
1. Motive: An internal drive that directs a person's behavior toward a specific goal, such as the drive to excel in procurement tasks.
2. Personal Traits: Personality traits such as confidence, perseverance, or tolerance to stress.
3. Self-Concept: Attitudes, values, and self-image that influence how a person acts in the context of work.
4. Knowledge: An understanding of facts, procedures, and concepts, such as an understanding of procurement regulations or e-procurement systems.
5. Skills: Specific technical or interpersonal skills, such as the ability to analyze procurement needs or skills using electronic procurement applications.

This theory shows that the development of ASN competencies in the field of procurement and information systems is not enough only through occasional technical training. It is necessary to take a more systematic approach, based on *the core competencies needed*. For example, civil servants who handle the procurement of goods/services not only need to know

formal procedures, but must have analytical competence to design procurement needs, integrity competencies to avoid irregularities, and technological competence to operate electronic procurement systems effectively. Furthermore, Boyatzis (1982) emphasized the importance of the process of identifying competency gaps, namely measuring the difference between the competencies currently possessed by ASN and the competencies expected based on position standards. With this identification, ASN development programs can be more directed: not only *generic training*, but *tailor-made development programs* that are specific to the needs of local positions and challenges in Southwest Papua. This theory also implies that the evaluation of ASN performance must be based on competence, not just based on administrative output. In the midst of geographical and infrastructure challenges in Southwest Papua, using a competency-based approach is very important, as it prioritizes tangible results in ASN performance, as well as flexibility in adapting new technologies for government procurement and information systems.

Competency Theory from Boyatzis (1982) contributes to explaining the role of individual characteristics such as knowledge, skills, and motivation in determining the work performance of ASN. In this study, it was found that there is a significant competency gap between the actual capabilities of ASN and the needs of positions, especially in the field of procurement of goods/services and information system management. Therefore, it is not enough to develop ASN competencies through general training, but it is necessary to have a specific and measurable approach based on the identification of competency needs.

Thus, the interconnectedness between these four theories directly strengthens the conceptual framework of the research. The title of the research that focuses on the implementation of ASN competency development policies in the field of procurement and information systems can be explained in full through this theoretical approach. NPM emphasizes the goal of bureaucratic reform; the theory of public administration explains the context of government and institutional structure; policy implementation theory unravels the dynamics of policy implementation; and competency theory explores the micro aspects of individual ASN as policy implementers. The four complement each other in explaining the complexity of the problem and formulating the right solutions in developing the capacity of local bureaucracy, especially in disadvantaged areas such as Southwest Papua.



Source: data in the research (2005)

**Figure 3.** Conceptual Framework

### 3. METHODS

This study uses a qualitative descriptive approach that starts from the identification of problems based on empirical and regulatory gaps in the implementation of ASN competency policies in Southwest Papua. The next stage is a literature study to develop a relevant theoretical framework aimed at gaining an in-depth understanding of the implementation of ASN competency development policies in the field of procurement and information systems in Southwest Papua Province (Sari et al., 2022)

The research location was carried out within the Southwest Papua Province government, especially in work units related to the procurement of goods/services and information system management, including: the Goods and Services Procurement Bureau, the Communication and Information Service, the Regional Civil Service Agency, and several other relevant regional apparatus work units (SKPD).

The collected data was analyzed using thematic *analysis techniques* with the following steps: transcription, coding, categorization, theme identification, and interpretation withdrawal (Suprpto et al., 2024) The research findings are then critically interpreted and linked to theories and local contexts. Furthermore, evidence-based policy recommendations were prepared to improve the implementation of ASN competency development policies. In the final stage, source triangulation techniques and methods are used to ensure the validity and reliability of the data. In this case, the data from the existing ones is compared with the results of observation and documentation and data validation is carried out with confirmation to various sources to ensure the consistency of information (Mulyana et al., 2024)

#### **4. FINDING AND DISCUSSION**

The implementation of the competency development policy of the State Civil Apparatus (ASN) in the field of procurement of goods/services and information systems in Southwest Papua Province still faces various structural and cultural challenges. In the field of procurement, it is known that most ASN does not have an adequate understanding of applicable regulations such as Presidential Regulation Number 12 of 2021. This results in procedural violations, low budget efficiency, and weak integrity in the procurement process. Lack of needs analysis and planning skills causes the quality of procurement output to be not optimal. Meanwhile, the mastery of technology in the electronic procurement system (*e-procurement*) is also still very limited, so the implementation of the system is not optimal and has the potential to cause deviations.

The digital transformation of the government in Southwest Papua is constrained by three main factors, namely the uneven internet infrastructure, low digital literacy among civil servants, and the dominant manual bureaucratic culture. Although the internet penetration rate in this province reached 74.43%, the contribution of users to the national scale was only 0.21%, which indicates the low actual use of technology. As a result, many digital government applications such as SPSE and SIPKD have not been used effectively. This obstacle is due to the limitation of human resources who do not understand technology and the resistance of civil servants to the new digital system. In terms of institutions and regulations, policy implementation has not been fully supported by a legal apparatus that is responsive to local conditions. Adaptations of national regulations such as Government Regulation No. 11 of 2017 concerning Civil Servant Management have not yet been fully translated into operational needs in Southwest Papua. As a new province, the bureaucratic institutional structure is also still developing, so that the implementation of policies is often not integrated and does not have

standard operational standards and procedures. The thing that distinguishes it from previous research is that previous research focused more on aspects of affirmative education or training conducted by Puspasari et al. (2024) or the study on special autonomy in the field of basic education by Jekwam et al. (2020). This research makes a new contribution by delving in depth into the technical competencies of civil servants in strategic sectors that greatly determine the quality of governance and public services.

This study found that the implementation of ASN competency development policies in the field of procurement of goods/services and information systems in Southwest Papua Province is still faced with various structural, technical, and cultural obstacles. The main results that stand out include: (1) limited understanding of regulations by civil servants in the field of procurement of goods/services, (2) low ability to analyze needs and program planning, (3) minimal mastery of information technology to support *e-procurement* systems and other digital government applications, and (4) weak information technology infrastructure, especially in rural areas. These challenges hinder efficiency, transparency, and accountability in local governance.

The results of this study are in line with the principles of *New Public Management (NPM)* which emphasizes the importance of efficiency, *output-oriented*, and accountability in the public bureaucracy (Hood, 1991) In the context of Southwest Papua, the unpreparedness of civil servants in using information systems and procurement technology shows that the NPM principle has not been implemented optimally, especially in areas with limited infrastructure and human resource capacity. This is reinforced by the review of Chandra & Walker (2019) that the diffusion of NPMs in developing countries is often non-linear due to complex local contextual factors. This analysis also refers to the *Policy Implementation Theory* of Mazmanian & Sabatier (1983), which states that the success of policy implementation is influenced by three main factors: policy characteristics, external context, and institutional capacity. In this study, all three contribute to the low effectiveness of implementation where national regulations have not been fully adapted to local needs, the challenging geographical and social context of Southwest Papua, and the still-developing institutions. This is strengthened by the findings of Soeprapto (2006) So and Pramono (2020) who stated that regional institutional capacity is a critical factor in the success of regional decentralization and autonomy policies.

In terms of human resource development, the results of this study are in accordance with the competency theory from Boyatzis (1982) which emphasizes that the success of work depends on the suitability between individual competencies and job demands. The gap between

the actual competencies of ASN and ideal competencies in the field of procurement and information systems indicates the need for a more systematic and *competency-based training* approach. A similar thing was also found in a study by Cahyadi et al. (2023) that emphasized the importance of competency mapping before designing human resource development programs in the public sector.

The strategic meaning of this research, especially in the context of bureaucratic digital transformation and strengthening local governance. The limited competence of civil servants in Southwest Papua has direct implications for the slow implementation of the electronic procurement system, budget inefficiencies, and the risk of administrative malpractices. Consequently, the goal of national bureaucratic reform will be difficult to achieve in disadvantaged areas without contextual and sustainable interventions. The contribution of this research to the development of public administration science lies in strengthening the understanding that ASN development policies cannot be standardized nationally, but must be designed based on unique local conditions, including geographical and socio-cultural challenges. Thus, the decentralization approach of human resource development becomes relevant to overcome capacity inequality between regions.

## 5. CONCLUSION

The implementation of the competency development policy of the State Civil Apparatus (ASN) in the field of procurement of goods/services and information systems in Southwest Papua Province still faces significant challenges, both from the structural, technical, and cultural aspects. In the procurement sector, the main obstacles include the limited understanding of civil servants to applicable regulations, weak needs analysis skills, and low mastery of *the e-procurement system*. On the other hand, the government's digital transformation is still hampered by low technological literacy of civil servants, limited internet infrastructure in rural areas, and a strong manual bureaucratic culture. This condition shows that there is a gap between national policy expectations and implementation capacity in the regions, especially in the context of new provinces such as Southwest Papua. These findings reinforce the relevance of *New Public Management*, *Policy Implementation Theory*, and *Competency-Based Human Resource Management* theories, and show that the success of competency development policies is highly dependent on policy adaptation to local realities. Therefore, efforts to strengthen the capacity of ASN need to be designed systematically and based on real position needs, taking into account the geographical, social, and regional infrastructure contexts. This research also confirms that without contextual and sustainable

interventions, digital bureaucratic transformation and improvement of public services will be slow and uneven.

Based on the findings and conclusions that have been described, there are a number of strategic steps that can be taken to improve and strengthen the implementation of ASN competency development policies in the field of procurement and information systems in Southwest Papua Province. These suggestions are prepared to provide practical contributions for policymakers, regional bureaucratic managers, and other stakeholders in formulating adaptive and contextual solutions. The recommendations that can be considered are as follows:

1. Formulation of ASN Development Strategy Based on Local Competencies

Local governments, in collaboration with central agencies such as LAN and BKN, need to develop a more contextual ASN competency development program based on *competency gap analysis*. The training program must be adjusted to the technical needs of the procurement and information systems sector, and be held regularly and measurably.

2. Strengthening Digital Infrastructure and Technology Access

The central and regional governments need to make serious investments in the provision of internet infrastructure in the interior of Southwest Papua. Without adequate infrastructure support, government digitalization and electronic-based procurement systems will not be optimal.

3. Reformulation of Implementing Regulations in New Regions

National regulations such as Government Regulation No. 11 of 2017 concerning ASN Management need to be adapted in the form of governor's regulations or specific regional SOPs, so that their implementation is in accordance with the conditions of Southwest Papua which is still in the stage of institutional formation.

4. Structured ASN Assistance and Development

Field mentoring programs are needed by mentors or experts from more advanced centers or regions, to provide direct guidance to ASN related to procurement and information systems, especially in work units that are still weak in terms of human resources

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