

Electronic Goods/Services Procurement Policy Implementation at the Ministry of Energy and Mineral Resources

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ABSTRAK

Lembaga pemerintah yang bertanggung jawab dalam pengelolaan energi dan sumber daya mineral di Indonesia adalah Kementerian Energi dan Sumber Daya Mineral (ESDM). Dalam melakukan tanggung jawab atas tugasnya tersebut, Kementerian ESDM melakukan pengadaan barang/jasa untuk mendukung kegiatan operasionalnya. Untuk memastikan keterbukaan, akuntabilitas, dan efektivitas dalam penggunaan anggaran negara, sangat penting untuk melakukan penelitian atas implementasi yang baik dan efektif dalam pengadaan barang dan jasa secara elektronik di Kementerian ESDM. Penelitian ini bertujuan untuk mengkaji bagaimana Kementerian ESDM telah mengimplementasikan pengadaan barang dan jasa secara elektronik. Berdasarkan study literatur yang sudah dilakukan penelitian sejenis belum pernah dilakukan sebelumnya. Metode yang digunakan adalah kualitatif deskriptif. Temuan studi ini menunjukkan bahwa implementasi kebijakan e-procurement di Kementerian ESDM sudah berjalan dengan baik. Namun ada beberapa hal yang menjadi masukan dari peneliti agar Kementerian ESDM serius dalam meningkatkan standar dan kematangan layanan e-procurement; meningkatkan budaya kerja profesional berintegritas dan optimalisasi pemanfaatan teknologi informasi dalam e-procurement; peningkatan komunikasi dengan Lembaga Kebijakan Barang/Jasa Pemerintah, dan untuk menjadi legal standing yang baik dalam memperkuat pengadaan barang dan jasa di Indonesia, maka perlu didorong dibuat landasan hukum aturan pengadaan barang dan jasa dalam bentuk undang-undang.

ABSTRACT

The government institution responsible for managing energy and mineral resources in Indonesia is the Ministry of Energy and Mineral Resources (MEMR). In carrying out its responsibilities, the MEMR procures goods/services to support its operational activities. To ensure transparency, accountability, and effectiveness in using the state budget, crucial to research the effective implementation of electronic procurement of goods and services in the MEMR. This research examines how the MEMR has implemented electronic procurement of goods and services. Based on the literature review, similar research has yet to be conducted. The research methodology used is qualitative descriptive. The findings of this study demonstrate that the MEMR's e-procurement policy has been successfully implemented. However, several things become input from researchers, namely that the MEMR is serious about improving the standards and maturity of e-procurement services; improving a professional work culture with integrity and optimizing the use of information technology in e-procurement; increasing communication with Government Goods/Services Policy Agency, and in order to have good legal standing in strengthening the procurement of goods and services in Indonesia, it is necessary to encourage the creation of a legal basis for goods and services procurement regulations in the form of laws.

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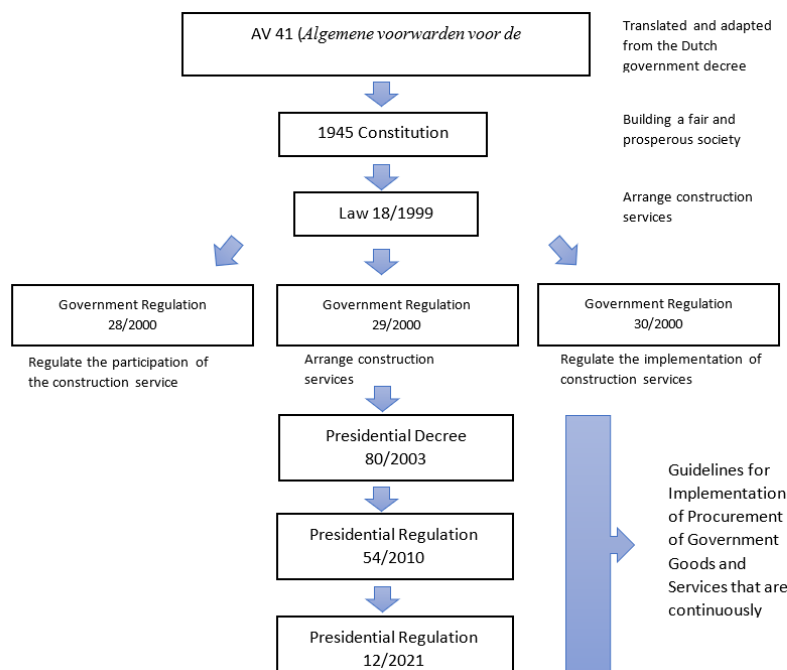
Implementation Policy; Government Procurement; Bibliographic Study

INTRODUCTION

In implementing a policy, not necessarily all regulations designed by what is implemented for that needed continuous bureaucratic reform. In its implementation, continuous testing (Zakiah, 2018) and improvement are carried out. According to Caiden (1969), bureaucratic reform is interpreted as improvements carried out in a planned system and governance (Caiden, 1969) regarding government expenditure to address various public issues (Hardianti, W. M., & Setyowati, 2019).

The hallmarks of world-class bureaucracy reform include high-quality public services and increasingly effective and efficient governance. By removing corruption, collusion, and nepotism from governance, bureaucratic reform has succeeded in showing how capable a transparent and clean government is. Public transparency can create equal participation of all communities in the management of public resources (Andrianto, 2007). In the government's procurement of goods and services (PBJ), what can be done is to reorganize the governance arrangements for bureaucratic reform by accelerating the development of an electronic-based government system, which is currently still at 34.3%. Meanwhile, according to the Corruption Perception Index in 2021, Indonesia is still ranked 97 out of 180 countries, whereas according to the Corruption Eradication Commission's (KPK) data, 44% of the cases it handles include the PBJ (KPK, 2021). Therefore this writing is interesting to describe how the implementation of electronic procurement of goods/services (SPBE) at the Ministry of Energy and Mineral Resources (MEMR). SPBE, as described by Corsi (2006), is the use of electronic tools through the internet to conduct procurement tasks, such as need assessment, bid evaluation, payment processing, and contract administration. Adopting the SPBE will improve public procurement's effectiveness, efficiency, openness, and accountability. Meanwhile, according to the United States Agency for International Development, SPBE can promote openness and accountability while also discouraging fraud and corruption (USAID, 2008).

Figure 1.
History of Goods/Services Regulations in Indonesia



Source: processed by the author (2022)

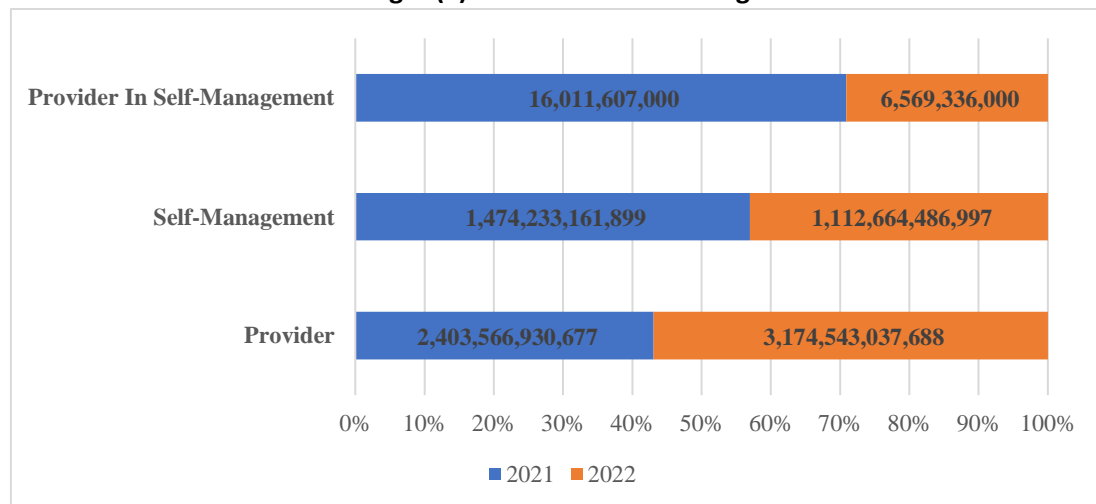
In accordance with Presidential Regulation 16/2018 about the Procurement of Government Goods/Services, the goal of the purchase is to enhance public services. In the meanwhile, the government, in accordance with Hardiyansyah (2011), offers public services in the form of public services to fulfill the need for facilities and services by PBJ (Hardiyansyah, 2011). Regulations that bind and regulate the process of PBJ is important in fulfilling adequate facilities and infrastructure and have accountability without reducing effectiveness in their implementation. The history of Goods/Services regulations in Indonesia is in Figure 1, where the existing regulations in their journey continue to be refined.

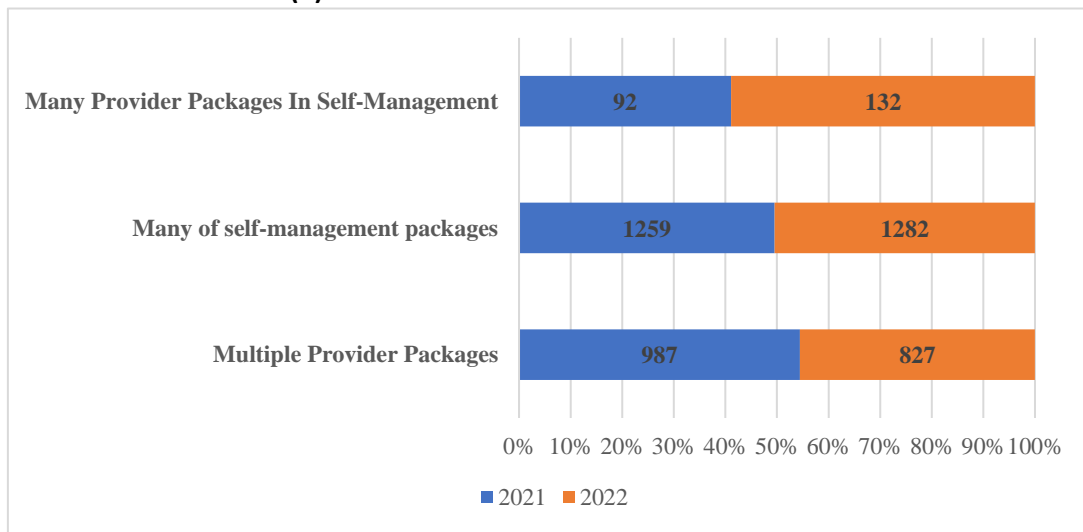
According to Arifin (2017), the PBJ at prices that can be accounted for with the right quantity and quality, as well as timely implementation, is another objective in the PBJ (Arifin, 2017). Figure 1 shows the history of goods/services regulation in Indonesia. And the current Presidential Decree 16/2018 has been refined by Presidential Decree 12/2021.

The development of adequate facilities and infrastructure by the MEMR can be in the form of building physical infrastructure to meet the demand for quality energy to create prosperity and also people's welfare. This is as stated by Irwan Tahir, M., Hendiyani, M. F., Maryani, D., & Kartika (2022) in his paper which states that the main responsibility of the government is to provide public services to advance public welfare. The government has a responsibility to obtain goods or services needed for public services. With the procurement of goods/services, there is distribution and distribution of the state budget to achieve good governance. To achieve good governance, the state budget is disbursed and distributed together with the procurement of goods/services. The United Nations Development Program (UNDP) defines good governance as governance that involves multiple stakeholders (state and government, private sector, and society) (Sedarmayanti, 2009).

The purpose of procuring goods/services electronically, known as e-procurement, is to create a control system that can thwart fraud. With e-procurement, it is hoped that it will also be able to produce quality goods/services so that it indirectly also provides good basic facilities to the community. The list of budgets and the number of electronic goods procurement packages for 2021-2022 carried out by the MEMR is detailed in Graph 1 below:

Graph 1.
Budget (a) and Number of Packages

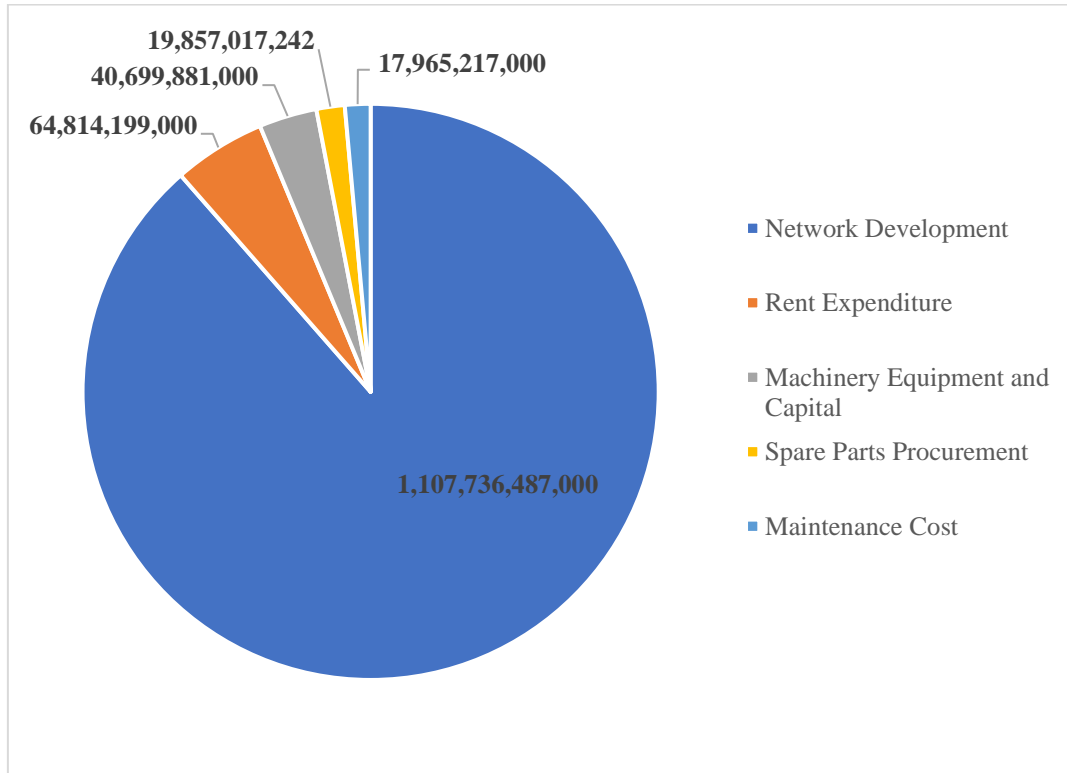


(b) Electronic Procurement of Goods MEMR

Sources: Processed by author, LKPP (2022)

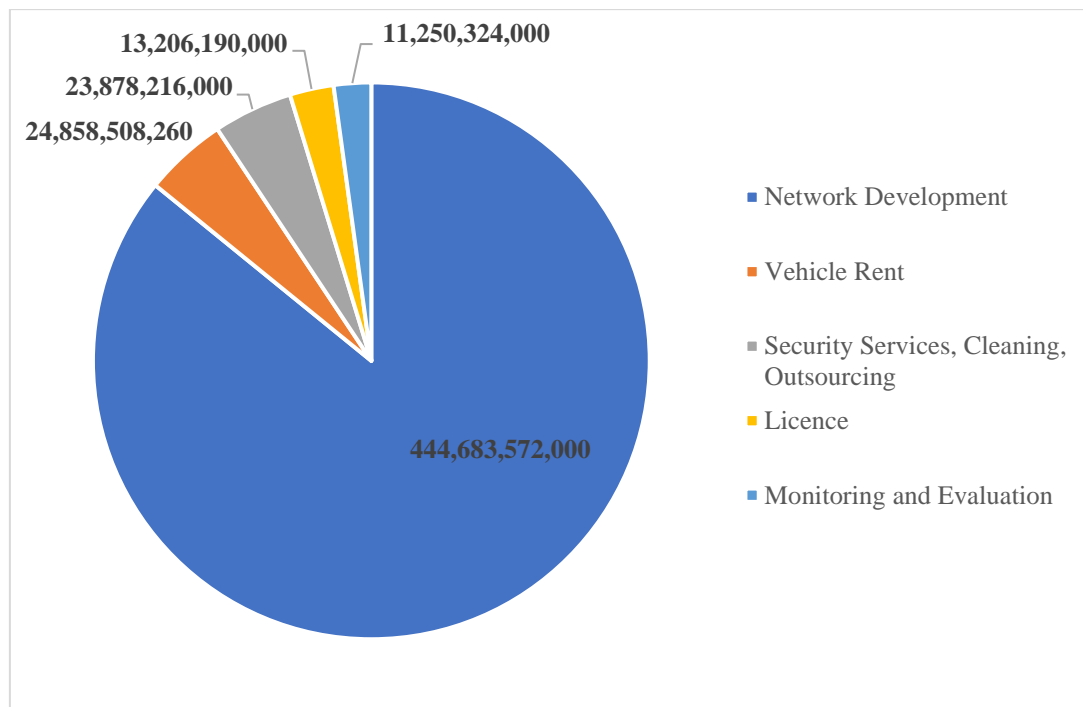
In Graph 1 (a) the MEMR electronic procurement budget for 2021 is dominated by self-managed and self-managed providers, while 2022 is dominated by providers. Graph 1 (b) The number of electronic goods procurement packages by the MEMR in 2021 by many provider packages, while in 2022, many provider packages are under self-management.

Graph 2.
MEMR Electronic Procurement of Goods Based on 2020 Commodities



Sources: Processed by author, LKPP (2022)

Graph 3.
MEMR SPBE Based on 2021 Commodities



Sources: Processed by the author, LKPP (2022)

Whereas in Graph 2 shows the SPBE at the MEMR based on 2020 commodities, and Graph 3 shows the SPBE at the MEMR based on commodities in 2021, where procurement is equally dominated by network development.

Literature review

Iskandar (2017) explains policy as a series of program plans, activities, actions, decisions, attitudes, and behaviors to act or not act by parties (actors) as stages to solve problems that arise. One of the key elements in organizational success is policy determination. He stated that: Public policy is not a stand-alone decision; it is more a conscious, goal-directed action than a random or accidental behavior or action; in essence, it consists of actions that are interrelated and have a certain pattern that leads to certain policy objectives carried out by the government; and refers to activities or actions carried out by the government consciously and measurably in certain fields (Iskandar, 2017). Iskandar said:

- Public policy is more purposeful, purposeful action than random, incidental behavior; it is not a stand-alone decision;
- In essence, public policy is made up of interconnected actions that follow a predetermined pattern and aim to achieve specific goals set by the government;
- Public policies pertaining to deliberate and quantifiable acts taken by the government in certain domains;

- d. Public policy can be positive since it serves as a roadmap for the steps that the government must take to address a certain issue, or negative because it is a decision made by government officials not to do something (Iskandar, 2017).

Policy, according to Brian W. Hogwood and Lewis A. Gunn, consists of 3 processes:

- a. Before a policy is formed, the policy-making process is a formulation activity;
- b. The implementation process requires the implementation of policies that have been formulated or determined;
- c. The policy evaluation process checks/reviews the implementation that has been implemented, or, in other words, tries to understand what happened as a result of the implementation of a particular policy and analyzes the techniques/methods used and the results achieved.

Based on the above understanding, implementation is the implementation of the policies that have been set (Hogwood, B. W., 2003). At the same time, the implementation of policies, based on Van Metter & Van Horn's theory (1975), is a procedure followed by the government or the business sector to achieve certain goals set in a policy decision. So there will be impacts if this is implemented. There are six factors, according to Van Metter and Van Horn's theory, that will influence it: size and purpose; resource; characteristics of implementing agencies; the attitudes and tendencies (or dispositions) of the implementer; communication; and the economic, social, and political context (Van Metter, D., & Van Horn, 1975).

According to Tachjan (2006), the process of carrying out administrative tasks after a policy has been ratified and enforced is referred to as the implementation of governmental policy. This task is in the middle of the process of policy formulation and policy evaluation (Tachjan, 2006).

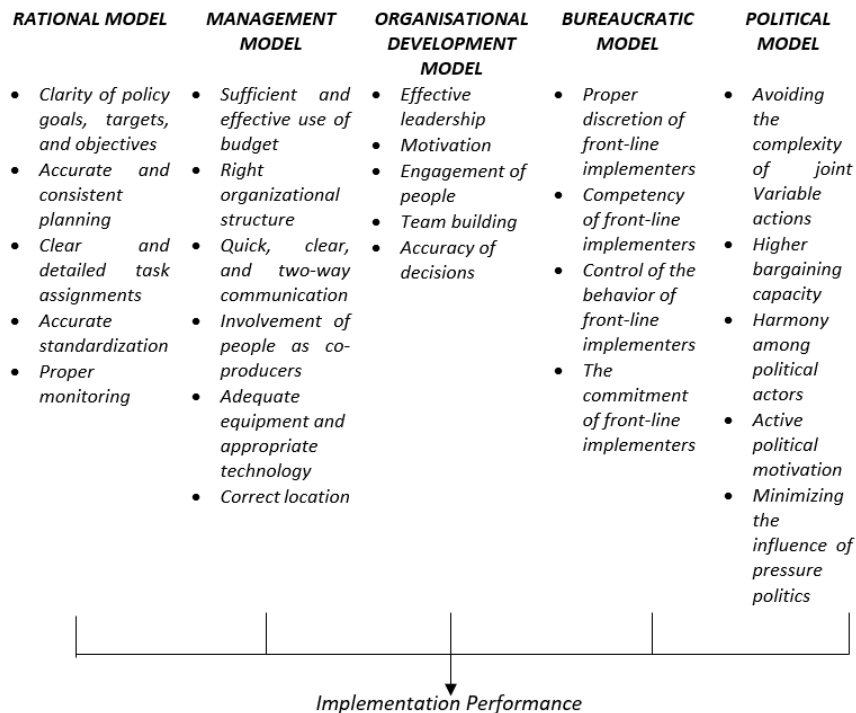
Policy implementation, according to Leo Agustino (2008), includes three things:

- a. There has been a policy implemented;
- b. Target/target group, namely a group of people who are expected to benefit from the policy;
- c. There is an implementer, both organizational and personal, whose job is to organize, implement, and supervise the implementation process (Agustino, 2008).

The process of implementing the policy, in addition to relating to the behavior of administrative/governmental bodies, has responsibility for implementing a program. In addition, it also concerns the network of political, economic, and social forces that can directly or indirectly influence the behavior of stakeholders. Implementation is an effort to understand what should have happened after a program was implemented. Policy implementation certainly involves agencies that are responsible for carrying out the implementation of the policy.

In the process of implementing policies, administrative/government bodies must have responsible behavior in implementing a program. In addition, factors of political, economic, and social power networks can influence stakeholder behavior both directly and indirectly. The attempt to understand what should happen after the program is implemented is called implementation. The implementation of this policy involves agencies that are responsible for carrying out the implementation of the policy.

According to the theory of Ansiur Rahman & Shahriar Khandaker (2016), 5 (five) models can be tested to understand implementation performance (Khan, A. R., & Khandaker, 2016). Then the framework can be formed as follows:



Ansiur Rahman and Shahriar Khandaker (2016) developed five models, which are as follows: (1) The rational model is predicated on the notion that clear goals, missions, and objectives are necessary for effective policy implementation, as are meticulous preparation, suitable task assignments, efficient monitoring and assessment, processes, thorough and efficient operations, and the methods necessary to aid implementers in figuring out the extent of policy obligations in line with policy goals. (2) This management model is based on the idea that some variables, including organizational structure, human resources, activities of policy executors, equipment and technology, level of coordination and cooperation, the delegation of authority, and place/location as implementation infrastructure, affect how well policies are implemented. This model also aims to identify challenges or hurdles to policy implementation caused by a lack of resources or delays in getting resources. (3) According to the organizational development model, successful implementation is highly reliant on effective leadership, successful implementation results from people's involvement, successful implementation results from motivation, the more dedicated and productive the team, the more likely the success of implementation, and successful implementation of policies is reliant on the accuracy of the leader's decision; (4) This bureaucratic model is predicated on the notion that the efficacy of policy implementation is dependent upon the proper policy of the implementer, the implementer's competence, the implementer's ability to manage their conduct, and the implementer's commitment; and (5) The political model is built on avoiding the complexity of jointly variable activities, having more bargaining power, harmony among political players, having good political motivation, and reducing the effect of political pressure.

Bibliographic Study

The method used in this bibliographical study is "charting the field" developed by Hesford et al. (2007) (Hesford, J., S. Lee, W. Van der Stede, 2007). Dewi et al. (2018) researchers chose to research the topic of policy/program implementation in Scopus-indexed journals. This study aims to seek novelty before researching the topic of policy/program evaluation (Dewi, I. Gusti Ayu Agung Meilinda Setia, 2018). This study used data from 17 journals with the result that there were a total of 18 articles obtained using the search keyword "policy and implementation and procurement and Indonesia" indexed by Scopus, which is limited to All Open Access. This study classifies each article into 3 (three) categorizations, namely by title, journal publisher, and findings (see Table 1 for details).

Table 1.
List of Journal Search Results

| No. | Title | Journal Publisher | Findings |
|-----|--|--------------------------|---|
| 1. | <i>A Sustainable Comprehensive Service through Greater Involvement of People Living with HIV/AIDS in the HIV/AIDS Management Program in Surakarta City of, Indonesia</i> | Asian Social Science | Antiretroviral drug (ARV) procurement, inconsistent procurement, uncertain presence (Demartoto et al., 2014) (Demartoto, Endang Gerilyawati, & Desiderius Sudibyo, 2014). |
| 2. | <i>Making e-procurement work in a decentralized procurement system A comparison of three Indonesian cities</i> | Emerald Insight | The main finding of this study is that human resources are an important factor in determining local e-procurement performance in three cities (Yogyakarta City, Tangerang City, and Kutai Katanegara District). However, Kota Tangerang is in the process of institutionalizing an e-procurement scheme to ensure sound local regulations (Nurmandi & Kim, 2015). |
| 3. | <i>Retrofitting in the middle of project execution case study of a public hospital building</i> | ScienceDirect | Another impact of the implementation of the new seismic standards is administrative documents. Almost everything changes based on project design, including technical and non-technical documentation (Hermawan, Indarto, & Soetanto, 2017). |
| 4. | <i>Potential fraudulent behaviors in e-procurement implementation in Indonesia</i> | IOP Publishing | Procurement in Indonesia through SPSE developed by LKPP has had a lot of positive effects, but there are still many fraudulent practices in the implementation of this system. This article attempts to identify these practices and then systematically classify and analyze them (Hermawan et al., 2017). |
| 5. | <i>Operational and implementation research within Global Fund to Fight AIDS, Tuberculosis and Malaria grants:</i> | Globalization and Health | Procurement is not specifically discussed. It is said that when countries have to choose between procuring raw materials to fight disease and supporting research, they often turn to other donors for research funding (Kiefer et al., 2017). |

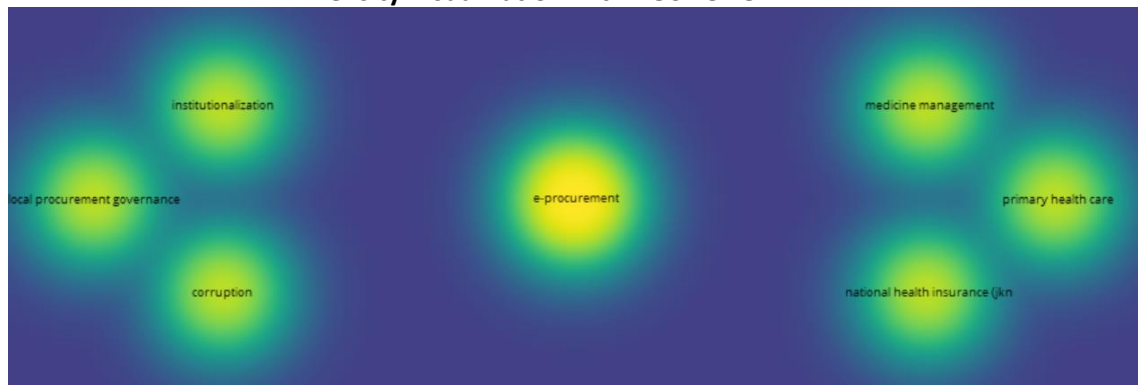
| | <i>situation analysis in six countries</i> | | |
|-----|--|----------------------------|--|
| 6. | <i>Challenges in developing an e-government for good governance in North Sumatra</i> | IOP Publishing | An e-procurement system does not automatically change organizational culture and the work of implementers and providers. This article provides insight into the attitudes and perceptions of the private sector involved in e-procurement towards government implementation of e-government. Boycotts, the digital divide, and local politics are interlinked to impede good governance through e-procurement (Siahaan, 2017). |
| 7. | <i>Assessment of The Existence of Green Open Space in Fishermen Village, Surabaya</i> | AIP Conference Proceedings | Not precisely the procurement of goods/services but the discourse on government implementation of green space procurement policies in regional development for economic and social development of offshore fishing communities, especially in Surabaya and other coastal areas (Sulistyo & Widjajanti, 2018). |
| 8. | <i>The critical success factor for partnership in low-cost apartments project: Indonesia perspective</i> | Taylor & Francis Group | Procurement is one of five factors that affect the success of a low-cost housing project. This study shows that a transparent procurement process leads to a high cost-benefit ratio for the project. Legal framework and procurement process linked to competitive procurement process (Rachmawati, Soemitro, Adi, & Susilawati, 2018). |
| 9. | <i>Policy on Timber Legality Verification System for Sustainable Public Procurement and Green Products</i> | E3S Web of Conferences | This study looks at the Timber Legality Assurance System's support for the supply of environmentally friendly goods to the forestry industry and Sustainable Public Procurement, which will help achieve sustainable development. (Tuharno, Purnaweni, & Muhammad, 2019). |
| 10. | <i>The Impact of Pharmaceutical Policies on Medicine Procurement Pricing in Indonesia Under the Implementation of Indonesia's Social Health Insurance System</i> | ScienceDirect | Pharmaceutical policies in the implementation of JKN have had a major impact on reducing the price of drug procurement in Indonesia. Reducing the cost of drug procurement in Indonesia has been significantly impacted by pharmaceutical policies used in the implementation of JKN (Anggriani, Ramadaniati, Sarnianto, Pontoan, & Suryawati, 2020). |
| 11. | <i>Medicine management in districts and primary health care centers (PHC) in the national health insurance (JKN) program</i> | IAI Conference | The research findings indicate that there is no regional drug management policy; instead, all regulation relies on a centralized policy. This Puskesmas procurement plan was followed in terms of drug management in the area. At the Puskesmas, drug purchases are made online using an electronic catalog. For drugs that cost more than IDR 200 million, the Procurement Service Unit (ULP) provides a catalog; for drugs that cost less than IDR 200 million, an in-person |

| | | | |
|-----|--|---|---|
| | | | appointment is required (Raharni, Sasanti, & Yuniar, 2021). |
| 12. | <i>Managing Artificial Intelligence on Public Transportation (Case Study Jakarta City, Indonesia)</i> | IOP Publishing | Reforming the traditional procurement process using the most recent and cutting-edge technology, as well as the role of leadership in fostering a positive work culture, are two of the five important management factors in enhancing urban mobility (Solihati & Indriyani, 2021). |
| 13. | <i>Challenges in maintaining medicine quality while aiming for universal health coverage: a qualitative analysis from Indonesia</i> | BMJ Global Health | While creating rules controlling health financing, procurement, taxation, and industry, policymakers must take the potential impact on drug quality into account to safeguard the advancement of universal health coverage (UHC) (Hasnida, Kok, & Pisani, 2021). |
| 14. | <i>Strategy for adaptation of rice plant management on the climate change impacts in Soppeng Regency, South Sulawesi Province, Indonesia</i> | IOP Conference Series | Discussion of alternate ways for rice agriculture to adapt to climate change, such as giving site-specific climate information and obtaining superior and tolerant rice variety seeds, is being done without directly addressing the purchase of commodities or services (Winarno, Mustari, & Yassi, 2021). |
| 15. | <i>Drug shops for stronger health systems: Learning from initiatives in six LMICs</i> | Journal of Pharmaceutical Policy and Practice | The three elements that work best as success initiative facilitators are training, the client-drug dealer connection, and multi-stakeholder collaboration. Strong initiatives can help overcome procurement issues (Lamba, Shroff, Babar, & Ghaffar, 2021). |
| 16. | <i>Permaculture Landscape as an Adaptive Strategy towards Food Security at Community-Scale</i> | IOP Conference Series | Users should talk about the need for food, procurement, and human resources, among other things, to make sure permaculture implementation is noticed in KAF without expressly mentioning it (Kurniawati, Dahlan, & Faisal, 2022). |
| 17. | <i>Analysis of e-catalog drug prices in the the era of Universal Health Coverage in the Indonesian pharmaceutical industry</i> | Pharmacia | Before the UHC era (between 2013 and 2015) and after the UHC (2018), drug prices were ten times lower. Price variations in the medicine e-catalog from 2013 to 2015 and 2018 in the form of price hikes and decreases (Satibi, Kirana, Aziza, Hutasoit, & Pribadi, 2022). |

Source: Processed by author (2022)

To make it easier to see the novelty, we can see it by visualizing it based on its density (see Figure 2):

Figure 2.
Density Visualization with VOSviewer



Source: Processed by author (2022)

From the results of Figure 2 and Table 1, there has never been a study that raised the topic of implementing policies/programs on electronic procurement policies at the MEMR.

RESEARCH METHODS

A qualitative research methodology was used in this study. According to Bogdan and Taylor, qualitative research produces descriptive data in the form of verbal or written words from the subject or verbally from observable subject behavior (UPI, 2013a).

This type of qualitative descriptive study is very appropriate and relevant to use because it makes it possible to qualitatively describe the current state of the object using information or data from research.

The type of qualitative descriptive research in this study explains knowing and observing the implementation of electronic procurement of goods/services at the MEMR. In this research, the Working Groups at the MEMR are intended to be the object of this research. Qualitative methods prioritize appreciation, where the writer tries to understand, interpret, examine, and analyze a social phenomenon from the interaction of human behavior in certain situations. This descriptive research can provide an overview of the symptoms or problems studied by the author. The data sources used are as follows:

- a. Primary source. Primary data sources are sources that provide data collectors access to data directly (Sugiyono, 2013). In this study, the authors obtained direct information from 8 informants, consisting of the Head of the Goods/Services Procurement Work Unit (UKPBJ) and five members of the Working Group for goods/services procurement of the Ministry of Energy and Mineral Resources, one person Inspectorate General of Ministry of Energy and Mineral Resources, and one person from BPK RI.
- b. Secondary source. Secondary data sources are those collected from previously used information or information obtained from other sources that can be accessed before the research is conducted. The author can obtain secondary data for this research from a second party who has information about the actual data. This secondary data can be in the form of ideas, criticism or comments, interpretations, or results of discussion of the original material. The following are secondary data used in this study, namely:

- Documents owned by UKPBJ Ministry of Energy and Mineral Resources and Government Goods/Services Policy Agency (LKPP) regarding information or data relating to the procurement of goods/services.
- Related sites that have content regarding regulations regarding the procurement of goods/services.
- Data and information obtained through print and electronic media are, of course, related to this research.

The process of collecting empirical data through respondents using certain techniques is called data collection procedures. The procedure for collecting research data is as follows:

- Documentation studies are traces of past events. Documents in documentation studies can be of various kinds, such as in the form of writing, pictures, or monumental works of a person.

A documentation study is a data collection method that involves searching through documents to find data or information related to the problem being researched (UPI, 2013b).

Voice recordings, quotations, field notes, interview scripts, and other official documentation were used by the authors in this study. These documents were studied and understood to then be used as a source of material for analysis together with the results of the interviews.

- Interviews are structured conversations conducted by researchers who act as interviewers (interviewees) with a large group of respondents or interviewees to find out more about information related to the problem being studied. Interviews conducted must be in-depth interviews, adhering to the interview guidelines that have been made, and the interview technique is semi-structured. Researchers conducted in-depth interviews with the Head of UKPBJ and the Working Group for goods/services procurement of the Ministry of Energy and Mineral Resources. There are several techniques for testing the credibility of data or the reliability of data from qualitative research, including increasing observation time, increasing tenacity in research, triangulation, conversations with colleagues, examination or analysis of negative cases, and discussions with colleagues (member check) (Silalahi, 2012).

A triangulation approach will be applied in this study. What is meant by triangulation is a data validation method that compares or checks the validity of data that utilizes something other than the data for checking purposes or as a comparison of the data. (Sugiyono, 2017).

The triangulation technique with sources is used to assess the reliability of the data in this study. In terms of research quality, this triangulation with sources compares and cross-checks the level of confidence of data collected using different times and tools in qualitative research. Triangulation with sources is done by comparing observation data with interview data; source triangulation is done.

RESULTS AND DISCUSSIONS

Goods/Services Policy Implementation

Based on the results of the documentation study and interview findings, the authors divide the results of policy implementation according to the two theories used, namely the theory of Ansiur Rahman & Shahriar Khandaker (2016), as follows:

a. With the rational model, the following results are obtained:

1) Policy implementation is by the goals and targets;

| Transparency and Accountability | Fair Business Competition | Procurement Process Efficiency | Support monitoring and audit processes | Access Real time Information |
|--|---|---|---|---|
| <ul style="list-style-type: none"> • Because procurement is carried out electronically, procurement is truly transparent and accountable • All data and auction results are open and accountable | <ul style="list-style-type: none"> • All companies or providers of goods/services can participate in the selection of providers of goods/services as long as they meet the requirements and are not on the black list • The Pokja no longer has direct contact with providers | <ul style="list-style-type: none"> • Utilization of Information Technology makes the use of paper and printing hard copy auction documents unnecessary • The Procurement Working Group can carry out procurement activities anywhere and anytime because it is online | <ul style="list-style-type: none"> • Procurement data and documents are already stored in the system, so monitoring and auditing processes can be easily carried out | <ul style="list-style-type: none"> • Utilization of Information Technology in procurement so that the information available is real time |

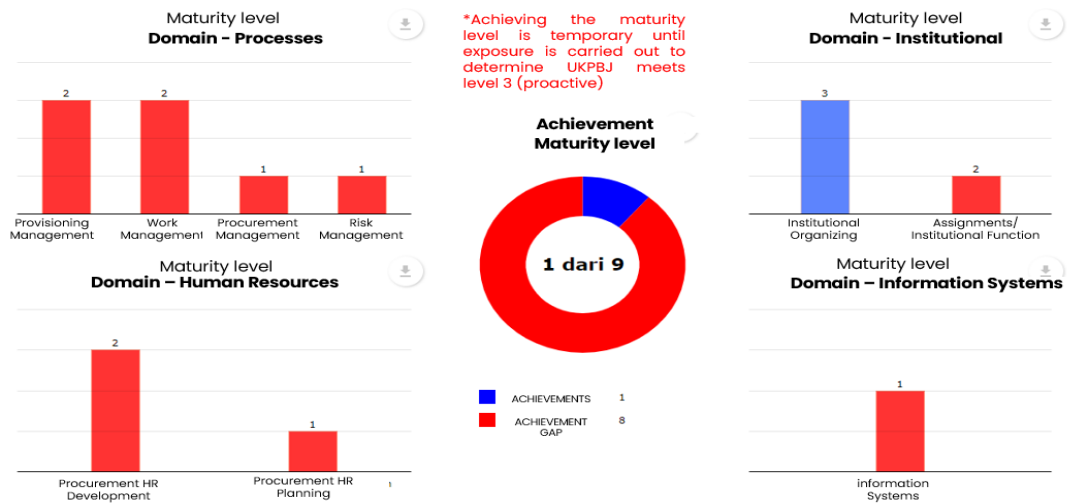
- 2) The Working Group has carried out an accurate and consistent auction package by the plan;
- 3) Pokja assignments are divided evenly but not yet clear and detailed in the form of Standard Operating Procedures (SOP);
- 4) The Working Group has worked according to the LKPP procurement document standards (<http://inaproc.id/unduh>);
- 5) There has been no monitoring from the Inspectorate regarding UKPBJ performance. Currently, monitoring and evaluation activities are only carried out by the head of UKPBJ for the Working Groups.

b. With the management model, the following results are obtained:

- 1) The UKPBJ budget is minimal due to a budget shift for Covid. The current budget is adequate and focuses on goods/services procurement activities not yet related to institutional development;
UKPBJ's current budget is in the range of Rp. 600-800 million. The budget focuses on goods/services procurement activities not yet related to institutional development; The budget requirements still need to be detailed because the UKPBJ organizational format is still new and is still under the General Bureau of the Ministry of Energy and Mineral Resources.
Communication ran smoothly and clearly in two directions, both internally between the Head of UKPBJ and the Working Group, as well as UKPBJ and other units;

- 2) Public involvement is widely open to participate in procurement as long as the procurement requirements are met;
 - 3) Completeness of E-Proc equipment and technology is managed (SPSE) by the Ministry of Energy and Mineral Resources and still requires more extensive data storage;
 - 4) The current location is still under the General Bureau of the Ministry of Energy and Mineral Resources (In terms of organizational structure, it is under Echelon II).
- c. With the organizational development model, the following results are obtained:
- 1) The leadership of the Head of UKPBJ is considered to have been effective because it continues to motivate the Procurement Working Group to work better to produce optimal procurement for MEMR;
 - 2) The motivation given is to always work by laws and regulations and not win over certain providers because of certain interests;
 - 3) Involvement of people in communication, such as:
The Procurement Working Group and UKPBJ routinely communicate with work units that implement procurement, such as Committing Officer (PPK) and Budget User/Budget User Authority (PA/KPA) (especially for procurement of more than IDR 100 billion). This is done to ensure that the procurement of goods/services is what is desired by the work unit;
UKPBJ and Electronic Procurement Services (LPSE) MEMR also frequently communicate and coordinate with LKPP, especially regarding new systems and rules that implementers need to know about;
 - 4) The team's commitment is to always work by statutory regulations and not win over certain providers because of specific interests;
 - 5) The accuracy of the leader's decision does not exist. The Procurement Working Group works independently and professionally to produce winning providers.
- d. With this bureaucratic model, the following results are obtained:
- 1) The right policy of the executor always involves LKPP in making decisions so that the decisions taken do not conflict with laws and regulations;
 - 2) Executor competence
 - Each Procurement Working Group has a certificate of procurement of goods/services;
 - There is mandatory training for functional officials, namely competency exams. In addition, there are seminars such as the socialization of new regulations. And technical training that can be followed, such as HPS Preparation Training and others;
 - However, UKPBJ MEMR has not carried out Job Analysis (Anjab) and Work Load Analysis (ABK) optimally;
 - And based on self-assessment, the maturity level of the UKPBJ MEMR organization is still shallow (1 out of 9 maturity levels) (see Figure 3 below),

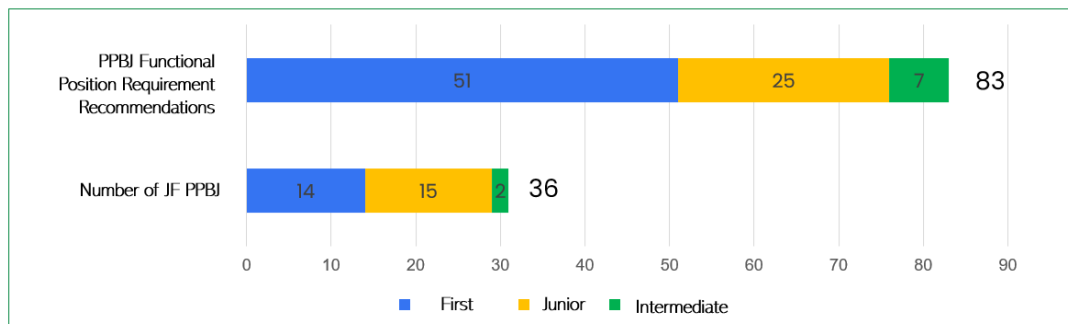
Figure 3.
Organizational Maturity Level UKPBJ MEMR



Source: Processed by author, U. LKPP (2022)

- Not all procurement competence training and mentoring programs are competency-based for Government Procurement of Goods and Services (PBJP) positions, competency of UKPBJ personnel (see Graph 4 below);

Graph 4.
Percentage of Functional Positions (JF) PPBJ



Source: Processed by the author, LKPP (2022)

- Control the behavior of the Procurement Working Group implementers who have worked by the applicable laws and regulations; The characteristics that describe the Procurement Working Group are professionalism and integrity, and there is no more intervention from any party;
- The implementing commitment of the Procurement Working Group states that electronic procurement of goods and services is carried out according to existing rules, namely those from presidential regulations and LKPP regulations; The Procurement Working Group carries out the character of integrity and professionalism, which means that the implementation is carried out honestly and professionally; The Head of UKPBJ also stated that the Pokja had carried out their duties professionally and that there was a process that could be carried out if there was a refusal to carry out the task by the Working Group.

e. With this political model, the following results are obtained:

- 1) Avoid the complexity of joint variable actions by completing tasks by applicable laws and regulations;
- 2) Higher bargaining capacity does not occur;
- 3) Harmony between political actors does not occur;
- 4) There is no active political motivation. The number of procurements has decreased a lot due to the Covid-19 pandemic, which has had an impact on the country's economy. Procurement is focused on handling a pandemic;
- 5) The influence of political pressure is very small and almost non-existent. The political aspect has minimal influence/intervention in the process of determining the winner of the procurement of goods/services by the Working Group. There is no pressure from DPR members or other superiors on the Working Group. In addition, the leadership or PA/KPA can only go directly to the Working Group if they have to go through the Head of UKPBJ first to intervene to win over certain providers. Pressure occurs on echelon 1 only when there is a Hearing Meeting (RDP);
The Head of UKPBJ plays a role in avoiding this pressure and always appeals to the Working Groups to maintain integrity and professionalism while carrying out the procurement of goods and services so that it goes well and according to the rules.

Then a triangulation technique was carried out to find checks and balances on the results of the interview with the previous informant. The steps taken were to conduct interviews with the Inspectorate General of MEMR and BPK RI. It is also to see some notes on PBJ implementation practices. From the results of the probity audit of the Inspectorate General of MEMR, it was found that in FY 2022, there were procedural areas for improvement in the Working Group regarding the verification process for one of the documents for winning a certificate that was uploaded, not by the validity period. Got after confirming with the certificate issuer the validity period of the certificate is no longer valid and the application for an extension is still in process, which should be the verification process for the validity of the certificate is carried out during the selection process, not during the time of objection and the 2021 Fiscal Year evaluation the Working Group did not use working papers. Meanwhile, based on the results of BPK RI audits carried out in the 2020 FY s.d. In the third quarter of the 2021 fiscal year, it was discovered that there were several audit findings related to the tender for one of the work packages, namely the delay in proposing the winner of the tender by the Selection Working Group because the Working Group was still not sure about the decision regarding the winner. In addition, two tender participants met all the tender requirements and were previously submitted as reserve winners 1 and 2 based on the selection working group's presentation, which in the end, the reserve winners were replaced by other bidders. In addition to other BPK audit results, the BPK has highlighted and provided recommendations so that the ULP Working Group is more careful in presenting the details of the HPS in the KAK uploaded in the SPSE. The BPK has also recommended that the ULP Working Group be more careful in carrying out the steps for evaluating bidding documents.

CONCLUSIONS AND SUGGESTIONS

Based on research results and according to the theory of Ansiur Rahman & Shahriar Khandaker (2016), in general, the implementation of electronic goods/services procurement policies at the Ministry of Energy and Mineral Resources has been going well. There are still electronic procurement service standards that still need to be met by the LPSE of the Ministry of Energy and Mineral Resources. In addition, the achievement of the organizational maturity level of

UKPBJ as the main unit that carries out e-Procurement still needs to be higher (1 out of 9 maturity levels).

However, when viewed from the Probity Audit results of the Inspectorate General of MEMR and the results of BPK RI inspections, there are still notes and weaknesses in the procedures carried out by the Working Group in conducting PBJ.

Some suggestions from the author are as follows:

1. The Ministry of Energy and Mineral Resources needs seriousness in improving the standards and maturity of electronic procurement services, both by making SOPs for various services for providers and working groups and improving process management, institutions, HR, and Information Systems in collaboration with various other work units, especially the Pusdatin Ministry of Energy and Mineral Resources ;
2. Improve records and weaknesses in existing procedures by increasing a work culture that is professional and with integrity and optimizing the use of information technology in PBJs;
3. Improving communication with LKPP to get better directions and input in implementing PBJ, especially electronically, which has been implemented as it is today;
4. From a regulatory perspective, it is necessary to establish a legal basis for goods and services procurement regulations in the form of law so that it can become a good legal standing in strengthening the procurement of goods and services in Indonesia.

The recommendation for further research that the authors provide is an analysis of sustainable procurement policies at the Ministry of Energy and Mineral Resources to support Indonesia's energy transition.

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