Strategies for optimizing the use of local electronic catalogs in the procurement process

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\textbf{ABSTRACT}

A B S T R A C T

The government uses the e-purchasing method through local electronic catalogs (KEL) to support their operational expenditure by focusing on domestic products provided by MSEs and cooperation. This research aims to describe the use of KEL in the procurement process within the regional government of NTT. A descriptive qualitative method was used in this research, with observation, documentation, and interview as the data collection methods. This study found that the regional government apparatus, as the main user of the e-catalog platform, is not yet familiar with procurement planning. In contrast, they could benefit from understanding how to use the e-purchasing system. Further, the supporting factors for KEL are support from procurement parties, the availability of competitive prices and qualities of products, and a well-regulated policy. In comparison, the obstructing factors are lack of knowledge and consistency of the government apparatus on the policy about using KEL, limited alternatives of competitive prices and qualities of available products, and lack of accountability in an e-purchasing mechanism. Therefore, an optimization strategy of well-integrated socialization and formation on using KEL is needed, along with a scheduled evaluation and monitoring by internal auditors and an increasing range of available products on current providers.

INTRODUCTION

In the aftermath of the COVID-19 pandemic that profoundly impacted the global community, governments worldwide strive to overcome the related challenges. An aspect that requires prompt attention is the economic dimension, which is interconnected with nearly every facet of human life. Consequently, each government is compelled to develop a new strategic approach to solve the crisis, and Indonesia is not an exception. In the context of a very broad Indonesian archipelago, one of the key strategies for expediting post-pandemic economic recovery is entrusted to regional governments because they already possess some autonomy to manage revenues and expenditures within their regional budgets (APBD). Hence, to promote regional governments’ economic revival, President Joko Widodo emphasized in his address at the National Coordination Meeting on Government Internal Supervision on June 14, 2022, in Jakarta (Sekretariat Kabinet Republik Indonesia, 2022), that regional government expenditures should prioritize utilizing domestic products (PDN). To facilitate this, offering extensive opportunities for Micro and Small-Scale Enterprises (MSEs) and cooperatives to engage in regional government spending is essential.

The Government Regulation concerning government procurement requires ministries/institutions/regional government (K/L/PD) apparatuses to increase expenditures on domestic products, allocate a larger portion of their purchases to MSEs and cooperatives, and expedite the use of electronic catalogs to facilitate spending from the regional budgets (APBD) and national budgets (APBN). Electronic
catalogs are primarily intended to facilitate the digital sale of top products for domestic firms. Electronic catalogs have progressed from being limited to national and sector-specific to encompassing local electronic catalogs. Procurement is conducted either through in-house procurement or through an external vendor. The techniques for selecting a provider of commodities, construction work, or other services include e-purchasing, direct procurement, direct appointment, quick tender, and tender. E-purchasing is specifically designed to procure commodities, construction work, and other services listed in the electronic catalog.

Since 2020, the provincial government of East Nusa Tenggara (Nusa Tenggara Timur/NTT) has been responsible for overseeing the administration of the local electronic catalogs. This action was carried out in response to the Decree of the Head of LKKP Number 192 of 2020 concerning the Establishment of Approval for the Management of Local Electronic Catalogs for NTT Province on October 16th. The early phases of government expenditure involve the preparation of an Annual Procurement Plan (RUP). According to the provincial government RUP data, there are 7,238 procurement packages. Out of the total amount, 3,662 packages are intended to be implemented through in-house procurement, while 3,576 packages are scheduled to be implemented through the provider. One of the methods for implementation is through the use of an e-purchasing system. Nevertheless, the e-purchasing approach, which uses an electronic catalog, only accounts for 98 out of 3,576 procurement packages. This represents a mere 2.74% achievement.

Regarding the local electronic catalog policy, Sjafaat & Santosa (2019) conclude that regional catalog policies likely improve government expenditures’ efficiency, effectiveness, transparency, and accountability. The accomplishments align with the President Regulation (Perpres) No. 54 of 2010. Still, it falls short of attaining optimal outcomes due to delays in providing and delivering goods and services, the absence of specific budgets for personnel responsible for the task, indications of price markups, and instances of lost properties. Put simply, it requires greater professionalism to achieve optimal results.

Over the last five years, numerous studies have investigated local/regional electronic catalogs. Accordingly, this study classifies prior studies into four clusters: fulfilling procurement principles (Candra & Gunawan, 2017; Darman, 2019; Mawarni et al., 2020; Mehra et al., 2020), preventing fraud/deviations (Jatu, 2020), supporting government financial management (Mukhlis & Pranoto, 2020), and supporting national economic recovery policies by involving small business entities (Iqbal, 2020; Nafi’ah, 2022; Nasyaa & Nurhayati, 2022; Pratama, 2022). Furthermore, within the context of implementing a local electronic catalog in the provincial government of NTT, specific aspects have been neglected and require attention. These include unprofessionalism in ensuring a sufficient supply, delays in announcing the RUP, slow responsiveness to demands, a late budgeting process, and a lack of support for e-purchasing.
Upon close examination, it becomes evident that these adversities pose a significant obstacle to implementing *Perpres* No. 16 of 2018, which mandates the government's responsibility to provide products and services for national growth. National development primarily enhances public services and bolsters the national and regional economy. Furthermore, it is imperative to implement targeted measures to foster regional economic expansion by promoting domestic goods and engaging micro, small, and medium enterprises in advancing continuing and sustainable development.

Another crucial and urgent matter that needs to be executed is the president's directive (*Perpres*) concerning the regulation and expeditious advancement of national development. It is crucial to optimize the utilization of the budget, especially the one allocated for PBJ. The need to promote community access, particularly for Micro Small Enterprises (MSEs) to establish new businesses, is highlighted in Presidential Decree No. 12 of 2021.

Provincial government of NTT, through the BPJ Bureau, has designated 2022 as the year to implement local electronic catalog transactions. This implementation focuses on acquiring goods and services within the provincial government of NTT. This regulation is evidence of the government's benevolent efforts to encourage the adoption of a local e-catalog in the NTT region to bolster economic recovery. Hence, this study is crucial as it acknowledges that the execution of BJP via KEL has not been carried out to its full potential despite legislation about BJP. This study also aims to develop a method to maximize the effectiveness of utilizing a local electronic catalog.

Based on the above discussions, we propose several research inquiries as follows: (1) What is the role of a local electronic catalog in the procurement process for products and services within the NTT provincial government? (2) What variables promote or hinder the adoption of a local electronic catalog in the procurement process of government goods/services for the NTT provincial government? (3) What is the strategy for maximizing the utilization of the local electronic catalog in procuring goods/services for the NTT provincial government? The research aims to describe how the local electronic catalog is being used by the NTT provincial government in the government procurement process for goods and services. It also seeks to identify the factors that support or hinder using the local electronic catalog in this process. Additionally, the research aims to develop strategies for maximizing the use of the local electronic catalog in procuring government goods and services within the NTT provincial government.

**LITERATURE REVIEW**

**Stakeholder Theory**

The term of stakeholder was initially introduced within the confines of a memorandum at the Stanford Research Institute in 1963. The coinage of this word was intended to convey that management exclusively focuses on shareholders as their
target group (Freeman *et al*., 2010). In addition, R. Edward Freeman, in his seminal work on strategic management (1994), defines stakeholders as any collective or individual entity that possesses the ability to influence or be influenced by the attainment of organizational objectives (Bryson, 2004).

Hence, stakeholders are arguably integral to the operational context in which an activity, project, or program is executed. Within the realm of the public sector, stakeholders refer to groups or persons who can exert influence or are subject to the impact of public sector policies. The existence of stakeholders is significant as they posse vested interests. The length or brevity of the stakeholder list might vary significantly.

The field of management science examines the notion of stakeholders as a theoretical framework known as the stakeholder theory (Manullang, 2017). While this theory is primarily associated with the private sector, some experts apply it to public sector institutions (Scholl, 2001). Stakeholder theory posits that there are more entities engaged. While public sector managers may have different motivations, such as serving the public interest, compared to their private sector counterparts who are driven by firm survival or profit, their decisions still can affect individuals in achieving organizational objectives (Scholl, 2001).

It is inherent that every idea or policy will elicit proponents and opponents. Policymakers who are genuinely committed to the success of their ideas and policies must prioritize a stakeholder analysis because the presence of stakeholders that oppose the idea or policy can impede or even cause the idea or policy to fail. Stakeholder analysis, in this sense, refers to examining the individuals or groups involved in a project or organization and their specific connections to the initiative (Manullang, 2017). In e-catalog procurement, stakeholder analysis pertains to identifying the individuals or groups involved in formulating the policy and those actively participating in the e-catalog procurement process.

To achieve this objective, organizations carrying out stakeholder analysis must comprehend the extent of stakeholders’ influence and significance possessed by stakeholders (Reed *et al*., 2009). Interests foster interaction between parties and their counterparts. The interaction is carried out to benefit oneself or the organization while expecting partners to perform similarly. Meanwhile, influence or power holds significant value in dealings with other parties. This capital aims to facilitate a harmonious partnership (Fifiyanti & Damanik, 2021).

According to Manullang (2017), the objective of carrying out a stakeholder analysis is to determine the following: 1) Who are the project stakeholders, and what is their stance on the project? 2) What are individuals’ profiles, roles, traits, behaviors, interests, and strengths? 3) What is the hierarchy of priority that the project should assign to stakeholders in terms of attention? Moreover, the steps involved in the process of identifying and analyzing stakeholders, also known as stakeholder analysis, are outlined as follows (Bryson, 2004): First, identifying and engaging stakeholders (individuals or groups with a vested interest); subsequently, categorizing stakeholders
Strategies for optimizing the use of (Pawe, Utami, Man) according to the extent of their influence and power. This categorization uses a 2 x 2 matrix. The matrix dimensions refer to the levels of stakeholders’ influence and authority. The classification results categorize the stakeholders into four distinct groups. The four classifications include subjects, significant participants, advocates, and adherents. Figure 1 depicts the classification.

![Stakeholder Map](image)

Government Procurement

Government Procurement, referred to as Procurement, means procurement activities by Ministries/Institutions/Regional Apparatuses financed by the state and regional budget. The process commences from identifying needs to handing over the work results. (Article 1 Paragraph 1 Presidential decree no 16 of 2018). The procurement parties are involved in the procurement process through in-house or providers (LKPP, 2018). The procurement parties consist of Budget Users (PA), Proxy of Budget Users (KPA), Commitment-Making Officers (PPK), Procurement Officers (PP), Selection Committee (PokMil), Procurement Agents, In-house Procurement Organizers, and Providers (Article 8, Presidential decree No 12 of 2021).

The providers who carry out e-purchasing (PPK and PP) manage the goods/services procurement function to maintain the function of goods/services procurement within the K/L/PD environment. They must have competency in the field of procurement of goods/services.

Planning for Procurement

The process of government procurement commences with the initial planning stage. Rakhman (2022) asserts that the effectiveness of a procurement process that prioritizes value for money hinges on a systematic and accountable management of goods/services procurement, which can be periodically evaluated. The planning
process is both an initial and crucial phase in determining the degree of success in government procurement of goods and services. Precise and timely planning and execution are crucial to prevent errors.

It is crucial to monitor the planning process to adhere to efficiency, effectiveness, transparency, openness, competition, fairness, and accountability principles. During the planning phase of procuring goods/services, various aspects are considered, such as identifying the specific goods/services to be procured, determining the procurement method, packaging and consolidation requirements, scheduling of utilization, and the allocated procurement budget.

**Implementation of Government Procurement**

Arsana (2016) classifies procurement activities into three main categories: the user, who proposes the procurement and is typically an authorized official or organizational unit; the provider, who supplies the goods or services; and the executor, who carries out the procurement process. As a consumer of goods and services, the government is represented by PA/KPA and PPK. Including goods/services providers as participants in goods/services procurement operations is crucial because commercial firms or individuals must deliver goods, construction work, consulting services, or other services. The provider must possess the necessary qualifications that align with the specific sort of goods or services being bought. Furthermore, providers are required to adhere to statutory regulations. The supplier bears responsibility for fulfilling the contract, ensuring the quality of the goods or services obtained, accurately estimating the quantity or volume, delivering the goods or services on schedule, and accurately specifying the delivery location. Meanwhile, the executor's role is to choose and designate the provider of products or services based on the user's desire. Put simply, the executor is the intermediary between the provider and the user. The executor comprises Selection Working Groups, Commitment-Making Officials (PKK), and Procurement Agents.

**Implementation of Procurement Through Electronic Catalog (e-catalog)**

Purchasing goods or services electronically through an e-catalog is referred to as e-purchasing. This system includes general regulations about e-purchasing within an electronic catalog. The provisions mentioned are catalog items offered by electronic catalog suppliers. The goods are included in a national, sector-specific, and local computerized catalog, which provides detailed specifications, functionalities, performance, and prices. The unit price shown on the electronic catalog is the maximum unit price. In addition, this product is available for purchase by all K/L/PD, except for goods/services advertised in the catalog or subject to specific regulations in product review determinations.

Before completion, the PPK and/or PP must prepare for adopting e-purchasing. The preparations involve several tasks: drafting technical specifications for the goods/services to be procured, prioritizing products from providers with small
business and cooperative qualifications as well as domestic products, gathering price references, checking the blacklist status of providers, verifying qualification data of providers who have not been verified on the SIKaP application, and clarifying the technical specifications of the product listed on the application to the provider. In addition, PPK and PP carefully examine the clauses concerning the jurisdiction of each party. The mentioned regulations pertain to cases where a procurement package exceeds a value of IDR. 200,000,000. In such instances, the PPK is responsible for initiating the order or production of the package. Nevertheless, if the packages exceed a value of IDR. 200,000,000, the responsibility for placing the order or creating the package falls on the PP.

Those mentioned above can be accomplished using three e-purchasing catalog methods: price negotiation, mini competition, and competitive catalog. Initially, pricing talks might be conducted over the product's unit price. The discussions consider the quantity of products acquired, shipping expenses, installation expenses, and availability. In this discussion, PPK or PP can use product price information from reputable sources. This information can serve as a reference point for talks with electronic catalog suppliers. In addition to bargaining over rates, PPK and/or PP may also engage in negotiations about technical support services. This service encompasses instruction in utilizing merchandise and, if not already incorporated in the cost, the installation thereof. It also includes warranty and post-purchase assistance and the option to bundle packing with other compatible products. It is necessary to document these activities in the electronic catalog application and include them in the order letter.

Secondly, a minor competition might be organized between two or more electronic catalog providers. The desired electronic catalog provider offers identical or similar products with comparable specs. PPK and PP require these products to obtain the most favorable price.

Thirdly, the competitive catalog encompasses the data and information provided by electronic catalog suppliers. This pertains exclusively to the domain of construction activities. Typically, the scope of labor mostly consists of fundamental construction elements. The system subsequently processes and utilizes these components if this functionality is included in the electronic catalog application.

RESEARCH METHODS

This research employed a descriptive qualitative technique, focusing on the provincial government of NTT and external stakeholders interested in policies regarding utilizing local electronic catalogs. This study employed primary and secondary data sources. The primary data sources consisted of interview data. In contrast, the secondary data included documents about procurement, such as websites (sirup.lkpp.go.id), the government budget report (Governor Regulation Number 69 on 31 May 2022, unaudited), and regulations regarding e-catalog procurement.

The data collection methods encompassed observation, documentation, and
interviews. The data was gathered from September to October 2022. The informants were selected using purposive sampling based on specific criteria. These criteria included individuals involved in government procurement activities, particularly through e-purchasing. This includes e-purchasing managers, service users, goods/service providers, and the providers of government shopping platform services. Additionally, individuals who have authority in local electronic catalogs and online shop policies and are involved in procurement policymaking were included.

The interview data was manually analyzed by transcribing the results into Word. Subsequently, the process involved encoding the transcribed document, evaluating and elucidating the outcomes of the coding interviews, and ultimately presenting the data and facilitating conversations on data presentation.

RESULTS AND DISCUSSION

Interview Result

Interviews were conducted with informants from the provincial government of NTT and local electronic catalog suppliers who met the specified criteria. The results answer the research questions: 1) The use of local electronic catalogs for procurement in the provincial government of NTT. The PBJ Bureau, the manager, regulator, and facilitator, carried out stakeholder mapping and analysis to plan to utilize a local electronic catalog in government procurement. This analysis aims to identify six stakeholders engaged in and endorse the policy: the PBJ Bureau, Regional Apparatuses of the Regional Government of NTT, Office of Cooperatives, Manpower and Transmigration, Regional Finance Agency, NTT Provincial Inspectorate, and Providers. The outcomes of stakeholder mapping are displayed in Figure 2 below.
The stakeholders’ tasks and roles are shown in Table 1 below.

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<tr>
<th>Stakeholder</th>
<th>Tasks</th>
<th>Roles</th>
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| 1. PBJ Bureau (Quadrant I)                                                 | Formulating regional policies related to local electronic catalogs, acting as intermediaries/facilitators with other stakeholders, and managing local electronic catalogs. | 1. Preparing derivative regulations related to local electronic catalogs within the scope of the East Nusa Tenggara provincial Government.  
2. Collaborating with other stakeholders in implementing local electronic catalog.  
3. Outreaching other stakeholders involved in the implementation of the local electronic catalog.  
4. Monitoring and evaluating the implementation of the local electronic catalog. |
| 2. The Scope of Provincial Government Apparatus of NTT (Quadrant II)        | Carrying out duties and functions in government according to their respective authorities and acting as users of budgets and goods. | 1. Managing the budget as outlined in the budget documents.  
2. Implementing operational expenditure policies carried out effectively and efficiently.  
3. Carrying out the PBJ process using local electronic catalogs. Inviting potential providers to join local e-catalogs. |
| 3. Office of Cooperatives and EMSs Province of NTT (Quadrant II)           | Regional apparatus that handles the empowerment of MSMEs and cooperatives | 1. Possessing a database of the number of MSEs-Cooperatives in NTT province.  
2. Having the authority to carry out several trainings for MSEs and cooperatives so that they are digital ready.  
3. Having access to promote MSEs and cooperatives. Having access to promote MSEs and cooperatives. |
| 4. Regional Financial Institutions (Quadrant III)                          | Regional apparatus that handles budgeting, treasury affairs, and accountability for APBD implementation. | 1. Managing the budgeting process.  
2. Managing the treasury.  
3. Regulating the accountability of APBD implementation. |
| 5. Provincial Inspectorate of NTT (Quadrant II)                            | Regional apparatus in charge of supervising government management.    | Monitoring the compliance of regional apparatus in implementing the intended policies through performance audits of regional apparatuses. |
| 6. Provider (Local Electronic Catalog) (Quadrant I)                        | Providing goods/services to buyers (Government)                       | Fulfilling requests from buyers (Government Agencies) for goods/services. |

In addition, concerning the development of the PBJ process at the regional apparatus, the evidence indicates that procurement partners (PPK and PP) still had not
properly comprehended and adhered to e-purchasing regulations. This fact is critical and requires immediate attention regarding when the procurement parties (PPK and PP) have been supported in formulating plans for acquiring goods/services. Meanwhile, it seems that regional apparatuses have comprehended the process of implementing procurement through local electronic catalogs and online storefronts about the implementation of PP and/or PPK e-purchasing processes. The identified limitations pertain to utilizing the local electronic catalog for conducting e-procurement; 2) The supporting factors for the use of local electronic catalogs in the Provincial government of NTT are a) support from procurement parties, b) users have the option to select providers that offer competitive prices for goods and services, and c) the presence of regulatory support. Meanwhile, the inhibiting factors for the use of local electronic catalogs are a) lack of understanding and consistency of regional apparatus regarding the policy of using local electronic catalog, b) limited goods/services products and providers on local electronic catalog showcases, and c) unstructured spending accountability mechanisms; 3) The strategy for optimizing the use of local electronic catalog in the process of procuring goods/services for the provincial government of NTT. The four strategies for optimizing the use of local electronic catalog in the process of procuring goods/services for the provincial government of NTT are a) integrating dissemination and assistance related to the policy of using local electronic catalog and conducting regular monitoring and evaluation, b) internal supervision of performance and finance by the Government Internal Supervisory Apparatus (APIP), c) increasing the number of products and providers on available storefronts and add types of storefronts according to regional needs analysis, d) updating policies regarding regional financial accountability mechanisms.

Discussions

The outcomes of the stakeholder mentioned above mapping are determined by the level of influence (power) and interest (interest) (Bryson, 2004), which is divided into four quadrants. In the quadrant I referred to as the subject, there are two stakeholders: the PBJ Bureau and local electronic catalog suppliers. These individuals are stakeholders with a significant level of interest but limited ability to exert influence. Hence, it is imperative to empower and include stakeholders who fall inside quadrant I and solicit their additional assistance (Fifiyanti & Damanik, 2021). The PBJ Bureau is highly interested in executing the policy of utilizing local electronic catalogs because it can only serve as a facilitator for regional entities. The purpose of this position as a motivator is to encourage regional entities to utilize the local electronic catalog when acquiring goods or services. For this objective, the PBJ Bureau needs help from various parties. This support is necessary to compel regional entities to utilize the e-purchasing method for executing operating and capital expenses inside the PBJ Bureau. The stakeholder anticipated to provide support is the Regional Inspectorate. The Regional Inspectorate can provide support in terms of building an inspection program, notably with the use of e-purchasing. Furthermore, the other stakeholder
from quadrant I is the local electronic catalog supplier. By joining the government expenditure platform, these stakeholders obtain perks such as a source of income.

Quadrant II is labeled as an important actor stakeholder. The stakeholders located in Quadrant II possess significant importance and exert substantial influence. Quadrant II encompasses three stakeholders: (1) Regional apparatuses, (2) The Office of Cooperatives, Labor, and Transmigration, and (3) The Inspectorate. Regional apparatuses are crucial in implementing this policy due to their significant interest and influence as budget and product users. This function involves translating budget policies into implementing products and services within regional organizations. Regional Apparatuses employ the e-purchasing method in this procedure. The e-purchasing method is commonly recognized as a strategy for selecting providers. This approach is currently restricted to being utilized exclusively by Regional Apparatuses throughout the goods/services procurement process. This fact contributes significantly to the consequences of an incomplete comprehension of the e-purchasing idea. This is evident when it is discovered that there is still a demand for products or services that have not been provided on the electronic purchasing platform. Within the scope of this study, this fact significantly influences the extent to which e-purchasing is achieved.

The second stakeholder in Quadrant II is the Cooperatives, Labor, and Transmigration agency. Stakeholders serve as supervisors of MSEs and cooperatives, driving their development and transition into digital platforms. Evidence indicates that a significant number of MSEs and cooperatives encounter difficulties. An issue encountered was associated with marketing accessibility. Within this framework, including a regional electronic catalog is anticipated to contribute to the resolution of marketing accessibility. Hence, integrating MSEs and cooperatives into the local electronic catalog platform can augment the quantity of products and suppliers. The inspectorate is the third stakeholder in Quadrant II. The inspectorate serves as a facilitator of internal oversight. This oversight is conducted on performance and finance through audits, reviews, evaluations, monitoring, and other supervisory activities. Therefore, the inspectorate has a foundation for overseeing the adherence of regional apparatus in utilizing the local electronic catalog. This is accomplished by scrutinizing expenditures utilizing the e-purchasing approach on the platform.

Supporting stakeholders in quadrant III are characterized by a diminished level of interest yet possess significant influence. This influence is closely correlated with the utilization of a regional electronic catalog. Therefore, it is crucial to sustain the backing of stakeholder groups in Quadrant III. Ensuring the contentment and fulfillment of all parties participating in the project is essential for achieving this outcome (Manullang, 2017). Regarding the position of Quadrant III, the Regional Financial Board is the sole stakeholder concerned. The Regional Finance Board’s involvement in this policy pertains to the accountability mechanism for implementing expenditures. There are varying opinions on establishing a system to ensure transparency and responsibility in the expenditure process using the e-purchasing approach. The disparity can be resolved when the Regional Finance Agency and the
PBJ Bureau collaborate to remedy the current impediments. Utilizing a localized electronic catalog for regional equipment commences during the initial phases of procurement planning. The planning phase is the first and crucial stage within the government procurement cycle. This is because effective planning significantly influences the success rate of government procurement (Rakhman, 2022). Furthermore, the initial phases of the RUP strongly facilitate the disclosure of public information. Concerning this matter, we discovered that regional institutions lacked a comprehensive understanding of the government’s procurement strategies. This is evident in the following aspects. Initially, the procurement value data mentioned in the planning papers stated in the RUP values are still not aligned with the budget values. This occurs due to the regional apparatus’s failure to modify the plan in response to fluctuations in the budget's value. Furthermore, the quantity of procurement planning utilizing the e-purchasing method is merely 98 packages. The total value of these packages is IDR 199,559,830,928, consisting of 98 items. The estimated proportion of this amount concerning the whole procurement package, as determined by the supplier selection process, is just 2.74%. This indicates that the regional entities disregarded the regulations established by the government.

Next, this study identified three corroborating elements in utilizing a regional electronic catalog. The first element is related to preliminary assistance for procurement parties. Procurement parties refer to the entities engaged in acquiring products or services, which includes internal procurement and the selection of external suppliers (LKPP, 2018). The process of implementing e-purchasing involves two procurement parties. The parties in question are PPK and PP. These two individuals are members of the PBJ management team and are expected to possess specific competencies. The minimal level of proficiency required is either a basic PBJ certificate or a level-1 competency certificate.

There are two procurement parties involved in the process of implementing e-purchasing. Those parties are PPK and PP. These two are part of the PBJ management resources required to meet certain competencies. The minimum competency required is a basic PBJ certificate or a level-1 competency certificate. This aligns with another study demonstrating that employee competency strongly affects procurement efficiency at the Ethiopian State University (Mola & Alemu, 2018). Secondly, it is simple for users to select vendors offering competitive products and services. A local electronic catalog facilitates the user's direct selection of products and services. The procurement official can execute the transaction directly if the necessary products or services are in stock. This aims to facilitate the recognition of expenditures at the start of the fiscal year. PPK and/or PP are exempt from in-person consultations with the provider. Furthermore, the electronic documentation of the purchasing process facilitates the execution of audits. This platform's shopping experience contributes significantly to funding government initiatives to combat corruption in acquiring products and services. The findings are consistent with prior studies (Candra & Gunawan, 2017; Darman, 2019; Jatu, 2020; Mawarni et al., 2020; Mehra et al., 2020).
Thirdly, regulatory support for the utilization of local electronic catalogs is present. Since 2012, an electronic catalog should have been established. Due to the economic recovery initiative prompted by the COVID-19 pandemic, several regulations about electronic catalogs were streamlined. The provider initiates the simplification from the product analysis stage through the delivery procedure. This platform's implementation provides robust support for regulations governing the utilization of domestic products. Furthermore, the integration of this platform facilitates the participation of MSEs and cooperatives in government expenditures.

Alongside the aforementioned facilitating factors, we identified three impediments to utilizing local electronic catalogs. The initial impediment of these three is the inconsistency and lack of comprehension of regional apparatuses concerning the implementation of local electronic catalogs. Hence, PPK and PP must augment their foundational competencies by acquiring procurement-related technical proficiencies. The second issue is the limited selection of providers and products/services in local electronic catalog storefronts. LKPP provides the exhibit, which is accessible via the electronic catalog platform. Organizing this showcase was to enable the local government to employ the existing storefronts immediately by inviting local providers (MSEs and Cooperatives) to participate and exhibit their products.

Moreover, the current retail locations cannot accommodate various expenditures inherent in municipal administrations. Consequently, the local government must proactively establish storefronts as required. The responsibilities and authorities above pertain to the local government's function of authorizing the incorporation of products and services. This regulation effectively aids local governments in recommending products that meet specific requirements. This proposal aims to facilitate the display of the products within the electronic catalog window. The third factor is related to the accountability mechanism for expenditures. Accountability in the procurement process is often described as "proof of contract." The order note is referenced as the confirmation of the contract. Order documents are acquired via local electronic catalogs after transactions.

On the one hand, in adherence to the procurement regulations, it has been declared that substantiation of a contract is present. On the contrary, an order note that has not been fully disclosed provides evidence of a contract from the standpoint of financial management's substance. Consequently, the involved parties must comprehend the regulations that govern the administration of the treasurer's accountability report. Governor Regulation Number 68 of 2019 is the regulation at issue. Issuance of Payment Orders and Fund Disbursement Orders, Administration Procedures, and Preparation of Treasurer Accountability Reports and Submissions are all covered by this Governor Regulation.

Furthermore, we formulated four strategies to optimize the use of local electronic catalogs. The first one refers to socialization and integrated assistance. This strategy explores the policies for using local electronic catalogs and online stores. An
identical approach is also implemented for routine assessment and analysis. Secondly, internal supervision of performance and finance by the inspectorate is critical. Thirdly, increasing the number of products and providers in the available display case and adding types of storefron

ts according to regional needs analysis is necessary. Fourthly, updating policies regarding accountability mechanisms in regional finance is imperative. In addition to the four strategies described above, we offer a role regulation strategy. Aspects of this strategy are implementable by stakeholders. This is executed to enhance the utilization of the local electronic catalog. Increasing the interests of stakeholders in quadrant III (subject) and optimizing coordination and coalitions between stakeholders in quadrant I (subject) and quadrant II (key players) are all viable approaches to implementing role regulation strategies.

The role strategy referred to in this study can be summed up in detail as the integrated socialization and mentoring processes. This can be initiated with coordination between the PBJ Bureau and Regional Devices to provide a better understanding of the use of the local electronic catalog. In addition, assistance is subsequently extended to regional devices. The mentoring process is designed to address the subject of procurement planning for products and services. This must be accomplished so that regional apparatuses may implement procurement planning appropriately. Thus, regional devices' functionality in utilizing the local electronic catalog will be considered more efficient.

Regular evaluation and monitoring are additional actions that can be taken during the mentoring procedure. The PBJ Bureau is responsible for monitoring and evaluating regional apparatus. Our objective is to observe and assess the process of e-purchasing implementation undertaken by regional governing bodies. This endeavor aims to enable the regional apparatus to implement prompt enhancements if issues are identified. In addition, APIP exercises internal oversight over financial and performance matters. The inspectorate is a stakeholder in this internal supervision process. The inspectorate's objective is to enhance the effectiveness of financial and performance audits on Regional Apparatuses. This aims to evaluate the effectiveness, efficacy, and economy of local e-catalog usage policies. The outcomes of the performance audit are utilized as a guide for enhancing the performance of regional apparatuses.

A further approach that may be implemented is to augment the assortment of merchandise and service providers in current retail locations while incorporating the storefront type that corresponds to the regional requirements analysis. The implementation of this strategy is the responsibility of the PBJ Bureau. The PBJ Bureau collaborates with regional agencies and the Office of Cooperatives, Labor, and Transmigration to execute its initiatives because cooperative supervisors and UMK are the two stakeholders. Coordination is accomplished through the provision of aid. Assistance is extended to prospective providers collaborating with regional officials during implementation. Offering support in the form of product curation is possible. This aims to satisfy the prerequisites for accessing the local electronic catalog. Thus,
the regional apparatus can recommend the products to the PBJ Bureau. The PBJ Bureau receives proposals to facilitate the inclusion of the intended product in the local electronic catalog window.

It is imperative to revise the policy governing the regional financial accountability mechanism promptly to facilitate the execution of these discoveries. The Regional Finance Agency (DaKeuDa) is considered a significant stakeholder in this particular context due to its status as a regional apparatus with the power to oversee regional financial management, including budgeting and accountability. It is in BakuDa's best interest that every accountability document adheres to financial regulations. This is a crucial point that the PBJ Bureau must take into account.

To address this requirement, the PBJ Bureau collaborates with BakeuDa during its execution. The coordination was conducted primarily to establish consensus. The referenced comprehension pertains more to accountability for expenditures made via electronic purchasing. The actions being undertaken eliminate any ambiguity concerning the credibility of accountability documents.

**CONCLUSIONS, LIMITATIONS, AND SUGGESTIONS**

This study discusses three critical aspects: first, the methodology for employing KEL; afterward, the factors that facilitate and impede its utilization; and finally, the approach to optimizing its application. Initially, this study discovered that implementing the KEL procedure commenced with the planning phase. The PBJ Bureau performed stakeholder mapping and analysis during the planning phase, identifying and classifying six (6) stakeholders into three quadrants. In the first subject category (quadrant I), the PBJ Bureau and KEL providers are included. Regional officials from the NTT Provincial Government, the NTT Provincial Cooperatives, Manpower and Transmigration Service, and the NTT Provincial Inspectorate comprise the second group of competitors (quadrant II). Quadrant III, the third category of context setters, comprises a single stakeholder, specifically the NTT Provincial Financial Agency.

Second, this study identified three factors that either facilitated or impeded the implementation of the policy mandating the use of local electronic catalogs: (1) the support of actors procuring goods and services; (2) the ability of consumers to select providers offering competitive prices for goods and services; and (3) regulatory support. However, three impediments can be identified: (1) the regional apparatus's lack of comprehension and consistency regarding the policy of utilizing local electronic catalogs; (2) the limited availability of goods/services and providers in local electronic catalog windows; and (3) mechanisms for monitoring expenditure accountability.

Third, this study presents four distinct approaches to enhance the efficiency of utilizing the local electronic catalog. The four strategies are as follows: (1) integrated
socialization and assistance related to the policy of using the local electronic catalog as well as conducting regular monitoring and evaluation, (2) internal monitoring of performance and finance by APIP, (3) increasing the number of products and providers in the display case already available and adding types of storefronts according to analysis of regional needs, and (4) updating policies regarding regional financial accountability mechanisms.

In addition to these four strategies, we offer a strategy for setting stakeholders’ roles. It is critical to implement this strategy to facilitate the optimization of local electronic catalog usage. Coordination and synergy among key players can be employed to pique the interest of stakeholders in quadrant III (subject), while coalitions and coordination among stakeholders in quadrant I (subject) and quadrant II (key players) can be utilized to optimize the situation.

This scientific investigation explores strategies to enhance the utilization of a local electronic catalog while procuring products and services. It involves the participation of multiple stakeholders within the provincial government of NTT. This investigation, however, has not investigated the function of each stakeholder. Hence, forthcoming investigations must scrutinize the specific responsibilities of every stakeholder in executing the local electronic catalog. Anticipated outcomes of these positions include a surge in the acquisition of human resources and precise formulation of policies, plans, and strategies that not only contribute to the efficiency of this research but also yield advantageous outcomes.

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