

**GOVERNMENT GOODS/SERVICES PROCUREMENT IN THE UNIT
KERJA PENGADAAN BARANG/JASA (UKPBJ) OF THE
SEKRETARIAT DAERAH PROVINSI KALIMANTAN SELATAN**

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ABSTRACT

This study aims to analyze the sustainable procurement process of goods/services at the planning stage, preparation for supplier selection, and implementation of supplier selection at the Goods/Services Procurement Work Unit (UKPBJ) of the South Kalimantan Provincial Secretariat, as well as to identify obstacles and strategies for overcoming them. The research uses a descriptive qualitative approach with data collection techniques through in-depth interviews, observation, and documentation. Informants consisted of 21 procurement actors and 9 key informants, including *PA/KPA*, *PPK*, Selection Working Group, providers, and practitioners. Data analysis was carried out through data reduction, data presentation, and triangulation of sources and methods. The results of the study show that at the planning stage, there are still obstacles in the form of needs identification that is not fully supported by valid data, inaccurate timing of utilization, and budget changes. At the selection preparation stage, weaknesses were found in the preparation of technical specifications, *HPS* that was not supported by up-to-date data, and the practice of copying and pasting contract designs. During the selection implementation stage, obstacles included the validity of supplier qualification documents, intervention by certain parties, differences in perception among working groups, and limitations in human resources and systems. Resolution strategies were implemented through strengthening document reviews, improving human resource competencies, improving coordination, optimizing *SIRUP* and *SPSE*, and applying the principles of transparency, accountability, and sustainability in accordance with the *Peraturan Presiden No. 46 Tahun 2025*.

Keywords: *Sustainability, Procurement, Planning, Supplier Selection, UKPBJ*

A. INTRODUCTION

According to the provisions of the *Undang-Undang Nomor 20 Tahun 2023*, the State Civil Apparatus (*ASN*) plays a strategic role that includes providing services to the community, implementing various government policies, and maintaining national unity and integrity. To carry out these responsibilities optimally, government agencies require the support of available goods and services. This need is not limited to daily operational supplies such as consumables, supporting components, and ready-to-use products, but also includes long-term assets such as buildings, production equipment, machinery, and other supporting facilities that support service effectiveness.

The availability of goods and services is a crucial factor in ensuring the continuity of an organization's operations while supporting its growth and development. The process of fulfilling these needs cannot be done instantly. It requires planned and systematic stages, starting from needs planning, supplier selection, ordering and production processes, distribution, to the management of goods in the warehouse until they are ready for use by end users. Each stage requires time and good coordination so as not to hinder public services. (Christopher and Gross, 2006).

Legally, the mechanism for procuring goods and services in the government environment is based on the *Peraturan Presiden No. 46 Tahun 2025*, which is an update to the *Peraturan Presiden No 16 Tahun 2018* and the *Peraturan Presiden No 12 Tahun 2021* concerning Government Procurement of Goods/Services. These provisions emphasize that the procurement process must involve various parties, both from within and outside the agency, who collaborate in an integrated manner. The entire process must refer to the principles of efficiency and effectiveness, uphold transparency and openness, encourage healthy competition, and ensure fairness and accountability as stipulated in Article 6.

According to Amin, Y.N (2020), in practice, government procurement of goods and services is not as smooth as expected, although this is difficult to prove, such as:

1. Pressure from regional heads/leaders to regulate the procurement of goods and services for personal/group gain.
2. The existence of political favors/services.
3. The lack of harmony between various regulations, which sometimes leads to lengthy debates with other competent parties, resulting in administrative errors by the Commitment Making Officer (*PPK*) / Head of the Goods and Services Procurement Work Unit (*UKPBJ*) / Selection Working Group / Goods and Services Procurement Officer
4. Confidence in mastering the science of Goods/Services Procurement in its entirety, and feeling able to manipulate Goods/Services Procurement technically
5. Conflict of Interest with Vendors
6. Pressure from Law Enforcement Office

Data obtained from the Corruption Eradication Commission (*KPK*), Pahala Nainggolan, shows that the goods and services procurement sector (*PBJ*) is vulnerable to bribery and gratuity practices within ministries/institutions and local governments. The 2024 Integrity Assessment Survey (*SPI*), presented at the launch event at the *KPK's Merah Putih* Building in Jakarta (January 22, 2025), revealed that the risk level of abuse in *PBJ* management reached 97% in ministries/institutions and even 99% in local governments.

These findings are based on the responses of internal respondents, 53% of whom stated that irregularities in the *PBJ* sector do occur. The 2024 *SPI* also identified a number of indications of serious problems in procurement practices. A total of 49% of respondents assessed that the determination of the winning supplier tends to be predetermined. In addition, 56% of respondents mentioned

that the quality of the products received did not match the contract, and 38% stated that the procurement results did not provide optimal benefits.

Furthermore, the survey noted an increase in nepotism practices to 71%, as well as gratification from suppliers to state officials in the procurement process, which was acknowledged by 46% of respondents. Not only that, around 9% of respondents across all ministries, agencies, and regional governments revealed the existence of close relationships or kinship between the winning bidders and relevant officials. Such practices of collusion and conflicts of interest are considered to have the potential to undermine the principles of fairness, efficiency, and professionalism in the management of government procurement of goods and services.

Table 1: Cases of Procurement of Goods and Services in South Kalimantan Province

No	Kegiatan	Keterangan
1	Procurement and installation of solar-powered road studs in 2014.	District Court Decision (incraht). Legally binding
2	Case Number: 23/Pid.Sus-TPK/2016/PN Bjm	Banjarmasin District Court. Incraht. Legally binding
3	Direct appointment at <i>PDAM</i> Kota Banjarmasin. <i>OTT</i> . 2016	Proceedings at the <i>KPK</i> Court <i>KPK</i>
4	<i>OTT</i> by the <i>KPK</i> Irrigation project tender. Rehabilitation of the Kayakah Village Irrigation Network in South Amuntai District and the Banjang Irrigation Network in Banjang District. 2021	Proceedings at the Banjarmasin District Court
5	Procurement of medical equipment at the Ulin Banjarmasin Regional General Hospital.	Proceedings at the Banjarmasin District Court
6	Case Number: 41/Pid.Sus-TPK/2021/PN/Bjm	Proceedings at the Banjarbaru District Court
7	Construction of 13 Schools in HSU, DAK 2020	Proceedings at the Barabai District Court
8	Procurement of <i>IPADs</i> at the Banjarbaru City <i>DPRD</i> Secretariat. 2021	Year 2024
9	Procurement of Tawas. Hulu Sungai Tengah <i>PDAM</i> 2018-2019	Procurement with e-catalog
10	<i>KPK OTT</i> . Construction of a soccer field in an integrated sports complex with a value of Rp. 23 million.	Year 2024

Source: *Data processed from the Public Relations Office of the Banjarmasin District Court in 2025 and Banjarmasin Post.*

Various findings show that even though procurement regulations and principles have been clearly formulated, their implementation still faces serious challenges. This condition reinforces the urgency of research in examining the determinants that influence integrity in the procurement of goods and services and formulating strategies to strengthen governance that is transparent and accountable. Cases of procurement of goods and services in South Kalimantan that have received a verdict or are undergoing court proceedings are presented in Table 1.

The modus operandi of fraud in government procurement of goods and services is presented in Table 2.

Table 2: Modus Operandi Used in Corruption in the Procurement of Goods and Services

No	Modus	Jumlah kasus
1	Price markups	40
2	Bribery	25
3	Embezzlement	24
4	Budget misuse	23
5	Fictitious activities/projects	22
6	Fictitious reports	18
7	Abuse of authority	16
8	Extortion	2
9	Gratuities	2
10	Skimming/skimming	1
11	Illegal levies	1

Source: *ICW Report 2019*

With various cases occurring in the procurement of goods/services in South Kalimantan Province, it is suspected that the procurement process has not fully implemented the Presidential Regulation on the procurement of goods/services. There is a tendency for *PA/KPA* and *PPK* to be afraid to carry out the procurement of goods and services, as well as a reluctance on the part of civil servants and other *ASNs* to become functional officials managing goods/services. The process of procuring goods and services involves stakeholders who are interrelated and interdependent.

In addition to integrity issues, the management of government goods and services procurement is also faced with the demands of sustainable development as part of the global commitment to the 2030 Sustainable Development Goals (SDGs) agenda. This agenda is aimed at promoting social welfare, maintaining the quality of the environment, and creating inclusive and sustainable economic growth.

In this context, sustainable procurement practices play a strategic role, particularly in supporting the achievement of SDG 12 on Responsible Consumption and Production. Public procurement that considers environmental, social, and economic aspects is an important instrument in supporting the pillars of sustainable development, especially the pillar of inclusive and competitive economy. Through this policy, countries are encouraged to promote procurement practices that are not only oriented towards the lowest price, but also consider the long-term impact on the environment and society.

In line with this, the government is required to manage its budget by prioritizing the principles of sustainable consumption, production, and construction. Normatively, this commitment has been confirmed in the *Peraturan Presiden No 16 Tahun 2018* and its amendments through the *Peraturan Presiden No 12 Tahun 2021* and the *Peraturan Presiden No 46 Tahun 2025* concerning Government Procurement of Goods/Services. Article 68 states that the procurement of government goods/services must take into account sustainability aspects. This provision emphasizes that procurement is no longer merely an administrative process to meet organizational needs, but also a public policy instrument that contributes to the achievement of sustainable development goals. Based on the *Surat Edaran Gubernur Kalimantan No. 027/00804/PBJ/2020*, namely for the use of ecolabel photocopy paper (with a logo in accordance with the Minister of Environment and Forestry Regulation), ecolabel office stationery equipment, and the use of furniture made from timber with a Timber Legality Verification System.

Based on the background of the above issues, the research problems identified are the suboptimal process of sustainable goods and services procurement at the N-1 planning stage, the suboptimal process of sustainable goods and services procurement at the preparation stage at the South Kalimantan Provincial *UKPBJ*, and the suboptimal process of sustainable goods and services procurement at the supplier selection stage at the South Kalimantan Provincial *UKPBJ*. The persistence of corruption in the procurement of goods/services in South Kalimantan Province. The suboptimal implementation of the Electronic Procurement Service System. The concerns of *PBJ* actors who are civil servants (*PA/KPA*, *PPK*, procurement officials and working groups) in carrying out the *PBJ* process.

This study aims to analyze the sustainable goods/services procurement process at the planning stage, identify obstacles and strategies for overcoming them at the *UKPBJ* of the Regional Secretariat of South Kalimantan Province. To analyze the sustainable goods/services procurement process at the preparation stage, including obstacles and strategies for overcoming them at the *UKPBJ* Regional Secretariat of South Kalimantan Province, and to analyze the sustainable goods/services procurement process at the supplier selection stage, including obstacles and strategies for overcoming them at the *UKPBJ* Regional Secretariat of South Kalimantan Province.

B. LITERATURE REVIEW

The Concept of Government Procurement of Goods/Services

Government procurement of goods/services is an integral part of the state financial management system that aims to support governance and public services. In general, procurement is defined as the process of obtaining goods, construction work, or services needed by an organization. In the public sector, procurement is not only oriented towards economic transactions, but also towards achieving development goals and accountability in the use of the state budget.

According to the definition in the *Peraturan Presiden Nomor 46 Tahun 2025* as an amendment to the *Peraturan Presiden Nomor 16 Tahun 2018* and the *Peraturan Presiden Nomor 12 Tahun 2021*, Government Goods/Services Procurement is an activity carried out by Ministries/Institutions/Regional Apparatus/Village Governments that is financed by the State Budget/Regional Budget/Village Budget, with a process that begins with the identification of needs and ends with the handover of the work results. This definition emphasizes that procurement is a comprehensive cycle, not just a stage of selecting a provider.

Conceptually, Sutedi (2018) explains that the procurement of goods and services is a series of administrative and technical activities that include planning, preparation, the selection process, contract implementation, and administrative completion. This view shows that procurement is a systematic process that requires careful planning and consistent control so that organizational goals can be achieved effectively.

From an international perspective, Edquist et al. (2015) define public procurement as an acquisition process carried out by public institutions to obtain goods, works, and services to meet their operational needs. The public nature of procurement is determined by the source of funding and the implementing entity, not by the type of goods or services. Thus, any use of public funds to obtain goods/services must be subject to the principles of good governance.

The purpose of government procurement is not only to meet administrative needs but also to generate value for money, which is the optimal balance between quality, price, and benefits. This is emphasized in the *Peraturan LKPP Nomor 11 Tahun 2021*, which states that procurement aims to increase the use of domestic products, empower micro and small businesses, strengthen national business actors, and promote economic equality.

In addition, the modern procurement paradigm also emphasizes sustainability. Ansu-Mensah (2021) explains that sustainable procurement integrates environmental considerations into government purchasing decisions, such as energy efficiency, use of recyclable materials, and emission reduction. Agrawal (2020) adds that policies on purchasing environmentally friendly products contribute to reducing negative impacts on the environment and encourage more responsible production practices.

Thus, government procurement of goods and services not only functions as an administrative mechanism but also as a public policy instrument that impacts economic, social, and environmental development..

Stages of the Government Goods/Services Procurement Process

Normatively, the procurement stages are regulated in the *Peraturan Presiden Nomor 46 Tahun 2025*. The process includes procurement planning, procurement preparation, selection preparation, implementation of supplier selection, contract implementation, and handover of work.

1) Procurement Planning

Planning is the initial stage that determines the success of the entire procurement process. According to Yahya and Susanti (2012), procurement planning includes identifying needs, determining the type of goods/services, determining the procurement method, packaging the work, and preparing the budget. This stage serves to ensure that the organization's needs are clearly and realistically formulated.

In national regulations, planning is carried out by the Commitment Making Officer (*PPK*) and determined by the Budget User (*PA*) or Budget User Authority (*KPA*). The results are outlined in the General Procurement Plan (*RUP*) which is announced through the *RUP* Information System (*SIRUP*). The publication of the *RUP* is a form of transparency and provides equal opportunities for business actors to find out about government spending plans. Good planning also serves as a risk control instrument. Errors in compiling technical specifications or Estimated Prices (*HPS*) can lead to tender failures or contract disputes in the future. Therefore, the principles of efficiency, effectiveness, transparency, fair competition, and accountability as stipulated in Article 6 of the *Peraturan Presiden Nomor 46 Tahun 2025* must be the main guidelines.

2) Preparation and Selection of Providers

The procurement preparation stage is carried out after the budget document has been approved in accordance with the provisions of laws and regulations. Based on the *Peraturan LKPP Nomor 12 Tahun 2021*, the *PPK* is responsible for preparing procurement documents, which include the *HPS*, draft contract, and technical specifications or Terms of Reference (*TOR*).

Next, the Selection Working Group (*Pokja*) or Procurement Officer prepares for the selection of providers. This stage includes determining the selection method, evaluation method, qualification method, and preparation of selection documents. This process is designed to ensure fair and open competition.

The selection method can be in the form of a tender, selection, direct appointment, direct procurement, or e-purchasing through an electronic system. The use of electronic systems aims to increase efficiency and minimize direct interaction that could potentially lead to conflicts of interest.

3) Contract Implementation and Handover

After the winner is determined, the *PPK* issues a Goods/Services Provider Appointment Letter (*SPPBJ*) as the basis for signing the contract. Contract implementation must be in accordance with the agreed terms, in terms of quality, time, and cost. The provider is fully responsible for the results of the work as stipulated in Article 17 of the *Peraturan Presiden Nomor 46 Tahun 2025*.

After the work is completed, the handover of the work results is carried out and recorded in a report. This stage marks the end of the procurement cycle and serves as the basis for disbursement of payments in accordance with the contract provisions.

Stakeholders in Procurement

The government procurement structure involves several actors with different roles to ensure internal oversight mechanisms. Based on the *Peraturan Presiden Nomor 46 Tahun 2025*, these stakeholders include the Budget User (*PA*), Budget User Authority (*KPA*), Commitment Making Officer (*PPK*), Procurement Officer, Selection Working Group, Self-Management Organizer, and Provider.

The *PA* has strategic authority in determining policy and approving procurement. The *KPA* receives delegated authority from the *PA*. The *PPK* is responsible for contractual aspects and controlling the implementation of work. The Selection Team and Procurement Officer are tasked with carrying out the supplier selection process. Suppliers are obliged to fulfill contracts professionally.

C. RESEARCH METHOD

This study uses a qualitative descriptive approach to gain an in-depth understanding of the government procurement process at the Goods/Services Procurement Work Unit (*UKPBJ*) of the South Kalimantan Provincial Government. The study was conducted from January to March 2022, with the researcher serving as the main instrument. Informants were selected purposively based on their involvement and understanding of the procurement process, including Functional Procurement Management Officials as the Selection Working Group, Procurement Officials, Commitment Making Officials (*PPK*), Budget Users/Budget User Authorities (*PA/KPA*), and providers. Data collection was carried out through semi-structured in-depth interviews, direct observation of procurement activities, and documentation studies of regulations, reports, and related archives. The data obtained consisted of primary data from interviews and observations, as well as secondary data from official documents and legislation. Data analysis was carried out in stages through data reduction, presentation of data in narrative form, and drawing conclusions to identify patterns and factors that influence the implementation of procurement from the planning stage to the selection of suppliers. Data validity was maintained through method triangulation and source triangulation by comparing the results of interviews, observations, and documents, as well as confirming information between informants who had different roles in the procurement system.

D. RESEARCH RESULTS

Planning. Government Goods/Services Procurement, hereinafter referred to as Goods/Services Procurement, is the activity of procuring goods/services by ministries/institutions/regional apparatus/village governments financed by the state budget/regional budget/village budget, the process of which ranges from planning (identification) of needs to the handover of work results. This study focuses on the activities carried out by the South Kalimantan Provincial

Secretariat's *UKPBJ*, namely planning, preparation for *PBJ* selection, and implementation of *PBJ* selection.

A summary of the goods/services procurement planning process at the Goods and Services Procurement Work Unit (*UKPBJ*) based on observations, documentation, and interviews with key informants (*KI 1*) and (*KI 10*) as Budget Users (*PA*) / Budget User Authorities (*KPA*) and Commitment Making Officials (*PPK*) (*KI 6*) and *KI 8* are presented in Table 3.

Table 3: Summary of Goods/Services Procurement Planning

Planning Activity Stages	Obstacles	Strategy/Solution
Identification of Needs	The identification of needs is not supported by valid data and is not adjusted to the Regional Property Requirements Plan (<i>RKBMD</i>) document, which does not truly reflect the organization's needs.	At the identification stage, identify the needs of the <i>PPK</i> and <i>PA</i> by supplementing them with documents regarding the urgency of goods/services for the organization and adjusting them to the Regional Goods Requirements Plan (<i>RKBMD</i>) document, rather than the actual needs of the organization.
Determination of Types of Goods/Services;	The determination of the types of goods/services needed by the organization for the following year is relatively unproblematic.	Guided by the latest <i>KLBI</i> and the <i>Peraturan Presiden Nomor 46 Tahun 2025</i> , even though errors are still found in its implementation, corrections are made at the <i>PBJ</i> preparation stage, namely the review of preparation documents.
Procurement Methods;	Most are appropriate, although some discrepancies are still found, for example, the abbreviation <i>PL</i> in <i>SIRUP</i> is translated as “direct appointment” when what is meant is “direct procurement.”	In 2022, there was an error in the <i>RUP</i> , where <i>PL</i> was translated as direct appointment, when it should have been direct procurement, so the <i>RUP</i> was changed in accordance with the procurement method. If this has already happened, the <i>RUP</i> must be changed. Furthermore, the <i>RUP</i> must be reviewed together before being determined by the <i>PA</i>
Packaging and Consolidation		Packaging has been directed in accordance with the qualifications of prospective

		providers, namely for large, medium and small packages as well as the efficiency and effectiveness of the procurement of goods/services
Time of Utilization of Goods/Services; and		Consolidation will be carried out for the procurement of A4 and F4 ecolabel paper
Procurement Budget	Consolidation has not been carried out.	Outdoor activities are greatly influenced by external factors, especially the climate for outdoor activities and budget availability. The prioritization of activities is related to climate/weather conditions in coordination with the <i>BMKG</i> .
Announcement of <i>RUP</i> through <i>SIRUP</i>	It is often found that the time allocated in the planning does not match the implementation time, especially for outdoor activities.	Cost determination should be supported by valid documents in the form of regulations that support the activities and align with local government policies.

Preparation for Supplier Selection

Preparation for government procurement of goods/services in this study focused on the procurement of goods/services carried out by suppliers. Preparation for supplier selection was carried out by the *PPK* and Working Group, as presented in Table 4 and Table 5.

Table 4: Summary of Supplier Selection Preparation by the PPK

Stages of Activities for Preparing the Selection of Providers	Compliant/non-compliant/Obstacles	Strategy/Solution
Review and determination of technical specifications/ <i>KAK</i>	Not all <i>PPKs</i> have valid supporting data in reviews, specification determinations, and <i>KAKs</i> for tenders and selections, while direct procurement is rarely carried out.	A review must be carried out by the <i>PPK</i> , primarily to ensure that the specifications are in line with the organization's requirements (quality, quantity, delivery time, content, working methods, etc.) and that the <i>KAK</i> is prepared in accordance with the programs and activities to be implemented. The

		specifications and <i>KAK</i> must be prepared in accordance with the latest conditions.
Preparation and determination of <i>HPS</i> (Estimated Project Cost)	Belkum is supported by valid and updated data.	The <i>PA</i> can instruct the <i>PPK</i> to complete valid and updated documents in determining the <i>HPS</i> in the form of working papers/workbooks that can explain how the <i>HPS</i> was determined before the documents are submitted to the <i>UKPBJ</i> so that mitigation can be carried out for <i>HPS</i> that is too high or too low.
Preparation and determination of Contract draft	Some contract drafts are copied and pasted in their entirety.	The <i>PPK</i> , in drafting the contract, must consider the current actual conditions so that the contract can be implemented without/with minimal changes. However, changes may be made.
Determination of advance payment, advance payment guarantee, performance guarantee, maintenance guarantee, warranty certificate and/or price adjustment.	Advance payments are not mandatory but depend on field conditions.	The determination of the down payment must be stated clearly and explicitly, avoiding the word “may.”

Table 5: Summary of Preparations for the Selection of Goods/Services Providers by the Working Group

Stages of Provider Selection Preparation Activities	Compliant/non-compliant/Obstacles	Strategy/Solution/Explanation
Review of procurement preparation documents	The time between submission and implementation of the selection process was too short.	Check the completeness of documents. The <i>PPK</i> should allow sufficient time for the Working Group to conduct a review. The review is carried out primarily for tender/selection activities, to ensure that the documents submitted by the <i>PPK</i> meet the requirements.

Determination of provider selection method	Determination of the method for selecting providers.	Check the completeness of documents. The determination of the provider selection method is carried out in accordance with the priority method, namely e-catalog/e-purchasing, direct procurement, direct appointment, fast tender, and tender/selection.
Determination of qualification method;	No obstacles were found, in accordance with regulations.	Check the completeness of documents. The determination of the qualification method is adjusted to the complexity of the goods/services to be procured: pre-qualification or post-qualification.
Determination of provider requirements	The stages were compliant and there were no obstacles.	The more complex the goods/services, or those that use certain technologies or materials, the more necessary it is to conduct pre-qualification.
Determination of bid evaluation method;	Determination of candidate provider requirements based on regulations, although there was frequent intervention by providers.	Check the completeness of the documents. The requirements for prospective providers are determined based on the principles and ethics of goods/services procurement. In practice, there are often requirements proposed by prospective providers that may limit other prospective providers from participating in the selection process. For example, when <i>BPSDM</i> held a custom bus procurement, a tender participant proposed the addition of a car body.
Determination of bid document submission method;	Determination of evaluation methods is relatively unproblematic.	Check the completeness of documents. The evaluation method is very important for assessing the quality of prospective suppliers and must be determined before the tender/selection process stage is carried out.
Preparation and determination of	Submission of bid documents depends	Check the completeness of documents. The submission of

selection schedule; and	on the complexity of the goods/services.	bid documents can be in one file, two files, or two stages, depending on the complexity of the goods/services procurement. Simple procurement requires one file, while complex and very complex procurement requires two files or two stages.
Preparation of Selection Documents	Schedule preparation is in accordance with regulations.	Check the completeness of documents. Schedule preparation must comply with the <i>Peraturan Presiden Nomor 46 Tahun 2025</i> and <i>LKPP</i> Regulations, avoiding work accumulation in the fourth quarter.

Implementation of Provider Selection. The implementation of government goods/services provider selection based on the *Peraturan Presiden Nomor 46 Tahun 2025* prioritizes the use of e-procurement/e-catalog, direct procurement, direct appointment, fast tender, and finally tender/selection methods. A summary of provider selection through tender/selection is presented in Table 6.

Table 6. Summary Analysis Implementation of PBJ Provider Selection

Stages of Activities Implementation Selection of Providers	Compliant/non-compliant / Obstacles	Strategy/Solution/Explanation
Preparation and Explanation of Documents	On schedule, but tender participants did not make full use of the ecumenical explanation time.	Tender/selection participants do not take full advantage of the opportunity to explain the selection documents that have been downloaded. Digital records are kept.
Qualification Assessment	Experience documents were invalid, core personnel were “borrowed” from other packages, <i>SKP</i> was insufficient (construction), data in <i>OSS/SPSE</i> was not synchronized.	The explanations provided become an integral part of the Selection Documents.
Evaluation of Bids	.	Ensuring that providers meet administrative and legal requirements and avoiding the risk of contract failure. Participant

		qualifications must be in accordance with the document requirements. Inappropriate qualification data may result in the disqualification of prospective participants. Prone to fraud.
Determination of Winners	Evaluation was conducted for administrative, technical, price, system constraints, and inadequate human resources	The evaluation of bid documents carried out by the working group or procurement officials includes administrative evaluation, technical evaluation, and price evaluation using a knockout system.
Management of Appeals	Differences in perception among task force members and intervention by certain parties, concerns about legal risks, bids too low	System (<i>SPSE</i>) constraints: if they originate from the <i>LKPP</i> , there is usually a notification, but if there are network constraints, bandwidth needs to be increased. Improvement of human resources: a combination of functional managers of <i>PBJ Madya, Muda, and Pertama</i>
Negotiations in <i>PBJ</i>	At the time of the study, no objections were found,	Based on the results of the bid evaluation, the winner of the first tender/selection and the first and second reserve winners are determined. This stage is highly susceptible to intervention by both the <i>PPK/PA</i> and tender/selection participants. Differences in perception can result in the working group not reaching a unanimous decision, and bids that are too low are also considered to have the potential to cause problems in the work. An in-depth review is necessary, as price is not the only benchmark for determining the winner.

Procurement Planning. Procurement planning is a strategic stage in the Government Goods/Services Procurement (*PBJ*) cycle because it determines the direction, quality, and success of the supplier selection process. Normatively, procurement planning is regulated in the *Peraturan Presiden Nomor 46 Tahun 2025* and the *Peraturan LKPP No. 11 Tahun 2021*, which emphasize that every procurement must be based on the identification of needs and careful planning before the selection process is carried out. Specifically for government

goods/services planning, it is not only oriented towards regulatory compliance, but also towards achieving value for money. At the identification stage, the identification of requirements involves the completeness of documents regarding the urgency of the organization's need for goods/services and is adjusted to the Regional Goods Requirements Plan (*RKBMD*) document. The *RKBMD* is the basis for budgeting and implementing regional goods procurement. Based on goods standards and requirements standards, consideration is given to the condition of existing goods to avoid duplication of assets.

The determination of the type of goods/services is based on the Indonesian Standard Industrial Classification and the *Peraturan Presiden Nomor 46 Tahun 2025*. This determination is important because an incorrect determination of the type of goods/services required will affect the classification of the provider's license. The determination of the procurement method affects the next stage, because the steps for each procurement method are also different.

Procurement packaging is the process of grouping jobs into one or more packages based on the similarity of the nature of the work, location, value of the work, efficiency of implementation, and level of business competition with the aim of obtaining optimal results and encouraging healthy competition. The principles of packaging are efficiency and effectiveness, not splitting packages to avoid tenders, providing opportunities for *MSMEs*, encouraging the use of domestic products, and avoiding conflicts of interest. Consolidation will be carried out at the South Kalimantan Provincial Secretariat *UKPBJ*, namely the procurement of A4 and F4 paper with ecolabels.

Planning for the timing of the utilization of goods/services is adjusted to the needs of the organization and the field with the aim of avoiding idle goods/services and a decrease in value. Outdoor activities are greatly influenced by external factors, especially the climate and budget availability. The prioritization of activities related to climate/weather conditions is coordinated with the *BMKG*.

The *PBJ* budget plan is very dynamic and subject to frequent changes. Procurement budget planning is a strategic stage in the Government Goods/Services Procurement (*PBJ*) cycle. This stage determines the adequacy of funds, suitability of needs, and effectiveness of government spending. The procurement budget for goods/services is determined based on efficiency (in accordance with actual needs), effectiveness (supporting program performance), accountability (justifiable), transparency (open in planning), and value for money.

The announcement of the General Procurement Plan (*RUP*) is compiled in the General Procurement Plan Information System (*SIRUP*) by the Budget User (*PA*) managed by the Government Goods/Services Procurement Policy Agency (*LKPP*) with the aim of increasing transparency, providing equal opportunities for providers, preventing sudden procurement, and supporting provider business planning. The quality of the *RUP* announcement also reflects the quality of procurement planning. *RUPs* that are announced in a timely and accurate manner will support the smooth running of the tender process and minimize the risk of budget revisions. Things to avoid in *RUP* announcements are delays in *RUP* input, incomplete or inaccurate data, changes in selection methods that are not

immediately updated, and inconsistencies between the *RUP* and the selection documents.

Preparation for Provider Selection. Preparation for provider selection at the *UKPBJ* is carried out by a Working Group (*Pokja*), beginning with

- 1) Review of procurement preparation documents by the *Pokja*, which includes document examination, namely
 1. Technical Specifications/*KAK*
 - a. Completely detailed so that selection participants can understand the technical specifications/*KAK* and respond to prepare a good bid;
 - b. Clearly defined and not directed at specific products or brands unless possible;
 2. *HPS*
 - a. The *HPS* value is sufficient and in accordance with the technical specifications/*KAK* and scope of work;
 - b. The *HPS* takes into account tax/excise/insurance/*SMK3* obligations or other costs required in the implementation of the work.
 3. Contract Draft
The contract draft must be in accordance with the scope of work and the provisions governing the implementation of the work.
 4. Budget Documents
Ensure that the budget is available and sufficient.
 5. *RUP* Package ID
Ensuring that the package to be implemented has been registered and announced in *SIRUP*.
 6. Time of Use of Goods/Services
Ensuring that the work can be completed from the preparation process, selection process, and contract implementation.
 7. Market Analysis. The *PPK* has conducted
- 2) Determination of Selection Method. Check the completeness of documents to determine the selection method for providers in accordance with the priority method, namely e-catalog/e-purchasing, direct procurement, direct appointment, fast tender, and tender/selection. In addition to considering the budget ceiling, if the package value exceeds the direct procurement limit, then a tender must be used. Availability of providers If there is more than one capable provider, then the tender method is more appropriate to ensure competition, but if there is only one provider, direct appointment is more effective. Technical Complexity: complex work requires a more detailed evaluation method in the tender, as well as Time and Cost Efficiency
- 3) Supplier requirements. Check the completeness of documents. The determination of candidate supplier requirements is based on the principles of procurement (efficient, effective, transparent, open, accountable, fair, and competitive) and the ethics of goods/services procurement. In practice, there are often requirements submitted by candidate suppliers that can limit other candidate suppliers from participating in the selection process. For example, when *BPSDM* held a custom bus procurement, a tender participant proposed

the addition of a bodywork requirement that violated the principles of fairness, transparency, openness, and competitiveness.

Determination of Evaluation Methods. Check the completeness of documents. Evaluation methods are very important for assessing the quality of prospective providers and must be determined before the tender/selection process stage is carried out. In determining these evaluation methods, the Working Group must be objective, transparent, consistent with the selection documents, and not change after bids have been submitted. In addition, the Working Group is required to be consistent with the selection documents, non-discriminatory, avoid conflicts of interest, and be based on documents and evidence.

Implementation of Provider Selection. The implementation of the selection of goods/services providers is the culmination of the goods/services procurement process, which begins with the preparation and explanation of the selection documents. This explanation is very important for all tender/selection participants so that there is a common understanding between the Working Group and the tender/selection participants or among the participants themselves, even though this forum is rarely utilized properly by tender/selection participants. The substance of the explanation includes the scope of work, technical specifications/*KAK*, draft contract, work implementation schedule, bid evaluation method, and documents that must be fulfilled by the provider.

Assessment of participant qualifications. This assessment is conducted to ensure that providers meet administrative and legal requirements and to avoid the risk of contract failure. Participant qualifications must comply with the requirements specified in the documents. Qualification data that does not comply may result in the prospective participant being disqualified. The working group works based on supporting evidence and documents submitted by tender participants. Clarification is needed if questionable documents are found. There is a risk of fraud and intervention.

Evaluation of participant bids. The evaluation of bid documents conducted by the working group or procurement officials includes administrative evaluation, technical evaluation, and price evaluation using a knockout system. Important aspects in bid evaluation are adherence to the selection documents (pre-determined criteria, announced evaluation methods, and assessment weights (if a scoring system is used)), integrity (free from conflicts of interest, not influenced by external pressures, assessing based on documents, not assumptions), administrative completeness (valid and applicable bid letters, bid bonds in accordance with regulations and complete legal documents), technical suitability (specifications in accordance with the *KAK*, core personnel meeting the requirements (construction/consultancy, realistic implementation methods and reasonable implementation schedules), reasonable prices (prices not too low (abnormally low bids), prices not exceeding the *HPS* and rational unit price analysis), clarification and proof (clarifications without altering the substance of the bid)

Determination of Winners. Winners are determined based on the evaluation results of tender/selection participants, namely winner 1 of the tender/selection, reserve winner 1, and reserve winner 2. The determination of tender/selection

winners is made after qualification verification and the preparation of the Selection Results Report (*BAHP*). Problems often encountered in determining the winner of a tender/selection are differences in interpretation of the evaluation, bids that are too low but not supported by valid data, non-technical pressure outside the authority of the Working Group (intervention from outside parties), and incomplete documentation.

Management of objections. Objections are the right of tender/selection participants who are dissatisfied with the performance of the Working Group. Objections can be made from the stage of determining the pre-qualification evaluation results to the determination of the tender/selection results, and it is possible to file a special appeal for construction tenders. Objections will delay the determination of the winner until the objection is resolved. At the time of the study, there were no appeals from tender/selection participants. Appeals are made by tender/selection participants with the aim of ensuring that the evaluation process is objective, providing room for correction of procedural errors made by the working group, protecting the rights of participants, and minimizing the potential for legal disputes.

Negotiations in the procurement of goods/services. Negotiations are conducted to realize the principles of goods/services procurement, namely efficiency and effectiveness. Negotiations are primarily for selection (consultancy services) based on billing rates, in direct procurement packages, direct appointments, and selection. The substance of negotiations includes technical matters (scope of work, implementation methodology, core personnel (consultants) and implementation schedule, price covering (total bid price, unit price analysis, direct and indirect cost components, scope and schedule. Negotiations are conducted prior to the determination of the tender/selection winner.

E. CLOSING

Conclusion

The implementation of *PBJ* planning at the South Kalimantan Provincial Secretariat *UKPBJ* was carried out in conjunction with the preparation of the Work Plan and Budget (*RKA*). At this stage, several components have been carried out in accordance with the provisions, such as the determination of the type of goods/services, procurement methods that generally follow the order of priority (e-purchasing, direct procurement, direct appointment, quick tender, and tender/selection), work packaging, and the announcement of the *RUP* through *SIRUP*.

- 1) However, a number of weaknesses were still found. The identification of needs has not been carried out accurately and comprehensively. Procurement consolidation has not been implemented, and the planning of the utilization time of goods/services, especially for outdoor activities, is not entirely appropriate. In terms of budgeting, there are still shortcomings in the form of incomplete relevant supporting evidence. In addition, planning analysis has not optimally involved functional *PBJ* Management officials and has not been supported by adequate and systematically documented working papers. Going

forward, this stage is planned to integrate procurement consolidation as part of an efficiency strategy.

- 2) During the preparation stage carried out by the Commitment Making Officer (*PPK*), activities such as reviewing and determining technical specifications/*KAK*, preparing and determining *HPS*, preparing contract drafts, and determining advance payment provisions and various forms of guarantees have, in principle, been carried out in accordance with regulations. However, not all *PPKs* have systematically organized workbooks or supporting documentation. The emphasis at this stage is on the preparation of the *HPS*, technical specifications, and contract clauses that support the implementation of sustainable procurement, including environmental management requirements.
- 3) Meanwhile, the Selection Working Group has carried out selection preparations in accordance with procedures, starting from reviewing preparation documents, determining selection methods and qualifications, determining provider requirements, bid evaluation methods (including sustainability aspects), document submission methods, schedule preparation, to the preparation of selection documents. Although administratively compliant, at this stage there is still potential for intervention, both from the *PPK* and tender participants, through efforts to include certain requirements that could limit competition or favor certain providers. This highlights the need to strengthen integrity and independence in the selection preparation process to ensure that the principles of fair competition and accountability are maintained.
- 4) The implementation stage of the *PBJ* provider selection procedure includes the selection of providers, the preparation and explanation of documents, the assessment of qualifications, the evaluation of bids, and the management of objections and appeals. This has not yet been carried out because no tender participants have filed appeals and negotiations in the *PBJ* have been conducted appropriately. Administratively and technically, the implementation of the *PBJ* provider selection process is in accordance with the stages, but in practice, this stage has the most potential for deviations from the principles and ethics of goods and services procurement, namely intervention by *PBJ* actors, especially the *PPK*, in the assessment of qualifications and evaluation of bids to determine the winner of the tender/selection.

Recommendations

- 1) At the planning stage, the South Kalimantan Provincial Secretariat *UKPBJ* should begin consolidating the procurement of similar goods, so that *SKPDs* in the planning stage only list the volume of goods. When inputting the *RUP* into the *SIRUP*, *SKPDs* should complete workbooks/working papers to support the budget amount so that it is not too high or too low, as well as the specifications of the planned goods/services, involving the functional managers of *PBJ* to improve the quality of planning.
- 2) The *PBJ* preparation stage requires *PPK* to attach supporting evidence such as technical and price surveys, Standard Unit Prices (*SSH*), Standard Cost Analysis (*ASB*), Standard Unit Prices for Key Activities (*HSPK*), Detailed

Engineering Design (*DED*) and Budget Plans (*RAB*) when determining *HPS*, specifications/*KAK* and draft contracts. previous Procurement Documents to ensure the quality of goods/services, Environmental Impact Analysis (*EIA*), Environmental Management Plan (*EMP*), and Environmental Monitoring Plan (*EMP*). Meanwhile, the preparation carried out by the Working Group involves carefully and thoroughly reviewing the preparation documents determined by the *PPK*.

- 3) *PBJ* selection implementation stage. The *PBJ* selection implementation stage is carried out through Early Tender to reduce the intensity of activities in the third and fourth quarters. Early tender is carried out for activities that are strategic in nature and require a long period of time to complete. In the process of procuring goods/services, it is necessary to continuously improve the competence of *PBJ* actors (knowledge, skills, and behavior), namely *PA/KPA*, *PPK*, and Functional *PBJ* Managers, to minimize intervention in the selection of *PBJ* providers.

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