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E-Procurement Policy Model: Case Study of Health Agency North Sumatra Province, Indonesia

Februati Trimurni 1, Asima Yanty Siahana 2, Dayana 3
Faculty of Social and Political Sciences, University of Sumatera Utara, Jln. Dr. Sofyan no.1, Medan 20155 – Indonesia

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Abstract
E-procurement policy is one form of reformation in procurement in Indonesia which aims at enhancing transparency in public procurement. E-procurement can be implemented through e-tendering and e-purchasing methods by utilizing e-catalogue. Policy implementation model was used to assist the realization of the goal of e-procurement policy. This study found three significant factors of e-procurement policy implementation model, namely legal foundation, infrastructure and human resources. This article entitled “E-procurement Policy Implementation Model: Case Study of Regency/City Health Agency, North Sumatra Province, Indonesia. Applying qualitative research method and case study approach, this study describes in detail stages of e-tendering and e-purchasing methods and transparency. It also explains how this e-procurement policy implementation method works and its relation with transparency in public procurement at Health Agency at Medan City, Binjai City and Serdang Bedagai Regency. In-depth interview, observation, document and literature analysis were utilised as interrelated data gathering techniques. In-depth interviews were conducted with head of Development Administration/LPSE of Medan City, Binjai City and Serdang Bedagai and Working Group of Procurement Service Unit (ULP), Commitment Authorities, Procurement Official and business as providers of e-procurement. This study also applies observation technique on Electronic Procurement Services (LPSE) website to examine transparency of data, process and decision of e-procurement activities. This study reveals e-purchasing methods is more interested for e-procurement implementers compare to e-tendering at all research sites. Security resulted from the utilization of e-catalogue is one of the reason for preference in using this method. This study also finds out that the three factors of e-procurement implementation model as mentioned previously were yet to function optimally causing speculations in e-procurement activities which usually addressed by providers to e-procurement implementers, and diverse understanding and interpretation on transparency between implementers and providers. Observation on LPSE websites reveals data transparency has been satisfactory while process and decision transparency are yet to be satisfactory.

Keywords: Policy model, E-procurement, Public service, Transparency.

1. Introduction
Public goods and services funded by national budget is an essential activity of government. Public goods and services procurement ensures the fulfilment of a country's development infrastructure. At this point, public procurement should be conducted more efficient and effective, prioritizing the implementation of healthy competitive principle which is transparent and just for related parties. This is a realistic expectation considering that the huge total amount of public procurement at governments' institutions reach out to 15% - 30% of GDP.

The high percentage of public procurement unavoidably created opportunity for the occurrence of corruption in public procurement and evidently dominates 61% of corruption cases in Indonesia (Tribune News, 2014). Public procurement process is also the most investigated corruption cases handled by Indonesia's Corruption (KPK) which consists of 96 cases or reaching to 40.9 % since 2004 to 2011 (Berita Sore.2012). Based on a study conducted by Indonesia Corruption Watch (ICW), public procurement corruptors includes private sector, head of government agency, head of local and provincial government (Hukum Online.2013).

Considering the vulnerability of public procurement towards the achievement of national economy, government implemented reformation in transforming manual procurement into electronic procurement (e-procurement). Manual procurement provided opportunity for direct interaction between government officials and providers. This face to face interaction significantly creates corruption and nepotism practices. On the other hand, through e-procurement the intensity of these corrupt practices can be decreased, thus, avoid and suppress these corrupt practices.

One of the objectives of e-procurement is to realize transparency and efficiency in public procurement (Presidential Regulation (Perpres) No. 4/2015). Surabaya city as one of best practices in public service delivery places the implementation of e-procurement as an innovative best practice, aiming at enhancing effectiveness, efficiency and transparency in public procurement process (Partnership for Democratic Local Governance in Southeast Asia, 2003). The implementation of e-procurement successfully saved 20 to 30% of public service