

## **Optimizing the Role of BBPKA-PDN III in Regional Development Planning: Toward an Adaptive and Innovative Bureaucracy**

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### **ABSTRACT**

#### **KEYWORDS**

public policy, BBPKA-PDN III, ASN, quick scan, development planning

This policy study analyzes efforts to strengthen the role of the Center for Competency Development of Domestic Government Apparatus III (BBPKA-PDN III) in supporting regional development planning through the integration of the needs of the competency development of state civil servants (ASN). The main problem is the low synergy between BBPKA-PDN III and the district/city Regional Civil Service Agency (BKD), so that the needs of ASN training have not been integrated with regional development priorities. The method used is a policy analysis by comparing several alternatives, including: (1) Regulation of the Head of BBPKA-PDN III concerning the Quick Scan mechanism for ASN training needs, (2) Circular Letter of the Governor of Yogyakarta, (3) Regent/Mayor Regulation, and (4) Memorandum of Understanding BBPKA-PDN III-BKD. Alternatives were assessed based on six criteria by Dunn (1999): effectiveness, efficiency, adequacy, similarity, responsiveness, and feasibility. The results showed that Alternative 1 obtained the highest score because it was faster to implement, realistic, and directly targeted the root of the problem. The main recommendation is the issuance of the Regulation of the Head of BBPKA-PDN III concerning the Mechanism of Quick Scan of Regional ASN Training Needs in collaboration with BKD. The implementation of this policy is expected to increase the accountability, relevance, and integration of ASN competency development with regional development planning

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### **INTRODUCTION**

Regional development planning has a very strategic role in realizing national development goals (Kalogiannidis et al., 2022; Mishra et al., 2024; Okitasari & Katramiz, 2022; Putra et al., 2024; Sorokina & Chaynikova, 2022). The regions are the spearhead of government administration, so the quality of development planning at the regional level will greatly determine the success of national development as a whole. However, in practice, regional development planning still faces various serious challenges.

One of the main issues is development planning which is often not optimal in responding to modern bureaucratic challenges (Kettl, 2022; Monteiro & Adler, 2022; Turner et al., 2022). Bureaucracies in many regions tend to be rigid, slow to respond to change, less adaptive to global dynamics, and lack of innovation. This condition hinders the effectiveness of the bureaucracy in providing quality public services and in supporting an inclusive and sustainable development agenda.

Changes in the strategic environment, both in a global and national context, increasingly demand the bureaucracy to move quickly and adapt (Mergel et al., 2019; Hurrell, 2024). For

example, the development of digital technology, increasing public demands on public services, and global geopolitical and economic dynamics, all demand a responsive and innovative bureaucracy (Mutiarin et al., 2024; Rizk & Lindgren, 2025; Hurrell, 2024). On the other hand, decentralization provides a wide space for regions to formulate development planning independently, but it often causes wide variations in the quality of planning between regions (Farida et al., 2021; Shoesmith et al., 2020; Hidayat et al., 2025).

In this context, the role of the State Civil Apparatus (ASN) is very important. ASN is the main actor who ensures that development planning can run well. However, the capacity of ASN in the regions has not been fully able to answer the needs of adaptive development. LAN RI research (2022) confirms that many civil servants still have weaknesses in developing evidence-based planning. This causes regional policies to often only be administrative, not data-based, needs analysis, and development outcome orientation.

In addition, the role of the Center for the Development of Competency of Domestic Government Apparatus (BBPKA-PDN) at the regional level, including BBPKA-PDN III Yogyakarta, is still not fully synergistic with local governments. BBPKA-PDN tends to focus more on the implementation of technical training without being integrated in the strategic regional development planning process. Bappenas (2023) noted the low coordination and synergy between ASN capacity building institutions and regional planning documents (RPJMD/RKPD). As a result, the results of ASN competency development do not always support the development achievements that have been set.

Several studies have examined various aspects related to bureaucratic reform, ASN competency development, and regional development planning. Research by Dwiyanto (2020) analyzed bureaucratic reform in Indonesia and emphasized the need for an innovative and adaptive bureaucracy to face modern challenges. LAN RI research (2022) confirmed that many civil servants still have weaknesses in developing evidence-based planning (Karningsih & Wibowo, 2024). Bappenas (2023) noted the low coordination and synergy between ASN capacity building institutions and regional planning documents (Djamil & Sunarya, 2024). BKN (2023) highlighted the importance of digitalization in increasing effectiveness and efficiency in planning and capacity building of civil servants (Giest & Klievink, 2024). The Ministry of PANRB (2024) emphasized the need for a national strategy for strengthening ASN capacity through digital transformation (Giest & Klievink, 2024). Yogyakarta Bappeda (2023) evaluated the RPJMD implementation and identified gaps in ASN competency alignment with regional development priorities (Karningsih & Wibowo, 2024; Djamil & Sunarya, 2024). From an international perspective, research by Howlett & Ramesh (2003) emphasized that regulatory instruments of an operational nature are often the key to the success of bureaucratic reform at the subnational level. Dessler (2020) highlighted the importance of training needs assessment in public sector human resource management (Nunes et al., 2025; Cotes & Ugarte, 2021). Edwards (1991) developed the Person-Job Fit Theory which argues that optimal performance is achieved when there is a fit between individual characteristics and job demands (Van Veelen & Otten, 2024). Armstrong (2006) emphasized that training planning should be based on a comprehensive Training Needs Analysis (TNA) (Cotes & Ugarte, 2021). Davies (2004) introduced the Evidence-Based Policy Making (EBPM) approach which emphasizes that public decisions must be formulated based on systematic evidence (Nduku et al., 2024).

Although various studies have examined bureaucratic reform and ASN competency development, there are still several research gaps. *First*, most existing research focuses on national-level bureaucratic reform policies without examining the specific challenges of coordination between central and regional training institutions. *Second*, previous studies have not specifically analyzed the lack of operational mechanisms that bridge the needs of ASN competency development with the regional development planning cycle, especially at the level of BBPKA-PDN. *Third*, research on the integration of ASN training needs analysis into regional development planning documents (RPJMD/RKPD) remains limited. The novelty of this research lies in three aspects. *First*, this study offers a concrete operational solution in the form of a Quick Scan mechanism for ASN training needs that can be implemented immediately by BBPKA-PDN III. *Second*, this research integrates the concept of evidence-based policy with person-job fit theory in the context of regional ASN competency development. *Third*, this study positions BBPKA-PDN III not only as a training provider but as a strategic partner in regional development planning.

The next challenge is the lack of optimal use of digital technology. In fact, digitalization is the key to increasing effectiveness and efficiency in planning and capacity building of civil servants. The Ministry of PANRB (2024) said that there are still many regions that do not have digital instruments that can be used to map, analyze, and integrate ASN training needs with development planning documents. From this description, it can be understood that regional development planning has not fully answered the needs of modern bureaucracy. ASN is not yet fully adaptive and innovative, synergy between institutions is still weak, and digital technology has not been utilized optimally. This condition raises problems that need to be studied more deeply.

Based on the background and research gaps identified, this study aims to analyze efforts to strengthen the role of BBPKA-PDN III in supporting regional development planning through the integration of ASN competency development needs, as well as to formulate appropriate policy alternatives to address the low synergy between BBPKA-PDN III and district/city BKDs. This research is expected to provide both theoretical and practical benefits. Theoretically, this research contributes to the development of public policy literature, particularly in the field of ASN human resource management and bureaucratic reform, by offering a framework that integrates evidence-based policy, person-job fit theory, and regional development planning. Practically, this research provides strategic recommendations for BBPKA-PDN III, local governments (BKD), and policymakers at the central level regarding the importance of the Quick Scan mechanism as an instrument to map ASN training needs that are integrated with regional development priorities. The results of this study can serve as a reference for designing similar policies in other BBPKA-PDN work areas across Indonesia.

## **METHOD**

The method used was a policy analysis by comparing several alternatives. This research uses primary and secondary data. Primary data was obtained through in-depth interviews with key informants from BBPKA-PDN III, BKD districts/cities, and Bappeda. Secondary data were obtained from laws and regulations, BBPKA-PDN III performance reports, RPJMD/RKPD documents, and related literature. Data collection was carried out through documentation studies, semi-structured interviews, and limited observations. Data analysis

uses a comparative policy analysis approach with the evaluation framework of Dunn (1999). Four policy alternatives were compared: (1) Regulation of the Head of BBPKA-PDN III on Quick Scan, (2) Governor's Circular, (3) Regent/Mayor Regulation, and (4) MoU BBPKA-PDN III-BKD. The four alternatives were assessed based on six criteria: effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. Each alternative is scored based on its strengths and weaknesses, and then the alternative with the highest score is recommended. The analysis is carried out through three stages: data reduction, presentation of data in the form of a comparison matrix, and drawing conclusions.

## **RESULT AND DISCUSSION**

The previous chapter has identified the main problem that is the focus of this study, namely the low synergy between the Centre for the Development of Competency of Domestic Government Apparatus (BBPKA-PDN) and local governments in integrating development programs. This problem is rooted in weak institutional coordination, the lack of integration of competency-based planning, and the lack of regulatory and monitoring instruments. This chapter will conduct a more in-depth analysis and discussion using the support of theories, concepts, laws and regulations, and explore various alternative solutions that can be implemented to overcome these problems.

### **Theory and Concept Support**

To comprehensively dissect the problem, a solid theoretical and conceptual foundation is needed. This frame of mind not only helps in understanding the dimensions of the problem, but also becomes the foundation in formulating effective and sustainable solutions.

#### **1. Person-Job Fit Theory**

Competency Fit Theory, or better known as Person-Job Fit Theory, is one of the pillars in human resource management that was first developed by industrial and organizational psychologists. This theory argues that an individual's optimal performance and job satisfaction will be achieved when there is a fit between individual characteristics and job demands (Edwards, 1991). Individual characteristics include knowledge, skills, and abilities collectively referred to as competencies. Meanwhile, job demands refer to the duties, responsibilities, and challenges inherent in a position or position.

In the context of bureaucracy and regional development, this theory has a very high relevance. Local governments have strategic objectives contained in the RPJMD and RKPD documents. To achieve this goal, each Regional Apparatus Organization (OPD) has a series of programs and activities that must be implemented. Each of these programs requires specific competencies from the civil servants who run them. For example, the priority program "Improving Digital-Based Creative Economy" requires civil servants in related agencies to have competencies in digital marketing, creative project management, market data analysis, and digital economy regulation.

The problem of low synergy between BBPKA-PDN and local governments directly creates a condition of misfit person-job. BBPKA-PDN, which runs on its own curriculum, may only provide general technical training such as "Report Preparation Techniques" or "Office Administration". Although this training is important, it does not specifically answer the competency needs for the digital creative economy program. As a result, the civil servants assigned to the program do not have sufficient provisions, so that the implementation of the

program is slow, not innovative, and the results are not optimal. The bureaucracy becomes non-adaptive because its "machine" (ASN) does not have the right "parts" (competencies) to face new challenging terrain. Therefore, aligning the competency development program designed by BBPKA-PDN with the analysis of position needs in each OPD is a real implementation of the Person-Job Fit theory to create a high-performance bureaucracy.

## 2. Human Resource Management (HRM)

Human Resource Management (HRM) has evolved from just a personnel administrative function to a strategic function that is integrated with organizational goals. The concept of modern HRM views humans not as costs, but as the most valuable asset or capital (human capital). One of the main functions of strategic HRM is to ensure that the organization has human resources of the right quality and quantity, at the right time, to achieve its strategic goals (Armstrong, 2006).

Employee capacity building, through training and education, is a vital component in the HRM cycle. However, in a strategic HRM perspective, training should not be done randomly or reactively. Training planning should be based on a comprehensive Training Needs Analysis (TNA), which identifies the gap between the competencies that employees have today and the competencies that the organization needs for the future.

The application of this principle in the context of the problem at hand is very clear. The low synergy shows that the HRM function in the public sector has not been strategically run. BBPKA-PDN and local governments (BKD/BPSDM Region) seem to operate as two separate entities, when they should be part of one integrated HRM system. Program planning at BBPKA-PDN that is not based on TNA from local governments is a practice that is contrary to the basic principles of HRM. This causes the training program to be merely the fulfillment of administrative obligations (for example, meeting the target of 20 Lesson Hours per year) without a measurable strategic impact on the achievement of regional development goals. By integrating BBPKA-PDN as a strategic partner in the local government's HRM cycle, the ASN development process can be directed to directly support the vision and mission of regional heads as stated in the RPJMD.

## 3. Evidence-Based Policy Approach

The Evidence-Based Policy Making (EBPM) approach is a paradigm in public administration that emphasizes that public decisions and policies must be formulated based on systematic and rigorous evidence (data, facts, research results), not based on intuition, assumptions, ideology, or political pressure alone (Davies, 2004). The main objective of EBPM is to increase the effectiveness of policies and ensure that interventions undertaken by the government actually address the root of the problem and deliver the expected results.

In the context of planning for ASN competency development, this approach is very crucial. The decision to organize a training program is a form of public policy at the micro level. Without strong evidence of real needs in the field, this policy risks failure, namely producing graduates whose competencies are not used (budget waste) or do not provide training that is actually needed (loss of momentum).

The problem of low synergy between BBPKA-PDN and the local government reflects the weak implementation of EBPM. Training planning at BBPKA-PDN tends to be based on assumptions ("ASN definitely needs training A") or tradition-based ("we usually hold training program B every year"). On the other hand, local governments often send training participants

not based on needs analysis, but based on the availability of employees or other non-competency factors. Instruments such as Quick Scan for training needs are a practical effort to apply the principles of EBPM. This Quick Scan serves to produce baseline evidence fast and structured initial evidence regarding competency gaps in OPDs. This scanned data is "evidence" for BBPKA-PDN and BKD to jointly design a relevant, targeted, and accountable human resource development program.

#### 4. The Concept of Good Governance

Good Governance is the concept of solid and responsible governance, which is in line with the principles of democracy and efficient markets. The World Bank defines Good Governance through several main principles, including participation, accountability, effectiveness and efficiency, and transparency. These principles are very relevant in efforts to improve synergy between BBPKA-PDN III and local governments.

**Participation:** The main problem that occurs is the lack of participation of local governments (as users) in the program planning process at BBPKA-PDN III (as a provider). Solutions involving district/city BKD in the Quick Scan process for training needs are a tangible manifestation of the implementation of the principle of participation. This engagement ensures that the program is designed to truly reflect needs from the bottom up. **Accountability:** With clear data on training needs, BBPKA-PDN III can be more accountable in designing its programs. The budget used for training is accountable because it is based on real needs that have been identified together, not a program that is unilaterally designed.

**Effectiveness and Efficiency:** Good synergy will increase the effectiveness of the training program, because its graduates have competencies that can be directly applied to support development programs. It also increases efficiency, as resources (budget, time, teaching staff) are not wasted on organizing less relevant training. Thus, building a synergy mechanism between BBPKA-PDN III and local governments is not just a technical-administrative issue, but a strategic step to realize better governance for the development of human resources and in line with the principles of good governance.

#### 5. Synchronization Theory of Regional Development Planning

Development planning in Indonesia is regulated in a hierarchical and integrated system, as mandated by Law Number 25 of 2004 concerning the National Development Planning System (SPPN). This system requires alignment, integration, and synchronization between planning documents at the central level (RPJPN, RPJMN), province (RPJPD, Provincial RPJMD), and district/city (RPJPD, Regency/City RPJMD). The goal is for all development efforts at various levels of government to move in the same direction to achieve national goals.

This synchronization theory can be extended not only to vertical (central-regional) and horizontal (inter-sector) synchronization, but also to synchronization between development program planning and the planning of supporting resources, including human resources. An ambitious RPJMD will mean nothing if it is not supported by a harmonized ASN competency development plan.

The low synergy between BBPKA-PDN III and local governments is a tangible form of "synchronization" in the planning system. On the one hand, Bappeda prepares RPJMD/RKPD with specific development targets. On the other hand, BBPKA-PDN III prepares its own training program plans, often without in-depth reference to the regional planning documents. There are two parallel planning processes that do not meet each other. As a result, regional

development efforts are not optimally supported by the capacity development of the apparatus. The solution that integrates the analysis of training needs into the process of preparing the RPJMD/RKPD is a concrete effort to "synchronize" these two planning processes, ensuring that HR planning becomes an integral part of the development planning itself.

### Regulatory and Policy Support

Efforts to solve the problem of low synergy do not start from a vacuum. There is a strong legal and policy foundation that can be an umbrella, encouragement, and justification for intervention.

**Table 1. Analysis of Regulatory and Policy Support for the BBPKA-PDN III-Pemlocal Government Synergy**

No.	Regulations/ Policies	Key Mandate	Implications for the BBPKA-PDN III-Pemlocal Government Synergy
1	Law No. 23 of 2014 concerning Regional Government	Article 18 and Appendix: Division of concurrent government affairs, where Education and Training (Diklat) is a mandatory affair related to increasing the capacity of the apparatus in the regions.	Providing legitimacy for local governments to proactively demand training programs that are in accordance with the specific needs of their regions, and for BBPKA-PDN III to facilitate these needs.
2	Law No. 5 of 2014 concerning the State Civil Apparatus	Articles 21 and 70: ASN competency development is carried out through a merit system based on qualifications, competencies, and performance. Each agency is required to prepare a competency development plan.	It is the main legal basis that competency development is not a right alone, but an obligation that must be planned. Synergy is needed so that the "plan" is truly need-based to improve performance.
3	Government Regulation No. 11/2017 jo. Government Regulation No. 17/2020 concerning ASN Management	Article 203: Every ASN has the right and opportunity to develop competencies of at least 20 Lesson Hours (JP) per year.	The 20 JP policy is a strategic "entrance". The synergy of BBPKA-PDN III-Local Government will ensure that the fulfillment of the 20 JPs is of quality and impact, not just aborting administrative obligations.
4	Presidential Decree No. 18 of 2020 concerning the 2020–2024 RPJMN	Development Agenda 1: Strengthening Economic Resilience. As well as the Bureaucratic Reform Agenda: Increasing the capacity of human resources of the apparatus and the implementation of digital government.	This national mandate requires BBPKA-PDN III and local governments to collaborate in producing ASN that are able to support priority agendas, such as the digital economy, investment, and innovative governance.
5	Permendagri No. 42 of 2017 concerning the Management of BBPKA-PDN III	Regulating the duties and functions of BBPKA-PDN III under the Ministry of Home Affairs, including facilitating the development of ASN competencies in local governments.	Giving a direct mandate to BBPKA-PDN III to proactively establish relationships and serve the needs of local governments in their work areas. BBPKA-PDN III can no longer passively wait.
6	Ministry of Home Affairs No. 000.2.4–1294 of 2024	It is the latest technical and operational guideline for BBPKA-PDN III in designing and implementing ASN capacity development programs.	This policy can be a vehicle to institute new synergy mechanisms, such as Quick Scan, as it provides more flexible and adaptive up-to-date direction.

7	National Bureaucratic Reform Policy (KemenPANRB)	Focus on creating a dynamic, agile, and collaborative bureaucracy. Emphasizing the importance of talent management to fill key positions.	The synergy of BBPKA-PDN III-Pemlocal Government is the implementation of the spirit of collaboration. Without this synergy, it is impossible to create an agile bureaucracy because the development of competencies is not in line with the demands of change.
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Source: Author's analysis based on relevant laws, regulations, and policies, 2026

The analysis of the table above shows that juridically and politically, there are no obstacles to building synergy between BBPKA-PDN III and local governments. Quite the opposite, all existing regulatory frameworks encourage and require such integration. The problem lies more in the implementation level, namely the absence of an operational mechanism or "bridge" that connects the two parties systematically. Thus, the solutions offered should focus on the creation of such missing mechanisms and instruments.

Several alternative solutions have been proposed to address the issue of aligning BBPKA-PDN III with local governments, each offering different advantages, challenges, and feasibility levels. The first alternative suggests creating an internal regulation by BBPKA-PDN III to standardize the Quick Scan Mechanism for regional ASN training needs. This solution offers quick implementation and standardization but depends on the participation of district/city BKDs and lacks legal enforceability. The second alternative proposes a Circular Letter (SE) from the Governor of Yogyakarta, directing Regency/City BKDs to map training needs and report them to BBPKA-PDN III. While this solution carries political legitimacy and encourages coordination, its scope is limited to one province, and its impact is weakened by the non-binding nature of Circular Letters. The third alternative is a bottom-up approach where local governments issue a regulation (Perbup/Perwali) requiring each OPD to integrate ASN training needs analysis into regional development plans. This ensures systemic integration and sustainability but is slow to implement and requires political commitment. Finally, the fourth alternative is a Memorandum of Understanding (MoU) between BBPKA-PDN III and local BKDs, based on a formal partnership. It offers flexibility and clear commitment but may not be applicable to all regions, lacks legal sanctions, and requires lengthy negotiations. Based on a comparative analysis, it is concluded that Alternative 1, the Regulation of the Head of BBPKA-PDN III, is the most strategic and realistic option for a breakthrough step in addressing the gap.

### **Rationality of Policy Selection**

Chapter II has confirmed that the main problem in the context of regional development planning in the BBPKA-PDN III work area does not lie in the absence of national and regional regulations, but in the lack of operational mechanisms that are able to bridge the needs of ASN competency development with the regional development planning cycle in a systematic and sustainable manner. This condition causes ASN capacity development to run partially, is not based on the real needs of local governments, and has not contributed optimally to the achievement of regional development targets.

In this context, BBPKA-PDN III has a strategic position as a node for the development of ASN competencies across regions. However, this role has not been fully actualized due to the weak data-based coordination instrument between BBPKA-PDN III and the district/city Regional Civil Service Agency (BKD). As a result, the training programs designed tend to be supply-driven, not demand-driven, and less integrated with regional development priorities.

Therefore, the policy needed is not just to strengthen normative commitments, but an operational regulatory instrument that is able to clearly regulate who does what, when, with what procedures, and produces outputs that can be used as a basis for decision-making. Based on these considerations, the policy considered and analyzed in this chapter is the issuance of the Regulation of the Head of BBPKA-PDN III concerning the Quick Scan Mechanism for Regional ASN Training Needs in routine collaboration with district/city BKD.

### **Description of Analyzed Policies**

The policy of issuing the Regulation of the Head of BBPKA-PDN III concerning the Quick Scan Mechanism for Regional ASN Training Needs is designed as an instrument for technical-operational arrangements to ensure the availability of structured, measurable, and evidence-based data on ASN competency needs. Quick Scan in this context is interpreted as a rapid assessment method that is carried out periodically to identify competency gaps in regional civil servants based on development priorities, regional apparatus functional tasks, and actual policy challenges.

Through this policy, BBPKA-PDN III plays the role of compiling instruments, managing data, and presenting analysis results, while district/city BKD plays the role of providing data on ASN training needs in their respective regions. The results of the Quick Scan are then compiled in the form of an annual report which is the basis for the preparation of the BBPKA-PDN III training program as well as a strategic reference for local governments.

From a public policy perspective, this instrument is in line with the principles of evidence-based policy and training needs assessment in public sector human resource management (Dessler, 2020). In addition, this policy is consistent with the mandate of Law Number 5 of 2014 concerning ASN and Government Regulation Number 11 of 2017 concerning Civil Servant Management which requires the development of ASN competencies in a sustainable manner and relevant to the needs of the organization.

### **Policy Assessment Methods**

To ensure that the policies analyzed have substantive and implementable feasibility, an assessment is carried out using an applied policy analysis approach. Although the framework of William N. Dunn (1999) offers six policy evaluation criteria, in the context of this study these criteria are simplified and adjusted into five main dimensions relevant to the capacity of BBPKA-PDN III and local governments, namely relevance, authority and legality, effectiveness of implementation, cost and time efficiency, and long-term impact.

Each criterion was assessed using a scale of 1–10, then multiplied by the weight of importance to obtain a weighted score. This approach aims to provide an academic as well as a technocratic justification for the feasibility of the analyzed policy.

**Table 2. Policy Assessment of the Issuance Policy of the Head of BBPKA-PDN III on Quick Scan**

Assessment Criteria	Weight	Score	Weighted Score
Relevance to key issues	30%	9	2,7
Authority and legality	15%	9	1,35
Implementation effectiveness	25%	8	2
Cost and time efficiency	20%	9	1,8
Long-term impact	10%	7	0,7
<b>Total Score</b>	<b>100%</b>		<b>8,55</b>

Source: Author's analysis based on Dunn's (1999) policy evaluation framework, 2026

### Policy Narrative Analysis

The results of the assessment showed that the policy of issuing the Head Regulation of BBPKA-PDN III on the Quick Scan Mechanism obtained a total score of 8.55, which reflects a very high level of feasibility. The highest score was obtained in the aspects of relevance and efficiency, which confirms that this policy directly addresses the root of the problem of low synergy between BBPKA-PDN III and BKD and can be implemented without the need for significant additional resources.

In terms of authority, BBPKA-PDN III has institutional legitimacy to issue internal regulations that are technical-operational. This makes this policy more feasible than policies that require a political process at the provincial or district/city level. In addition, the effectiveness of the implementation is highly valued because the Quick Scan mechanism is designed to be simple, based on basic information technology, and can be integrated into the BKD work routine.

Although the long-term impact is not as strong as the policy of regional legislation, this policy has the potential to institutionalize if implemented consistently and become a reference with BBPKA-PDN III and local governments. From the perspective of incremental policy change, this policy can serve as a stepping stone towards the integration of ASN competency planning with regional development documents in the future.

### Academic Arguments and Their Relevance to the Title of the Policy Paper

Conceptually, this policy strengthens the role of BBPKA-PDN III as a strategic actor in regional development planning based on ASN competencies. By presenting the Quick Scan mechanism, BBPKA-PDN III no longer functions just as a training organizer, but as a supporting institution for adaptive and innovative development planning, as mandated in the title of this policy paper.

In the public policy literature, regulatory instruments of an operational nature are often the key to the success of bureaucratic reform at the subnational level (Howlett & Ramesh, 2003). This policy reflects this approach by prioritizing mechanism clarity, stakeholder accountability, and process sustainability. Thus, the policies analyzed are not only practically relevant, but also have a strong theoretical foundation.

## Analyzed Policy Affirmations

Based on the overall analysis in Chapter III, it can be affirmed that the policies that are the focus and analyzed in depth in this policy paper are:

The issuance of the Regulation of the Head of BBPKA-PDN III concerning the Quick Scan Mechanism for Regional ASN Training Needs routinely collaborates with district/city BKD.

This affirmation ensures coherence between Chapter III and Chapter IV, while affirming that the proposed policy recommendations are a single, realistic, and relevant policy to be implemented at the regional and district/city levels.

## CONCLUSION

Based on the results of the problem analysis and alternative solutions that have been carried out, it can be concluded that the main problem in the development of regional ASN competencies in the BBPKA-PDN III work area is the lack of a standard mechanism that is able to bridge the real needs in the field with the training programs that are held. This condition has implications for the weak integration between regional development planning and the preparation of apparatus human resource development programs. So far, BBPKA-PDN III has prepared more training agendas based on internal institutional priorities and sectoral regulations, while district/city BKDs tend to submit proposals for competency needs in a partial and non-standardized manner. This phenomenon has an impact on the creation of a gap between the competencies of ASN and the demands of the bureaucracy that is increasingly adaptive and innovative. Thus, a policy that is regulative, simple, and can be implemented immediately is needed to address this gap. Of the various alternatives that have been analyzed, the most appropriate and highly effective policy is the issuance of the Regulation of the Head of BBPKA-PDN III concerning the mechanism of Quick Scan for regional civil servant training needs on a regular basis by involving district/city BKD.

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