International Journal of Business and Quality Research

https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Strategies In The Procurement Of Sustainable Goods And Services In Green Infrastructure Development In North Gorontalo Regency

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Abstract

Sustainable procurement of goods and services is increasingly relevant in relation to green infrastructure development. The 2025-2029 National Medium-Term Development Plan emphasizes green and blue architecture development as a step towards Net Zero Emission by 2060. The Regional Medium-Term Development Plan in North Gorontalo Regency has only recently been approved and has not yet been properly integrated. Therefore, an analysis is needed to examine internal and external factors as a form of determining strategies in sustainable procurement of goods and services in North Gorontalo Regency. This study uses a mixed method, combining qualitative and quantitative approaches. The analysis tool used is SWOT to identify internal and external factors and determine the most effective strategy to use in sustainable procurement of goods and services. The findings of this study are coordinates (0.28: 0.07) located in quadrant one, meaning that the most suitable strategy to use is a progressive strategy, namely by utilizing the strengths of sustainable goods and services procurement policies and existing opportunities. There are two strategies that can be implemented, namely: 1) Utilizing the strengths of regulations and the e-procurement system to accelerate the implementation of sustainable procurement. 2) Integrating the commitment of the North Gorontalo Regency Government with opportunities for national and international program support to strengthen the market for local environmentally friendly products.

Key words: Goods and Services Procurement, Sustainability, Strategy, SWOT

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International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

BACKGROUND

In supporting the achievement of SDGs, various international standards have been developed as guidelines, one of which is ISO 14001:2015 on environmental management systems (Purwanto et al., 2021) . The implementation of ISO 14001 encourages the integration of sustainability into the procurement process so that infrastructure projects are not only technically and economically efficient but also environmentally friendly (S. M. I. Nasution, 2025).

The transformation of government goods and services procurement policy towards sustainable procurement is becoming increasingly relevant, especially in the context of green infrastructure development (Suastini et al., 2025) . This is in line with the mandate of Presidential Regulation No. 16 of 2018 concerning Government Goods/Services Procurement and its amendments. The principles of efficiency, transparency, accountability, and innovation need to be integrated with ecological and social approaches in the procurement process, especially for large-scale infrastructure projects at the regional level (Nurhikmahyanti, 2024; D. B. Setiawan et al., 2024)

Specifically, the 2025–2029 RPJMN through the Asta Cita national development emphasizes the importance of green and blue architecture development as a step towards Net Zero Emission by 2060. In this context, goods and services procurement policies must be able to accommodate the principles of green development and provide space for the participation of environmentally friendly local businesses. (

Although the direction of national policy is quite clear, implementation at the regional level, including in North Gorontalo Regency, still faces various challenges. One of them is the lack of a sustainable procurement strategy that is applicable and contextual to local conditions. North Gorontalo Regency has a Medium-Term Development Plan for 2025-2029 through 5 goals that regulate the importance of protecting the environment, strengthening social life, and preserving regional culture. However, because the RPJMD has only recently been ratified, these regulations have not been fully integrated into the goods and services procurement system.

Barriers such as a lack of technical understanding, limited human resource capacity, and the absence of operational technical guidelines have prevented sustainable procurement policies from being fully implemented (Desni, 2024) . This issue highlights a gap between national policies and their implementation at the local level, which, if not addressed, could hinder national sustainable development targets (Suhardi & Panjaitan, 2025) .

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E-ISSN: 2985-9468

Therefore, this research is important to identify internal and external factors in the procurement of goods and services, which will then be used to develop sustainable strategies that can be effectively implemented in North Gorontalo Regency.

RESEARCH METHOD

This research was conducted in Gorontalo Regency. The research period was from June to December 2025. This research used a mixed method, which, according to Nasution et al.(2024) , the use of two approaches simultaneously can provide a more comprehensive understanding of the phenomenon being studied. The research data sources came from interviews and questionnaires distributed to respondents as primary data, while secondary data was obtained from literature studies and previous studies relevant to the research topic. The categories of respondents involved in this study included various stakeholders from the government, private sector, academia, and affected communities, totaling 19 respondents. This study used two analyses, namely SWOT analysis, which according to (Mahfud, 2019; Mukhlasin & Pasaribu, 2020) is used to identify internal and external factors and to develop strategies used in the procurement of goods and services.

RESULTS AND DISCUSSION

1. Identification of Strengths, Weaknesses, Opportunities, and Threats

a. Strength

a.1 Government procurement of goods and services in Gorontalo Regency has been in accordance with and refers to Presidential Regulation No. 16 of 2018 and its derivative regulations.

The Gorontalo Regency Government has fully complied with the applicable national laws. This is evidenced by consistent compliance with Presidential Regulation No. 16 of 2018 concerning Government Procurement of Goods and Services. All procurement activities, from the planning stage to the handover of work results, are ensured to not deviate from normative provisions in order to maintain good and accountable governance.

a.2 Procurement of Goods and Services (PBJ) Regulations Aligned with the North Gorontalo Regency Medium-Term Development Plan (RPJMN) 2025-2029 and the Regional Medium-Term Development Plan (RPJMD) 2025–2029

The implementation of Goods and Services Procurement (PBJ) in North Gorontalo Regency is now in line with strategic planning documents, both at the regional and national levels. The PBJ regulations that are implemented are no longer viewed as mere administrative procedures, but as vital instruments for achieving the development targets

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outlined in the 2025-2029 North Gorontalo Regency RPJMD. By adopting the principles of sustainable procurement emphasized in the RPJMN, the regional government is participating in supporting the agenda of strengthening economic resilience and regional development at the national level. This alignment ensures that the alignment of capital and service expenditures ( ) in the region can drive domestic economic growth through increased use of domestic products (P3DN).

a.3 Local Government Has a Strong Commitment to Implementing Sustainable Procurement Principles

The North Gorontalo Regency Government has demonstrated a strong commitment to sustainable procurement by integrating these principles into the regional vision and mission. This commitment is not merely a formal statement, but is explicitly stated in the 5th Mission of regional development, which focuses on environmental quality and social welfare. By placing sustainability as the foundation of policy, every process of procurement of goods and services is directed to provide long-term benefits for the ecosystem and local communities.

a.4 E-Procurement System Implemented and Running Effectively in Supporting Procurement Transparency

The implementation of the *e-procurement* system in North Gorontalo Regency marks a new era in regional expenditure management based on information technology. By switching from conventional methods to an electronic system, the regional government has modernized the entire procurement workflow, from the announcement of general plans to the supplier selection process.

a.5 Goods/Services Procurement Regulations and the e-Procurement System Support the Integration of Sustainability Aspects

The current Goods/Services Procurement Regulations (PBJ) provide broad legal scope for integrating sustainability aspects into every stage of government spending. This legal framework ensures that the selection of environmentally friendly products and socially compliant suppliers has a strong operational foundation and is administratively valid.

b. Weakness

b.1 The evaluation mechanism for sustainable procurement has not been implemented properly.

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E-ISSN: 2985-9468

Although sustainable procurement regulations have been formally established, the evaluation mechanism in the field often does not function optimally. Currently, the assessment process tends to focus on conventional administrative and technical aspects, such as document completeness and lowest price. As a result, sustainability indicators such as long-term environmental impact and product carbon footprint have not become dominant determining variables in the supplier selection decision-making process.

b.2 Procurement Personnel Are Still Limited and Do Not Understand the Concept of Green Public Procurement

The availability of human resources (HR) specifically handling procurement in the regions remains a significant challenge. The limited number of personnel with procurement competency certification results in a heavy workload for a small number of employees. This condition causes procurement implementers to focus on completing routine administrative tasks and achieving budget absorption targets, so that attention to innovative aspects such as green public procurement is often neglected.

b.3 Internal Oversight of Sustainable Procurement Implementation Remains Weak

Internal supervision conducted by the Government Internal Supervisory Agency (APIP) currently tends to focus on administrative compliance and procedural formalities. Procurement audits generally only target document validity, timeliness, and price efficiency, but do not touch on the substance of sustainability.

b.4 Lack of Collaboration Between Government, Academics, and the Private Sector in Strengthening Innovation

In sustainable procurement and green infrastructure Efforts to strengthen green infrastructure in the regions are often hampered by sectoral work patterns that are still closed in nature. To date, there has been no effective collaboration platform between the government as the regulator, academics as research providers, and the private sector as technical implementers.

b.5 Lack of Local Political Support for the Implementation of Green E-Procurement

Although the *e-procurement* system is administratively operational, political support for transforming it into "green" or sustainable procurement is still minimal. The political focus remains on the quantitative development of physical infrastructure without considering sustainability, making it difficult for green procurement policies to gain strategic space in public policy debates.

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b.6 Low Community Participation in Monitoring Green Infrastructure Projects

Low public participation in monitoring green infrastructure projects in the regions is often rooted in a lack of access to transparent technical information. Without adequate understanding of the ecological benefits and standards of sustainable development, it is difficult for the public to provide constructive assessments or criticism of projects underway in their environment.

c. Opportunities

c.1 Regional Policy Documents (Local Regulations, Regent Regulations, SOPs) Have Included the Principles of Sustainable Procurement.

The North Gorontalo Regency Government has laid a solid legal foundation by integrating sustainable procurement principles into regional policy documents, such as Regional Regulations (Perda). This policy not only serves as a legal umbrella, but also as a political vision statement that regional development must prioritize a balance between economic growth and environmental preservation. With the existence of a Perda that contains sustainability clauses, all regional apparatus organizations (OPD) have a constitutional mandate to align their spending plans with green development corridors.

c.2 Basic Regulations (Perda/Perbup) Supporting Sustainable Procurement Practices in North Gorontalo Regency are Available.

The North Gorontalo Regency Government has a strong regulatory foundation as the main basis for implementing sustainable goods/services procurement. The availability of basic regulations, both in the form of Regional Regulations (Perda) and Regent Regulations (Perbup), shows that sustainability is no longer just a discourse, but a binding legal mandate. These regulations serve as a legal umbrella for all Regional Work Units (SKPD) to begin integrating environmental and social criteria into every public spending process.

c.3 National policy support, such as the 2025–2029 National Medium-Term Development Plan (RPJMN) and Presidential Regulation No. 16/2018 along with its amendments and derivative regulations, opens up opportunities to integrate sustainable procurement.

The 2025–2029 National Medium-Term Development Plan (RPJMN) provides clear policy direction for local governments to transform conventional procurement practices towards sustainable procurement. This policy support provides legitimacy for North Gorontalo Regency to align regional spending allocations with national targets, so that every procurement process for goods and services has a tangible contribution to reducing carbon emissions and strengthening the domestic economy.

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c.4 High Interest of Local Businesses in Producing Environmentally Friendly Materials Becomes a New Market Potential

The high interest of local businesses in North Gorontalo Regency in producing environmentally friendly materials marks a positive shift in the regional economic structure. Entrepreneurs are beginning to realize that a focus on sustainability is no longer just a trend, but an urgent market need. Innovations in products such as organic waste-based construction materials, environmentally friendly bricks, and low-carbon building materials demonstrate local creativity that can address environmental sustainability challenges while increasing the added value of regional resources.

c.5 The 2060 Net Zero Emission Standard Drives the Need for Environmental Friendliness

Indonesia's commitment to achieving the *Net Zero Emission* target by 2060 or sooner has become a new compass for the direction of national development. This standard requires a total transformation in various sectors, especially in how the government and the private sector manage energy and resource consumption. The 2060 NZE target creates an obligation for every region, including North Gorontalo Regency, to begin abandoning environmentally destructive development practices and transition to a low-carbon economic model that is more responsible toward the global climate.

c.6 The abundance of donor institutions and international programs presents opportunities in sustainable procurement and green infrastructure

The presence of various donor agencies and international programs opens up significant opportunities for North Gorontalo Regency to access funding sources beyond the regional and national budgets. By leveraging these funding schemes, the local government can accelerate the development of public facilities without overly burdening the regional finances.

d. Threats

d.1 Ineffective Coordination Between Agencies (PUPR, Environment, Bappeda, Inspectorate as APIP, PBJ Division)

The ineffectiveness of coordination stems from sectoral egos that hinder synchronization between Bappeda as the macro planner and technical agencies such as PUPR. Often, development planning documents that include a vision for green infrastructure are not consistently translated into Work Plans and Budgets (RKA) at the local government level. As a result, procurement projects proposed by technical agencies often neglect

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sustainability aspects due to a lack of intensive communication regarding the environmental targets that must be achieved jointly at the district level.

d.2 Absence of Specific SOPs or Technical Guidelines for Sustainable Procurement.

Although higher-level regulations have provided a general mandate on sustainable procurement, the absence of specific Standard Operating Procedures (SOPs) has created a gap in guidance at the technical level. Commitment Making Officials (PPK) and Selection Working Groups often feel hesitant to take action due to the absence of detailed work instructions on how to integrate green aspects into procurement documents. Without clear SOPs, the principle of sustainability remains an abstract concept that is difficult to translate into systematic daily work steps.

d.3 Low Budget Allocation for Green Procurement Training and Socialization Activities

Although a vision for sustainable development has been announced, the reality on the ground shows that the regional budget allocation for training and socialization activities on green procurement is still very minimal. These funding constraints have resulted in competency development programs for procurement officials being unscheduled and sporadic. Without adequate financial support, efforts to transform the bureaucracy's working methods from conventional procurement to environmentally friendly procurement are hampered by the lack of space to learn and improve technical skills.

d.4 Project Sustainability Evaluation (Environmental and Social Aspects) is not the Focus of Supplier/Contractor Performance Assessment.

To date, the performance assessment system for suppliers or contractors is still heavily dominated by conventional parameters such as timeliness, physical quality of buildings, and budget absorption. Evaluations of how suppliers manage environmental impacts at project sites or how they meet social welfare standards for workers are often considered an additional burden rather than key indicators of success. As a result, providers with good financial performance but who neglect their ecological responsibilities still receive high performance scores in the reporting system.

d.5 Low Availability of Green-Certified Products or Materials in the Local Market

The low availability of green-certified products in the local market of North Gorontalo Regency is a major obstacle to the implementation of sustainable procurement. Most building material suppliers in the region still provide conventional construction materials that do not have eco-label certification or official environmentally friendly standards. The

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gap between regulations that require green aspects and the reality of supply in the local market forces local governments to often still choose standard materials to avoid supply shortages that could hinder infrastructure development schedules.

d.6 National Policy Inconsistencies Affect Green E-Procurement System Policies

National policy inconsistency is often seen in the conflict between budget savings mandates and green procurement obligations. On the one hand, fiscal regulations require local governments to prioritize the lowest price for budget efficiency. On the other hand, sustainable procurement policies require the use of environmentally friendly materials, which are often more expensive in terms of initial investment. This lack of clarity in priorities at the central level creates uncertainty in the configuration of e-procurement systems in the regions, whether to stick to the lowest price algorithm or to allow room for green product preferences.

2. Analysis of Internal and External Strategic Factors

To obtain a flexible overview of the SWOT analysis that has been conducted, it is necessary to use a table of internal and external factors of the company, which is presented in the form of a questionnaire to the research respondents. Regardless of the internal factors considered, whether strengths or weaknesses, the total weighted value produced will range from 1.0 for very low to 4.0.

Table 1. IFAS Calculation Results Table

Internal Factors	Weight	Rank	Score
Strength			
Government procurement of goods and services in Gorontalo Regency has been in accordance with and refers to Presidential Regulation No. 16 of 2018 and its derivative regulations.	0.21	3.56	0.74
Procurement of Goods and Services (PBJ) Regulations are in line with the Gorontalo Utara Regency Medium-Term Development Plan (RPJMD) 2025–2029 and the National Medium-Term Development Plan (RPJMN) 2025–2029.	0.20	3.33	0.65
The Local Government Has a High Commitment to the Implementation of Sustainable Procurement Principles.	0.20	3.11	0.61
The e-Procurement System Has Been Implemented and Is Running Effectively in Supporting Procurement Transparency.	0.20	3.33	0.68

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Procurement Regulations for Goods/Services and the e-Procurement System Support the Integration of Sustainability Aspects.	0.20	3.11	0.61
TOTAL STRENGTH			3.29
Weakness			
The evaluation mechanism for sustainable procurement has not been implemented properly.	0.18	2.67	0.48
Procurement personnel are still limited and do not understand the concept of green public procurement.	0.15	3.0	0.45
Internal supervision of sustainable procurement implementation is still weak.	0.14	3.11	0.43
Lack of collaboration between government, academia, and the private sector in strengthening innovation in sustainable procurement and green infrastructure.	0.18	3.11	0.56
Insufficient Local Political Support in the Implementation of Green e-Procurement	0.17	3.11	0.5
Community Participation in Monitoring Green Infrastructure Projects Remains Low.	0.18	3.11	0.57
TOTAL WEAKNESSES			3.01
TOTAL IFAS (STRENGTHS-WEAKNESSES)	0.28		

Source: Primary Data After Processing, 2025

Based on the table, it can be seen that the total strength in internal factors is weighted at 3.29 and the total weakness is weighted at 3.01.

Table 2. EFAS Calculation Results Table

External Factors	Weight	Rank	Score
Opportunity			
Regional Policy Documents (Local Regulations, Regent Regulations, SOPs) Have Incorporated the Principles of Sustainable Procurement.	0.16	2.78	0.45
Basic regulations (Perda/Perbup) supporting sustainable procurement practices are available in North Gorontalo Regency.	0.14	2.67	0.38
National policy support such as the 2025–2029 National Medium-Term Development Plan (RPJMN) and Presidential	0.18	3.33	0.59

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Regulation No. 16/2018 along with its amendments and derivative regulations open up opportunities to integrate sustainable procurement.			
The high interest of local businesses in producing environmentally friendly materials presents a new market potential.	0.17	3.0	0.5
The 2060 Net Zero Emission Standard Drives the Need for Environmentally Friendly Products	0.18	3.11	0.55
The abundance of donor institutions and international programs presents opportunities in sustainable procurement and green infrastructure.	0.18	3.11	0.55
TOTAL OPPORTUNITIES			3.01
Threats			
Inter-agency coordination (PUPR, Environment, Bappeda, Inspectorate as APIP, PBJ Division) is not effective	0.18	2.78	0.5
Lack of Specific SOPs or Technical Guidelines for Sustainable Procurement.	0.15	3.00	0.45
Low Budget Allocation for Green Procurement Training and Socialization Activities	0.16	3.3	0.5
Project Sustainability Evaluation (Environmental and Social Aspects) is not a focus of the performance assessment of suppliers/contractors.	0.16	3.22	0.50
Low Availability of Green-Certified Products or Materials in the Local Market	0.18	3.11	0.56
Inconsistency of National Policies Affecting Green E-Procurement System Policies	0.17	3.11	0.5
TOTAL THREAT			3.09
TOTAL EFAS (OPPORTUNITY-THREAT)	0.07		

Source: Primary Data After Processing, 2025

Based on the table, it can be seen that the total opportunity in internal factors is weighted at 3.01 and the total threat is weighted at 3.09. These values indicate that in its efforts to implement the strategy, sustainable procurement of goods and services is above average in terms of overall external strength. Based on this difference, the coordinates are determined as shown in the following figure.

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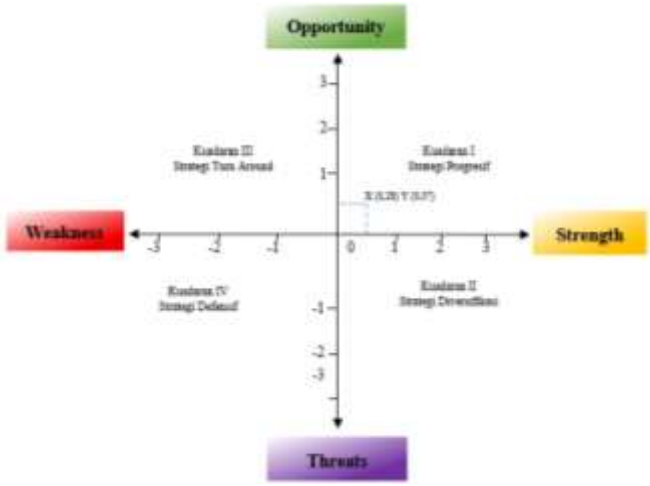


Figure 1. SWOT Diagram of Goods and Services Procurement Strategy in North Gorontalo Regency
Source: Processed Primary Data, 2025

The figure above explains that the score for the strength factor is 3.29 and for the weakness factor is 3.01, so the difference between these values is 0.28, while the score for the opportunity factor is 3.01 and the score for the threat factor is 3.09, so the difference between these values is 3.09. These difference values can form coordinate points, namely (0.28 : 0.07). Thus, the position of sustainable goods and services procurement is in quadrant 1, which according to (Primadona & Rafiqi, 2019; Yatminiwati & Ermawati, 2021) is a very advantageous situation because it has opportunities and strengths so that it can take advantage of existing opportunities.

The position of Sustainable Goods and Services Procurement (PBJ) in Quadrant 1 indicates that the organization is in prime condition or has an aggressive strategy (*Growth Oriented Strategy*). In the SWOT analysis diagram, this quadrant is the meeting point between solid internal strengths and abundant external opportunities. The organization has strong modalities, both in terms of internal regulations, human resource competencies, and other support systems, which are in line with global trends and government policies that strongly support sustainability. This situation provides ample room for the organization to not only survive, but also to accelerate its programs on a massive scale.

The main advantage of being in this position is the organization's ability to implement an SO (*Strengths-Opportunities*) Strategy, which, according to (Angelita, 2025; Saputra et al., 2025) , involves using all internal strengths to exploit existing market opportunities. For example, when the market for environmentally friendly goods begins to grow rapidly

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(opportunity), the organization can immediately respond with strict procurement criteria thanks to its existing technical capabilities (strength). This creates efficient synergy, where external barriers are minimal, so that any new investment or policy in sustainable PBJ tends to have a significant positive impact on the organization's image and operational efficiency.

3. SWOT Matrix

The SWOT matrix is a tool used to compile strategic factors. This matrix can clearly illustrate how external opportunities and threats can be adjusted to the strengths and weaknesses possessed. This matrix can produce four cells of possible alternative strategies that can be taken in facing field conditions, as shown in the following table.

Table 3. SWOT Matrix

External Factors / Internal Factors	Opportunities	Threat
Strength	**SO Strategy**: 1. Leveraging regulatory strengths and the e-procurement system to accelerate the implementation of sustainable procurement in line with the national policy of " " and the Net Zero Emission target 2. Integrate the commitment of the North Gorontalo Regency Government with opportunities for national program support and international support to strengthen the market for local environmentally friendly products	**Weakness Strategy**: 1) Optimizing the e-procurement system and regulatory compliance to tighten technical specifications and product verification mechanisms, thereby mitigating false claims of " " and manipulation of TKDN documents. 2) Developing and implementing sustainable procurement SOPs based on existing regulations.
Weaknesses	**WO Strategy**: 1) Enhancing human resource capacity in program	**WT Strategy**: 1) Strengthening internal oversight and

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External Factors / Internal Factors	Opportunities	Threat
	planning (Bappeda, Dinas PU), procurement (PA/KPA/PPK/JF-PPBJ) and supervision (Inspektorat as APIP) through Green Public Procurement training, utilizing national policy and program support. 2) Developing collaboration with academics, the government, and business actors to increase understanding and availability of sustainable products in the local market.	procurement evaluation to minimize the risk of misuse due to limited human resource capacity. 2) Establishing minimum standards for sustainable procurement as operational guidelines for OPDs.

Source: Primary Data After Processing, 2025

The SWOT matrix above produces four alternative strategy cells that can be concluded in the procurement of sustainable goods and services in facing real conditions

Strength-Opportunities Strategy

1) Leveraging regulatory strengths and e-procurement systems to accelerate the implementation of sustainable procurement in line with national policies and Net Zero Emission targets.

The integration of regulatory power and e-procurement systems is a key pillar in accelerating the implementation of Sustainable Goods and Services Procurement (PBJ). This is in line with the statement by Yuanitasari et al.(2025) Strong regulations provide a legal basis and clear mandate for procurement managers to prioritize environmentally friendly products without any legal uncertainty. When this policy is integrated into within the e-procurement system, sustainability standards are no longer an optional choice but become a systematic, measurable parameter.

The digitization of the procurement process through electronic platforms enables the automatic application of green criteria, from vendor screening to the evaluation of the environmental impact of purchased products, thereby minimizing human error and

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increasing transparency in every transaction. Leveraging this internal strength is crucial to ensure that procurement practices at the organizational level are aligned with national policies. The government is currently aggressively promoting a green economy through various instructions and regulations that require the use of domestic products with environmentally friendly labels. By synchronizing the e-procurement system with the national green catalog database, organizations can more easily access providers that have been verified to meet environmental standards (I. Setiawan et al., 2024) .

2) Integrating the commitment of the North Gorontalo Regency Government with opportunities for national and international program support to strengthen the local environmentally friendly product market

The North Gorontalo Regency Government has a strategic position in strengthening the market for environmentally friendly products through the integration of local commitments with the national development agenda. In the research by Prayitno & Digdowiseiso(2023) , regional commitments outlined in green development policies can be a magnet for various national programs, such as the provision of Regional Incentive Funds (DID) for regions that have successfully implemented green goods/services procurement. By aligning regional policy directions with the Presidential Regulation on Government Goods/Services Procurement, which emphasizes sustainability, North Gorontalo can create a more reliable domestic market ecosystem for local businesses that focus on environmentally friendly products.

Weakness-Opportunities Strategy

1) Improve human resource capacity in this area, which covers program planning (Bappeda, Dinas PU), procurement actors (PA/KPA/PPK/JF-PPBJ) and supervisors (Inspektorat as APIP) through Green Public Procurement training by utilizing national policy and program support.

The integration of regulatory strength and the e-procurement system is a key pillar in accelerating the implementation of Sustainable Goods and Services Procurement (PBJ). Strong regulations provide a legal basis and clear mandate for procurement managers to prioritize environmentally friendly products without legal uncertainty. When this policy is integrated into the e-procurement system, sustainability standards are no longer an optional choice but become a systematic and measurable parameter. This is in line with the research " The digitization of the procurement process through electronic platforms enables the automatic application of green criteria, from vendor screening to the evaluation of the environmental impact of purchased products, thereby minimizing human error and

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increasing transparency in every transaction. Leveraging this internal strength is crucial to ensure that procurement practices at the organizational level are aligned with national policies.

2) Developing collaborations with academics, the government, and businesses to enhance understanding and availability of sustainable products in the local market

Building strategic collaboration between academics, government, and business actors is a fundamental step in creating a science- and policy-based ecosystem for sustainable products. Academics play an important role in providing research and innovation related to environmentally friendly local raw materials and conducting studies on the life cycle impact of products (Abrar, 2025; Risma et al., 2025) . The results of this research are then synergized with government regulations that provide legal certainty and incentives for green business practices. With a strong theoretical foundation and tangible policy support, collective understanding of the importance of sustainable products can transform from a mere concept into operational standards that are widely applied in local markets.

Strength-Threats Strategy

1) Optimizing the e-procurement system and regulatory compliance to tighten technical specifications and product verification mechanisms, thereby mitigating false claims and manipulation of TKDN documents

The use of an integrated *e-procurement* system is a strategic step to tighten technical specifications and close loopholes for manipulation in the procurement of goods and services. By optimizing the digital features on the procurement platform, agencies can develop more rigid and data-driven technical criteria for each sustainable product to be purchased. This system enables the standardization of specifications that automatically reject inputs that do not meet the minimum threshold, thereby reducing the space for providers to offer goods that do not meet standards. (States that the use of information technology at this stage ensures that all technical requirements are clearly documented and cannot be unilaterally changed, creating total transparency from the planning stage onwards.

2) Developing and implementing sustainable procurement SOPs based on existing regulations

The development of Standard Operating Procedures (SOPs) is a crucial step in translating macro-level sustainable procurement regulations into applicable technical

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E-ISSN: 2985-9468

guidelines at the operational level. The SOPs developed must be based on the applicable legal framework, such as the Presidential Regulation on Government Goods/Services Procurement and derivative regulations on environmental and social aspects. As stated by Weldi(2024) and Rakhman(2023) , with systematic SOPs, each stage of procurement has clear references, from the identification of environmentally friendly needs, the preparation of selection documents, to the bid evaluation mechanism. This aims to eliminate ambiguity in the field and provide legal certainty for procurement actors in carrying out their green procurement mandate.

Strategy Weaknesses-Threats

1) Strengthen internal oversight and procurement evaluation to minimize the risk of abuse due to limited human resource capacity.

Strengthening internal oversight through the Government Internal Oversight Agency (APIP) is a crucial instrument in detecting and mitigating the risk of abuse of authority early on. Amidst limited human resource capacity, oversight should no longer be conducted conventionally or passively at the end of activities. APIP must play a role as a strategic partner through *probity audits* or oversight embedded in every critical stage of procurement, from planning to handover of results. The results of this study are in line with (Dzikron & Sardini, 2025; Maulana & Harisman, 2024) that with preventive oversight, potential procedural errors or manipulation due to technical ignorance by procurement staff can be corrected before they result in state losses or program failures.

2) Establishing minimum standards for sustainable procurement as operational guidelines for OPDs

Establishing minimum standards for sustainable procurement is a strategic step to standardize the understanding and implementation of green policies across all Regional Apparatus Organizations (OPD). Without standard requirements, each OPD tends to interpret sustainability aspects subjectively, which often leads to inconsistent implementation. These minimum standards serve as a basic threshold that must be met in every procurement process, for example by setting eco-label requirements for office stationery or setting energy efficiency limits for the procurement of electronic devices. With concrete operational guidelines, administrative uncertainty can be minimized (Gultom & Perjalanan, 2024; Mahadewi et al., 2025) , so that every regional apparatus has an equal commitment to supporting sustainable development.

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CONCLUSION AND RECOMMENDATIONS

Based on the discussion above, it can be concluded that although the Medium-Term Regional Development Plan (RPJMD) of Gorontalo Regency has only recently been approved, it has strong regulatory power and great opportunities in sustainable goods and services procurement. This is demonstrated by the SWOT analysis results, which are in Quadrant I, indicating a progressive strategy. There are two strategies that can be applied, namely 1) Utilizing regulatory strength and the e-procurement system to accelerate the implementation of sustainable procurement in line with national policies and Net Zero Emission targets. 2) Integrating the commitment of the North Gorontalo Regency Government with opportunities for national program support and international support to strengthen the market for local environmentally friendly products.

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