

**VULNERABILITIES IN THE PROCUREMENT OF ORDINARY PASSPORT BLANKS OF THE REPUBLIC OF INDONESIA: A SYSTEMATIC REVIEW OF THREATS TO NATIONAL NEE****Tondi Namora<sup>1</sup>, Stanislaus Riyanta<sup>2</sup>**

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Email: [tondinamoralubis@gmail.com](mailto:tondinamoralubis@gmail.com), [stanislausriyanta@gmail.com](mailto:stanislausriyanta@gmail.com)**ABSTRACT**

*This study aims to analyze vulnerabilities in the procurement of ordinary passport blanks in Indonesia using the Miles and Huberman data analysis method. A qualitative approach is used to identify the factors that lead to a high dependence on a single blank provider, as well as their impact on the smooth procurement process of passports. This study found that uncertainty in the supply of blanks, limited human resource capacity, and potential deviations in the procurement process are the main causes of vulnerability. External factors such as global disruption also exacerbate this situation. The results of the study show the importance of diversifying blank providers to reduce dependence on one party, as well as the need to strengthen a more transparent and efficient procurement system. The study also proposes the digitization of passport services as a strategic step to reduce reliance on physical blanks and improve the efficiency of public services. Overall, this study provides recommendations that can support government policies in improving the resilience and reliability of the public document procurement system in Indonesia, as well as a reference for further research in this field.*

**Keywords:** *Vulnerability, Procurement of Passport Blanks, Procurement Systems***Accepted.** DD/MM/YYYY, **Revised.** DD/MM/YYYY, **Date of publication.** DD/MM/YYYY**INTRODUCTION**

Travel documents such as passports play an important role in the context of globalization and human mobility. Passports serve not only as official identification, but also as a symbol of citizens' rights to travel and obtain international services. In an era of globalization, the need for higher mobility is contributing to the increased demand for passports worldwide. Increased interaction between countries for business and tourism purposes has indeed encouraged the need for safe and secure passports (Bahri, 2022). The role of the state in ensuring the security and availability of passports as a citizen's right is very important. The state is obliged to provide infrastructure that enables the efficient and secure issuance of passports, including the development of a transparent and integrated passport blank procurement system with advanced technology, to minimize the possibility of fraud as well as increase efficiency in the passport issuance process (Ouassam et al., 2024). The implementation of e-purchasing and e-government systems can help create a more accountable process and reduce the potential for abuse in the procurement of passport blanks (Susantya et al., 2022). Global data shows a significant increase in passport demand, reflecting the increasing trend of human mobility. It is estimated that international travel can reach up to 1.5 billion trips per year, potentially adding to the burden on national passport procurement systems in many countries (Tarshish et al., 2023). The threat to this procurement system comes not only from high demand, but also from the possibility of cyberattacks and corrupt practices (Hardinata & Kamaludin, 2022).

In Indonesia, the procurement of passport blanks is carried out through a strict and structured process. This process involves several stages ranging from submitting an application by the public to issuing a passport by the immigration authorities. The use of modern information systems in the management of immigration services, such as the m-passport application, demonstrates a commitment to increasing efficiency and transparency in the procurement of passport blanks. Nonetheless, challenges such as system capacity limitations that are often unable to meet the surge in passport demand, and initiatives to simplify processes are still needed (Rahmawati et al., 2023). Historical data shows that the

demand for immigration services is surging from year to year. According to reports, in a certain period, the number of passports issued increased as public awareness of the ease of travel increased (Sa'adah, 2020; Rahmawati et al., 2023). Despite progress that has been made, incidents related to delays and scarcity of passport blanks are common, resulting in dissatisfaction among the public, especially during peak periods of submission (Rudi et al., 2021). In this regard, it is important to look at concrete examples of problems that arise, including incidents of misuse of passport blanks and fraudulent acts that harm society. Some reports mention cases where individuals use fake identities to obtain passports, confirming the need for a stricter surveillance system in the procurement and distribution of passport blanks (Setiani et al., 2017).

The procurement of passport blanks in the Republic of Indonesia faces various potential vulnerabilities that need to be handled seriously. First, reliance on a particular vendor can pose a significant risk to the integrity and security of supply. For example, if only a few vendors can provide passport blanks, this dependence can lead to monopolies that lead to corrupt practices or price inflation, as revealed by Bayked et al. (2024) who highlight vulnerabilities to corruption in procurement practices in the public service sector. In addition, inefficient distribution of passport blanks can result in delays in public services, affecting not only public satisfaction but also trust in the government. Data leakage is another significant issue, especially related to identity theft; The measures taken to maintain data confidentiality should be improved, similar to the findings on the need for the protection of personal data in the context of information security and public health (Ajana et al., 2023).

From several audit reports and official documents, it was found that gaps in the procurement of passport blanks could threaten the sustainability of the system. Reports that mention a lack of transparency and oversight in the procurement process suggest that this can lead to abuse of power and fraudulent practices, as explained by Owusu et al. (2019) regarding corruption in the infrastructure sector. Audits conducted by supervisory agencies often reveal weaknesses in the internal oversight system, which further worsens the situation. For example, the findings on the low ratio of supervision and accountability in public procurement are important highlights for improvement (Bahri, 2022). The impact of this potential vulnerability is significant on national needs and public services. When the procurement of passport blanks is not properly managed, this not only disrupts the passport administration process but can also affect the country's image in the eyes of the international community. The sustainability of safe and efficient procurement is essential to support citizen mobility, which is in line with the need to improve a more transparent and accountable public service system (Bielai et al., 2024).

This issue is important to be studied in depth and systematically because of its far-reaching impact on national security and public trust. Strengthening the passport voucher procurement system is a preventive measure to avoid violations of the law and to realize a clean government (Zhang et al., 2022). With the increasing complexity of challenges in the digital age, strong evaluation and supervision have become critical. Further research is needed to understand existing knowledge gaps, including how state document procurement practices can be more in line with international standards and effective in reaching out to stakeholders. The findings of this study can contribute to the improvement of the security system and logistics management of passport blanks. With a better understanding of the mechanisms of vulnerability and the challenges faced, a more transparent and accountable procurement model can be developed. This is in line with studies that encourage the development of strategies to reduce risk in the public procurement sector (Bayked et al., 2024). Thus, strengthening logistics and security management in the procurement of passport blanks will not only increase efficiency but also protect national interests and increase public trust in the government.

This study uses the qualitative approach of the Miles and Huberman model to explore in depth the vulnerabilities that exist in the procurement of ordinary passport blanks in the Republic of Indonesia. This model was chosen because of its ability to organize and analyze qualitative data in a structured way, from data reduction, data presentation, to drawing conclusions. In the context of this study, Miles and Huberman's approach helps researchers in exploring the various factors that cause the vulnerabilities faced, as well as how the threat to the procurement of passport blanks can have implications for national needs. This is in line with the qualitative data analysis guidelines put forward by several researchers who emphasize the importance of using interactive analysis methods to achieve a deeper understanding of the phenomenon being studied (Adawiah et al., 2023; Pahira & Rinaldy, 2023).

In analyzing the data, the process includes three main steps according to the Miles and Huberman models: data reduction, data presentation, and conclusion drawn. Data reduction is carried out by selecting and clarifying relevant information from interviews and documents collected, so that the data produced can be more focused and not long-winded. Data presentation is carried out by arranging information in a format that makes it easier to understand, for example in the form of tables or graphs. Finally, conclusions are drawn by interpreting the data that has been presented, as well as comparing them with the findings of other studies to identify patterns or themes relevant to the issue of vulnerability in passport procurement. This process ensures that the results of the analysis are valid and reliable (Adawiah et al., 2023; Pahira & Rinaldy, 2023).

Previous research has explored the vulnerabilities in public procurement systems and their implications on service delivery. For instance, Bayked et al. (2024) analyzed procurement corruption risks and found that monopolistic vendor dependence and weak oversight mechanisms can lead to cost inflation and fraud in the public sector. Ajana et al. (2023) highlighted the risks of personal data leaks in digital government systems and stressed the need for robust cybersecurity in handling citizen data. However, there is a lack of studies specifically addressing the procurement system for passport blanks in Indonesia, especially in relation to its integration with national digital identity infrastructure, vendor risk, and supply chain security. The novelty of this study lies in its focused analysis using the Miles and Huberman qualitative model to systematically explore vulnerabilities in the procurement of passport blanks and their implications on national security, transparency, and public trust. It not only examines procedural risks but also provides strategic insights into improving governance practices in line with international standards.

The general objective of this study is to review the vulnerability of the passport blank procurement system and its threat to national needs. By understanding the dynamics and risks that exist in the system, it is hoped that this research can make a meaningful contribution to decision-making in the development of passport procurement policies and increase national resilience in the face of challenges related to the issuance of official identity documents. This research will be an important reference for policymakers and practitioners in formulating more effective strategies to overcome the challenges that exist in the passport blank procurement system in the Republic of Indonesia.

## **METHOD**

This research method uses a qualitative approach to analyze vulnerabilities in the procurement of ordinary passport blanks in the Republic of Indonesia. This research was designed as a case study focusing on the Directorate General of Immigration and several other immigration offices. Data collection was conducted through in-depth interviews with various stakeholders, including immigration officials, passport blank providers, and passport applicants, to gain insight into the factors that led to vulnerability. In addition, direct observation of the process of procuring passport blanks is also carried out to understand the practices in the field. Related documents, such as audit reports and procurement policies, are collected and analyzed to complete an understanding of the issues at hand. Data analysis uses the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawn. Data reduction is done by selecting relevant information from interviews and documents to focus on the main issue, while the presentation of data is organized in the form of tables or narratives to facilitate understanding. Conclusions are drawn by interpreting the data and comparing them with the findings of other studies to identify relevant patterns or themes. To increase the validity of the findings, data triangulation was applied by combining the results of interviews, observations, and documentation. In addition, reliability tests are conducted through discussions with peers to ensure consistent interpretation of the data. In terms of research ethics, consent is obtained from relevant parties before conducting interviews and observations, as well as maintaining the confidentiality of participants' personal information, ensuring that they understand the purpose of the research and provide informed consent. This method is designed to provide a comprehensive understanding of vulnerabilities in the procurement of passport blanks in Indonesia and provide evidence-based recommendations for improving procurement systems.

## RESULTS AND DISCUSSION

Passports as official state documents have a very important role in the context of international needs. In addition to serving as a tool to identify the identity of the holder, a passport is also a statement of legality that allows the holder to travel between countries. The function of a passport is more than just an identification of oneself, but also as a symbol of legal recognition that gives its holders the right to travel, work, or study abroad (Fikries et al., 2023). In this case, passports serve as a tool of diplomacy that builds trust between countries, regulates travel control, and provides protection to citizens from possible discrimination or unfair treatment abroad (Yuaningsih et al., 2020). In addition, passports are also an indispensable element in the public service system, especially in the immigration sector. The efficient and timely procurement of passport blanks greatly affects the quality of public services. The provision of sufficient and well-distributed passport blanks can speed up the process of applying for and issuing passports, thereby reducing waiting times for applicants and increasing administrative efficiency (Suryani et al., 2024). This is especially important in improving applicant satisfaction, where delays or lack of passport blanks can lead to frustration and dissatisfaction. The presence of new technologies such as the M-Passport application also plays an important role in speeding up and simplifying the passport registration process. This kind of innovation supports applicants to access services in a more practical way and reduces bureaucracy that often slows down services (Suryani et al., 2024). However, the lack of passport blanks that often occurs in Indonesia remains a problem that needs attention. Various regions in Indonesia have experienced a shortage of passport blank supply, which is often caused by logistical factors, poor administration, and increased demand that is not balanced by adequate supply (Fikries et al., 2023). This shortage of passport blanks creates long queues at immigration offices, which in turn frustrates applicants, and can lead to delays in planned international travel.

The impact of this shortage of passport blanks is not only felt by individual applicants, but can also affect society and the country as a whole. For individuals, the unavailability of blank passports can lead to the loss of opportunities to work or continue education abroad (Yahya & Anugerah, 2023; (Jannah, 2022)). This can be detrimental to passport holders who rely on such documents for professional or academic purposes, and directly impact national economic growth, as many sectors rely on skilled and highly educated workers from abroad. Furthermore, a shortage of passport blanks can reduce public access to essential public services, as well as lower the level of public trust in the government in managing immigration administrations that are essential to the global lives of people. The relevance of the issue of the shortage of blank passports is huge, especially in a national context that is increasingly connected to the outside world. The increase in international mobility triggered by the era of globalization has made passports one of the important instruments in foreign policy and diplomacy (Fikries et al., 2023). Not only that, the increase in demand for passports in the community further clarifies the need for the government to ensure the availability of the supply of passport blanks in a stable manner and in accordance with demand. Thus, efficient, transparent, and timely management of passport blanks is crucial for the public's reputation and trust in responsible government agencies.

Research on the procurement and distribution of passport blanks is essential to ensure that governments can meet the growing demand for passports, especially in the face of the era of globalization and the movement of the international community. In addition, this research can provide insights to improve efficiency and transparency in public services in the immigration sector, as well as strengthen public trust in the government's capacity to manage administrations related to international mobility (Suryani et al., 2024). Therefore, the top priority in the procurement and distribution of passport blanks is not only important to facilitate individual travel, but also as part of efforts to strengthen the country's position in the international arena. Through improving the procurement and distribution system of passport blanks, countries will be better prepared to face the challenges of globalization and the needs of people in fulfilling their rights to travel, work, or study abroad. This will create a more efficient and equitable public service system, and can strengthen Indonesia's international relations with other countries.

This study uses the Miles & Huberman data analysis method which has three main steps: data reduction, data presentation, and conclusion drawn. This method was chosen for its ability to manage rich and complex data, as well as to generate in-depth and detailed findings regarding vulnerabilities in the

procurement of passport blanks in Indonesia. Each stage in this analysis process has the important purpose of ensuring that the data collected can be processed and presented in a clear and structured manner. The first step in this analysis is data reduction, which focuses on filtering relevant information from interviews and documents related to the procurement of passport blanks. At this stage, researchers carefully evaluate each piece of data to find key patterns, themes, and issues that emerge. This process allows researchers to identify variables related to vulnerabilities in procurement, such as procurement monopolies, weak quality controls, and regulatory barriers. Researchers then focus on the most relevant and significant issues to filter out more focused and targeted findings. Data presentation is the second step in this method of analysis, which is done using various formats such as tables, graphs, or narrative descriptions. The systematic presentation of the data makes it easier to understand the relationships between variables and allows the identification of trends that may have been missed at the previous stage. In the context of this study, the presentation of data aims to illustrate issues such as the dominance of certain companies in the procurement of passport blanks, as well as the influence of the weak quality control system in the existing quality control system. This allows stakeholders to clearly see how these factors contribute to vulnerabilities in the procurement process. The final step in this method is the drawing of conclusions, which is done by digging conclusions based on data that has been filtered and narrowed. At this stage, researchers analyze the findings to identify larger patterns and deeper meanings. This conclusion is crucial because it provides insight into how procurement monopolies, low product quality, and regulatory barriers contribute to vulnerabilities in the procurement of passport blanks. These findings are considered critical in the context of good governance, as they can lead to more efficient and transparent policy development.

This study identifies three main themes that play a role in the vulnerability of passport blank procurement in Indonesia, namely procurement monopoly, weak quality control, and regulatory barriers. Procurement monopoly refers to the dominance of a particular company in the procurement of passport blanks, which can create inequities in the distribution of resources. This dominance reduces healthy competition and opens a gap for corrupt practices in the procurement process, as expressed by one of the speakers: "The dominance of one company in the procurement of passport blanks creates a gap that can be exploited for corrupt practices" (Yanti, 2024). This statement suggests that monopolies in procurement can create imbalances in the system and lead to abuse of authority. In addition, the weak quality control system in the procurement of passport blanks has also exacerbated this problem. Some government officials expressed their concerns regarding the receipt of products that do not meet the set standards, which could impact the security and reliability of passports. One of the relevant quotes is, "The quality of the received blanks is far below the set standards, so it risks creating problems in the field" (Yanti, 2024). This low quality of products not only threatens passport security, but also lowers public trust in the public procurement system. Regulatory barriers were also found to be a factor inhibiting transparency in the procurement process of passport blanks. Some existing policies do not support the accountability and transparency required in the management of public procurement. This creates uncertainty in the system and makes it difficult for relevant parties to objectively monitor and assess procurement efficiency. As explained by Maritza & Taufiqurokhman (2024), regulations that do not support transparency can hinder efforts to increase accountability in the procurement process.

These findings provide a clear picture of vulnerabilities in the procurement of passport blanks, which can have a far-reaching impact on society. Monopolies, poor product quality, and regulatory barriers are factors that can harm passport applicants as well as reduce the effectiveness and efficiency of procurement systems. Therefore, this research is not only relevant to improve the passport procurement system, but also important in efforts to improve transparency and accountability in public administration in general. The government needs to address these issues to protect the public interest and strengthen public trust in government institutions in carrying out their duties (Prasetyo & Sudibyanung, 2023).

In this study, the presentation of data was carried out narratively with a thematic approach, referring to the qualitative analysis method from Miles, Huberman, and Saldaña (2014), which emphasizes the process of grouping data based on patterns, categories, and relationships between themes. The results of the reduction and presentation of data show that vulnerabilities in the procurement of ordinary passport blanks in Indonesia have consistent and interrelated characteristics. The three main patterns of

vulnerability identified are distribution delays, dependence on a single manufacturer, and complex bureaucratic processes.

Delays in the distribution of blanks from the center to regional immigration offices are the most frequent problems complained about by passport applicants. This causes long queues, service delays, and a decrease in public trust in the quality of public services. These delays are generally caused by undecentralized logistics systems and weak distribution management.

There is a high dependence on a single manufacturer or blank provider, which makes the procurement system very vulnerable in the event of a production disruption, whether due to technical, legal, or external conditions such as a pandemic or global crisis. This kind of dependency suggests that there is no adequate risk mitigation strategy in the current blank procurement system.

The highly bureaucratic and convoluted procurement process is also a significant factor that strengthens these vulnerabilities. Each stage of procurement requires approval from various agencies, including the Directorate General of Immigration, the Ministry of Law and Human Rights, and LKPP. Inefficient interagency coordination slows down the decision-making process, especially in urgent situations that demand speed of response. Rakhman (2024) emphasizes that the digitalization of procurement in the public sector can be a strategic solution to improve efficiency and transparency, but its implementation is often hampered by institutional resistance and weak system integration.

The inter-pattern relationships show that vulnerabilities in the procurement of passport blanks are not a single incident, but part of a systemic structural problem. When distribution is disrupted, the system is unable to adapt because there is only one manufacturer and the process of procuring a replacement takes a long time. In this context, Albab and Halim (2020) show that weaknesses in the organizational structure of procurement and human resources are the dominant factors inhibiting the smooth process. Meanwhile, Putri et al. (2024) added that unclear regulations and weak supervision also facilitate the potential for maladministration, even corruption in the procurement system. By considering these three patterns, it can be concluded that the vulnerability of the procurement of passport blanks is systemic and recurring. The cause does not only come from technical factors, but also from procurement governance that is not yet adaptive and does not have a strong risk recovery mechanism. Therefore, a comprehensive reform of the blank procurement system, from vendor diversification to bureaucratic cuts, is an important step to secure the national need for this strategic travel document.

Vulnerabilities in the procurement of regular passport blanks in Indonesia are closely linked to national needs and the impact can be felt widely in various sectors. The continued availability of passport blanks is a vital component in ensuring that citizens' identification needs can be met, as well as supporting the international mobility required for various strategic activities. Valid and timely identification documents are becoming important in the context of tourism, diplomacy, and law enforcement, where passports serve as proof of identity and legality for traveling between countries (Francesco & Hastuti, 2022). The insufficient procurement of passport blanks can hinder the implementation of government programs that require such documents, such as programs related to labor delivery, diplomacy, and the implementation of other international activities. The direct impact of the vulnerability in the procurement of passport blanks is very significant on public services. One of the most pronounced impacts is the inability of applicants to obtain passports quickly and efficiently, which has the potential to disrupt their international travel. When the passport procurement process is hampered, this can lead to travel delays that have a direct impact on the hospitality and aviation sectors. Applicants who are unable to meet travel deadlines or who have to wait in long lines may cancel or postpone their travel plans, ultimately affecting the tourism industry (Pramudita et al., 2024). In the long run, this instability could undermine public trust in the government, which is supposed to administer public services with transparency and accountability. Not only are the direct impacts to be considered, but the indirect impact of this vulnerability is also enormous. For example, in the context of diplomacy and international relations, a country's inability to meet the needs of its citizens related to the procurement of passports can create economic losses and damage the country's reputation in the international arena. Countries that cannot provide essential services such as passport issuance quickly and efficiently will find it difficult to demonstrate that they have the ability to support their citizens in the international arena, especially in the field of diplomacy (Hartono

& Pohan, 2023). This can affect the country's image and potentially reduce the trust of other countries in Indonesia in terms of international cooperation.

One of the sectors most affected by the vulnerability of passport procurement is the tourism sector. As one of the main pillars of the national economy, tourism depends on ease of access and the validity of identification documents. Difficulties in obtaining passports can result in reduced foreign tourist visits to Indonesia, which in turn can reduce state revenue from this sector. The decline in tourist visits can also reduce tourism's contribution to Indonesia's gross domestic product (GDP), as well as have an impact on related sectors such as hospitality, restaurants, transportation, and others (Pramudita et al., 2024). With these challenges, it is important for governments to ensure that passports can be made available adequately and in a timely manner to support the progress of the tourism sector. In addition to tourism, efficient passport procurement also affects the program to send Indonesian workers abroad. Indonesia has long relied on skilled workers working abroad as one of the country's sources of foreign exchange. Delays in passport procurement can cause disruptions in the flow of labor migration, potentially detrimental to the national economy, especially in terms of remittances from migrant workers who are an important source of income for many families in Indonesia (Sasongko et al., 2021).

Related to national policies, vulnerabilities in the procurement of passport blanks need to be addressed with better and more coordinated policies. One important step is to align passport procurement policies with larger national strategies, such as efforts to improve efficiency in the procurement of goods and services. The government can adopt an e-purchasing system that can reduce procurement costs and time, as well as minimize the potential for abuse in the procurement process (Fachrudin & Fanani, 2024). In addition, better policies in passport procurement have the potential to support private sector growth by creating a healthier and more sustainable ecosystem for local businesses involved in the passport production and distribution process. By improving the passport procurement system, the government can also increase public confidence in its capacity to manage public administration and meet the basic needs of its citizens. This trust is very important to strengthen the legitimacy of the government and ensure public support for the policies taken. In the long term, addressing vulnerabilities in the procurement of passport blanks must be a top priority to support efficient public services and support sustainable economic growth. Vulnerabilities in the procurement of passport blanks are a complex issue with a much greater impact than just the physical procurement of documents. The issue covers a wide range of economic sectors, affects the country's diplomatic reputation, and has the potential to undermine public trust in the government. Therefore, efforts to address these vulnerabilities must be part of a larger national strategy, to ensure that countries can meet the needs of their citizens efficiently, in a timely and transparent manner.

The procurement of regular passport blanks in Indonesia faces a number of vulnerabilities that are influenced by various factors such as policy, technical, budget, and Human Resources (HR). These factors can be analyzed in depth to understand how each contributes to vulnerability issues in procurement.

In terms of policy, lack of clarity in procurement regulations, as well as non-transparent regulatory changes are often the main obstacles. Inconsistent policies can cause confusion among stakeholders and increase the potential for misappropriation (Yusni, 2022). For example, uncertainty in e-procurement policies has been shown to hinder the effectiveness of this system and its impact on fraud prevention in the procurement of goods and services (Dewi & Sari, 2022). Research shows that the growth of e-procurement adoption in government can help mitigate vulnerabilities if implemented consistently and comprehensively (Ramazan & Najamudin, 2021).

From the technical side, the implementation of inadequate procurement information systems often leads to inefficiencies. Deficiencies in information technology infrastructure can make it difficult to manage data and increase the risk of errors, as revealed by research examining the role of information systems in the procurement of goods (Gilliani et al., 2024). Limitations in training and technical competence of employees in using this system are also major obstacles that contribute to procurement vulnerability (Tsani & Yanti, 2022).

Limited budgets are also a significant factor affecting procurement vulnerabilities. Unrealistic budget plans and inappropriate allocation of funds can create situations where goods and services cannot be obtained in a timely manner and under the conditions needed (Sulistiyono et al., 2020). Many government

agencies face financial challenges that lead them to neglect quality standards in procurement, which in turn increases the risk of malpractice.

Human resources (HR) play a critical role in this vulnerability. The lack of training and human resource development affects the quality of procurement produced. This phenomenon can be seen in research that shows that the low quality of procurement committees can contribute to corrupt and fraudulent practices (Dewi & Sari, 2022). In addition, managerial aspects related to employee supervision and discipline are also crucial, where research shows that weak supervision can negatively impact the procurement process (Sugiri et al., 2023). The government's role is to establish and enforce clear regulations and support the implementation of the e-procurement system. In addition, vendors are expected to meet quality and transparency standards in their offerings, which are often affected by government policies (Rusliyawati & Nuraini, 2022). International parties can also play a role in providing supervision and technical and financial support to help improve procurement practices in Indonesia (Juniamalia et al., 2023). Vulnerabilities in the procurement of ordinary passport blanks in Indonesia are influenced by structural and managerial factors. Inconsistent policies and lack of training for HR point to weaknesses at the managerial level, while budget and infrastructure issues reflect structural aspects that need to be improved. Every actor, including governments, vendors, and international parties, has responsibilities that need to be understood to ensure a more effective and transparent procurement system.

Based on the results of the analysis carried out on the procurement system of ordinary passport blanks in the Republic of Indonesia, it is known that there are various vulnerabilities and challenges. According to research conducted by Zakariya, in the context of procurement of goods and services, there are many normative aspects that need to be considered to ensure accountability and transparency in the government procurement process (Zakariya, 2021). The procurement of a passport as one of the essential documents relies heavily on strict regulations and good administrative practices. This is reinforced by research in the field of best practices in public procurement that demonstrates the importance of applying the principles of accountability and transparency in the procurement of goods and services, although more literature is needed to strengthen these claims. On the other hand, a comparison with the procurement systems of important documents in some countries shows that many countries have adopted more transparent and technology-based systems. For example, Rakhman's research on the digitalization approach in government procurement shows high potential to increase efficiency and reduce vulnerability (Rakhman, 2022). Countries such as Estonia with an integrated e-government system provide a good model with transparent and easily accessible systems (Pramudita et al., 2024). This shows that the application of technology in procurement can greatly reduce the risk of corruption and increase accountability. As an example of good practice, the implementation of an information-based procurement system of goods and services is also increasingly being implemented in Indonesia. Research by Fitriani et al. (2023) highlights the importance of modern information systems in procurement that can help manage data and minimize errors. In addition, other studies have shown that the implementation of digital applications can improve efficiency and reduce errors in the procurement process, although there are no specific references discussing this in the broader context in Indonesia (Annisa et al., 2022).

Other countries have different approaches to dealing with similar vulnerabilities in procurement. For example, in Europe, there are stricter policies for data protection and strict oversight of public procurement processes, including more frequent and rigorous audits to ensure that procedures are followed correctly (Suci et al., 2024). In addition, the risk mitigation approach implemented in many western countries also includes the use of technology to monitor and evaluate the effectiveness of procurement systems (Lestari et al., 2024). Therefore, the Indonesian government needs to reform the passport blank procurement system by adopting best practices from other countries, as well as implementing a transparent and technology-based system to reduce risks and increase public trust in this administrative process.

There are long-term consequences if vulnerabilities in the procurement of ordinary passport blanks in the Republic of Indonesia are not addressed and can have a significant impact on identity security and national integrity. The findings of the study suggest that a weak procurement system can support corrupt and fraudulent practices, which in turn can result in a loss of public trust in governments and institutions. For example, if passport blanks are not properly managed, this has the potential to cause serious problems

in distribution, which opens up opportunities for misuse of identity documents (Juniamalia et al., 2023). The long-term consequences can be an increase in cases of document forgery and identity misuse, which can further damage the country's image and have wider implications in international relations (Suhartono & Jannah, 2021). Based on existing findings, suggestions and recommendations for improvement include the implementation of an open auction system, increased transparency in the procurement process, as well as multinational cooperation to improve the security and validity of identity documents. The implementation of e-procurement as a digital solution can also minimize the possibility of corruption and increase traceability at every stage of procurement (Effendi et al., 2024). Research has shown that the transition to a digital system can speed up and simplify supervision, as well as increase accountability in the procurement of goods and services (Effendi et al., 2024). In this context, international cooperation will encourage the exchange of best practices and advanced technologies for more efficient and secure procurement.

Systemic fixes are more important than temporary solutions because only with a continuous, holistic approach can we address the root causes of vulnerabilities in the first place. A procurement system based on the principles of fairness, accountability, and transparency will not only improve the procurement process, but also build public trust (Sugiri et al., 2023). Previous studies have shown that the implementation of internal audits and consistent evaluations of procurement processes can help prevent and detect fraud, even more so in procurement in the public sector (Fachruddin, 2023). For advanced research or evidence-based policy development, it is important to engage stakeholders at various levels, including government, civil society, and the private sector. This research can help in identifying specific problems in the procurement of passport blanks and recommend more appropriate and contextual solutions. Further research is also expected to explore the potential use of blockchain technology to improve security and transparency in the procurement process (Pudjijono & Nursani, 2022). Therefore, it is important to consider policies that are adaptive and responsive to the needs of change in the context of complex and dynamic procurement.

## **CONCLUSION**

Based on the results of the research conducted through a qualitative approach and using the data analysis techniques of the Miles and Huberman model, it can be concluded that the procurement of ordinary passport blanks in Indonesia has a number of significant vulnerabilities, both from managerial and operational aspects. The main conclusions of this study are as follows: High dependence on third parties The process of procuring passport blanks is still highly dependent on the availability and performance of third parties (providers), which makes the Directorate General of Immigration in a vulnerable position when there are distribution constraints, production delays, or other disruptions from providers. Unpreparedness in resources and support systems Internal preparedness in dealing with crisis situations, such as the scarcity of blanks, is still low. This can be seen from the absence of an emergency system that can ensure service continuity, limited backup infrastructure, and lack of support for a resilient information system. Lack of risk mitigation strategy There is no comprehensive standard risk mitigation procedure in dealing with the constraints of blank procurement. Most responses to crises are temporary and unstructured, reducing the effectiveness of systemic problem management. Direct impact on public services Vulnerabilities in the procurement of blanks have a real impact on the hampering of public services, especially in the issuance of passports. This not only disrupts community activities, but also risks lowering public trust in the quality of government services.

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