

Facilitative Leadership Collaborating on Prevention of Corruption in Goods and Services Auctions in South Sulawesi Province

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Abstract

Collaborating to avoid corruption in the auction process for products and services will be a success or failure depending on the leadership of each entity. This is due to the fact that it includes a wide range of parties, including the UKBJ, APIP, police, prosecutors, providers (enterprises), and civic organizations. In order to thwart corruption, this research examines how leaders might make cooperation easier. In South Sulawesi Province, there are auctions of commodities and services related to the health industry. A method known as descriptive qualitative research has been used in this study to better understand the data. Interviews, literature review, observation, and documenting are all forms of data collecting. Corruption prevention efforts in South Sulawesi Province's Health sector had not been properly facilitated by the leadership of the auction of goods and services. There has been room for all parties to participate in the health sector auction of goods and services, as indicated by top management of the auction of goods and services and briefing each technical implementer in their respective institutions to master the applicable rules and take a moral approach to strengthening credibility through the involvement of law enforcement and elements of society member. However, if the leadership intervenes, each technical implementer is more likely to commit fraud. While the MoU has yet to be signed, the parties participating in the partnership are still able to work together in an informal capacity.

Keywords: Leadership, Collaboration, Corruption

Introduction

Corruption auctions of goods and services are the second most common corruption case handled by the Corruption Eradication Commission (KPK) in Indonesia, behind bribery cases, in terms of dollar value. Data from the KPK show that from 2004 to 2018, incidents of corruption in the auction of goods and services amounted to 188 instances, charges of bribery 564 instances, and other crimes in the tens of instances. As Kaufmann argues, the procurement of goods and services (PBJ) is a government activity that is regarded the most prone to corruption, and this may occur anywhere in the globe. This evidence supports Kaufmann's claim that corruption can occur anywhere in the world.

The Indonesian government is concerned about the high amount of corruption in the country. The introduction of different rules demonstrates the gravity of the situation. Legislation relating to eradication of corruption in Indonesia includes the following laws: Law Number 20 of 2001 concerning Amendments to Law Number 31 of 1999 concerning Eradication of Criminal Acts, Law Number 7 of 2006 concerning Ratification of the United Nations Convention Against Corruption 2003, and Law Number 19 of 2019 concerning the second amendment to Law

Number 30 of 2002 concerning the Corruption Eradication Commission. Presidential Regulation (Perpres) Number 55 on the Corruption Eradication Commission was promulgated in 2002.

As a result, the implementation of anti-corruption rules still has a tendency to be sectoral in character, which has not resulted in the most effective suppression of corruption despite the large number of cases. Furthermore, the strategy employed thus far has tended to focus only on eradicating corruption. Prevention and therapy, on the other hand, should be taken seriously while dealing with it.

The signing of a Joint Decree by the Chairperson of the Corruption Eradication Commission, the Minister of National Development Planning/Head of the National Development Planning Agency, the Minister of Home Affairs, the Minister for the Empowerment of State Apparatuses and Bureaucratic Reform, and the Chief of Presidential Staff on Actions to Prevent Corruption in 2019-2020 marked the beginning of the prevention efforts that will involve all stakeholders. Specifically, it is mentioned in point 7, which is titled: Increasing Professionalism and Modernization in the Procurement of Goods and Services, that the issues relating to the auction of goods and services would be addressed.

The participation of all components in the prevention of corruption should be done in a comprehensive manner. In addition to this, it is vital to work toward cross-ministerial engagement of community organizations, campuses, the media, and other aspects in order to be actively engaged in the prevention of corruption. The notion of collaborative governance refers to the participation of all of these aspects in a decision-making process.

It is suggested that using the idea of Collaborative Governance as a foundation for choosing government policies to prevent and eliminate corruption is one strategy that may be utilized as a basis for determining government policies to avoid and eradicate corruption (O'Flynn & Wanna, 2008; Ansell & Gash, 2008; Gerlak et al., 2013). It is possible to use this notion, as explained by Chris Ansell & Gash (2018), in initiatives for the eradication of corruption. The book Collaborative Governance in Eradicating Corruption highlights the components that must be addressed by the government, private sector, and public institutions when working to eliminate corruption in order for the objectives that are intended to be achieved jointly to be achieved successfully.

Specifically, according to Ansell & Gash (2018), collaborative governance is a regulatory arrangement in which one or more public institutions directly involve non-governmental stakeholders in the collective decision-making process, which is formal, consensus-oriented, and deliberative, and which has the goal of developing or implementing policy decisions, public programs or assets, or to manage public programs or assets.

The Collaborative Governance model according to Ansell & Gash (2018) consists of several stages, namely the Starting Condition, Facilitative Leadership, Institutional Design and the Collaboration Process.

South Sulawesi as one of the provinces with a fairly high level of corruption, especially in the health sector. This is indicated by the increasing number of cases from year to year. There was even a significant increase from 2019 to 2020. The following is the data from the South Sulawesi Regional Police (Polda) for the last 6 years.

Table 1. List of Corruption Cases in the Health Sector in South Sulawesi

Year	Case Report
2021	21 Cases
2020	26 cases

2019	5 Case
2018	5 Case
2017	1 Case
2016	1 Case

Source: South Sulawesi Police 2021

According to the statistics, there has been a significant rise in the number of corruption charges in the health sector. It is common for this kind of corruption to arise through the complex process of auctioning commodities and services. Coordination is required between the auctioneer of products and services, regional chiefs, law enforcement officials, and the general public in order to avoid corruption, particularly in the health sector.

Collaboration in the prevention of corruption in the auction of products and services has been formalized at the national level, according to the United Nations. A joint decree signed by the Corruption Eradication Commission's leaders, the Minister of National Development Planning/Head of the National Development Planning Agency, and the Minister of Home Affairs, the Minister of State Apparatuses and Administrative Reform, as well as the Chief of the Presidential Staff on Corruption Prevention Actions for 2019-2020 is cited as evidence of this. In terms of the technicalities relating to the auction of goods and services, they are discussed in detail in point 7, which is titled "Increasing Professionalism and Modernization in the Procurement of Goods and Services." But in reality, it has not been efficiently implemented at the province and district city levels, as shown by the fact that A number of reasons have contributed to this, one of which is strong leadership at the regional level.

Literature Review

Collaborative Governance

Collaborative Governance Definitely according to Ansell & Gash (2018) Collaborative Governance is a regulatory arrangement in which one or more public institutions directly involve non-governmental stakeholders in the collective decision-making process, which is formal, consensus-oriented, deliberative and aims to create or implement public policies or manage public programs or assets.

Auction of goods and services

Government procurement of goods and services is an activity to obtain goods and services by ministries, agencies, regional work units, and other institutions. The process begins with the identification of needs and continues until all activities to obtain goods and services are completed. The funding for government procurement of goods and services is derived either partially or entirely from the revenue budget. Budget for state expenditures or regional expenditures and revenues (Czyzewski & Matuszczak, 2019; Czyzewski & Matuszczak, 2020).

Self-management (swakelola), purchase (buy), and rent are all means of procuring goods and services, and procurement activities fall into one of these categories (rent). Purchasing is the action of procuring products and services for one's needs only via the process of purchasing. According to Presidential Regulation Number 54 of 2010, Chapter I Article 1 paragraph (1), procurement of goods and services is an activity carried out by Ministries/Institutions/Regional Apparatus Work Units/other institutions with the goal of obtaining goods and services. The process begins with the identification of requirements and continues through the implementation of all activities to obtain goods and services. The execution of the purchase of goods and services may be accomplished via self-management and the selection of vendors that supply products and services to the organization. The following categories of products and

services are procured by the government: a) goods; b) construction works; c) consulting services; and d) other services.

Methods

This research employs a qualitative method with a strong emphasis on outcomes. Facilitative leadership in the context of teamwork to combat corruption is essential. An auction of products and services in the health sector is being held in the province of South Sulawesi. A case study was used as the research design (case study). The findings of this study will be used to inform future research on collaborative governance and corruption prevention. Sales of products and services in the health sector in South Sulawesi Province, with a particular emphasis on facilitative leadership indicators, are auctioned off. In this study, the authors examine facilitative leadership, which is one of the indicators of the Collaborative Governance theory developed by Ansell and Gash, among other things (2008).

This investigation was carried out in the year 2021 in the province of South Sulawesi. Interviews, observations, and documentation studies were all employed to gather information for this study. The data analysis method provided by Bungin (2003) is used in this research and consists of three activities: data reduction, data presentation, and conclusion formulation and verification. On the subject of data triangulation, which is a strategy employed by researchers to ensure the authenticity of the data they collect.

Results and Discussion

Facilitative Leadership in Corruption Prevention Collaboration in South Sulawesi Province

When it comes to carrying out cooperation, dedication from the top is critical. This is due to the fact that any institution may develop cooperative relationships with other institutions provided the leadership is open to collaboration and fosters a collaborative environment. As Vangen and Huxham (2003) point out, it is critical for leaders to embrace, empower, and include stakeholders before mobilizing them to promote cooperation and collaboration-related activities. The ability to empower and represent weaker stakeholders is also essential for effective leadership.

During the execution of the auction of goods and services, the leadership begins with the regional head and is then passed on to the head of the appropriate agency, which is a budget user in the auction process (PA). The auctioning of commodities and services is done in phases, as is the case with real estate. Budget Users (PA), Budget User Authorities (KPA), Commitment Making Officers (PPK), Procurement Officers, Election Working Groups, Procurement Agents, Work Results Inspection Officers (PJPHP) / Work Results Inspection Committees (PPHP), Self-Managed Operators and Providers are some of the PBJ actors to watch out for. In order to organize PBJ, the Minister/Head of Institution/Head of Region establishes a Goods/Services Procurement Work Unit (UKPBJ), which has the following functions: managing PBJ, managing electronic procurement services, fostering human resource development and institutional PBJ, implementing assistance, consultation, and/or guidance technical, and implementing other tasks assigned by the Minister/Head of Institution/Head of Region (K/L/PD).

Furthermore, the UKPBJ Leadership selects the Selection Working Group (Pokja), which is comprised of HR personnel and is responsible for managing the selection of Providers. Internal supervision is carried out through the government's internal supervisory apparatus (APID) and the Directorate of Public Relations and Development (DPRD). Internal supervisors include the police and the prosecutor's office, as well as oversight from the general public and the media.

Sufficient Management of the Collaborative Process

The Governor of the province of South Sulawesi is in charge of the most important auctions of products and services in the province. Those in charge of auctioning products and services in the health sector are entrusted to the Health Service, which is the budget user (PA), and the Budget User Authority, which is a body established by the Budget User Authority (KPA). The Regional Inspectorate of South Sulawesi Province was established in 2020 as part of the Governor's commitment to anti-corruption efforts in general. South Sulawesi Governor Regulation Number 78 of 2020 governs the Regional Inspectorate's position, organizational structure, duties and functions, and work procedure in South Sulawesi Province. The Organizational Structure, Functions, and Job Descriptions of the Provincial Inspectorate have been altered as a result of this new regulation, which includes the addition of an Assistant Inspector for Prevention and Investigation, who is responsible for the handling of public complaints, the prevention of corruption crimes, and the conducting of investigation audits.

The Governor of South Sulawesi has expressed his commitment to combating corruption in the auction of products and services by strengthening the inspectorate. As a result of its affiliation with the auction supervisor of goods and services, which is a component of the Regional Government Internal Supervisory Apparatus, the inspectorate has the authority to examine auctions (APID). Considering external parties, the commitment of the Governor and the Head of the Service as top management of the auction for goods and services is carried out through assistance to regional work units (SKPD) in need, holding periodic socialization/guidance sessions on the auction for goods and services, and providing consultation space for service providers (entrepreneurs) and the general public, among other things. To address concerns, the South Sulawesi Provincial Government's auction implementation unit is required to analyze the tender papers in a transparent way, which includes posting all actions to the LPSE as part of its response. The budget user, in this example the head of the health office, must react in writing if the appeal is denied openly and if there is a disclaimer of appeal. This suggests that the top management of the organizers of the auction of goods and services has allowed adequate room for cooperation in the prevention of corruption in the auction process of goods and services, as shown by this finding. Although not yet formalized in the form of a Memorandum of Understanding, this is characterized by the availability of a space for collaboration with providers (entrepreneurs), the community, APIP, and law enforcement agencies, among other things.

Management of Ability to Implement Technical Credibility

As budget consumers, the capacity of the Governor of South Sulawesi and the head of the Health Service to successfully implement an auction of goods and services is critical in achieving a credible auction of goods and services, both technically and substantively. The credibility of the implementer in carrying out his or her responsibilities in accordance with existing legislation is essential to the administration of the auction of goods and services. An further step taken by the leadership of the South Sulawesi products and services procurement unit has been to use a persuasive approach by urging subordinates to refrain from engaging in collusion, corruption, or nepotism while carrying out their responsibilities.

These activities are also carried out by the Inspectorate in its capacity as the Internal Supervisory Apparatus of the South Sulawesi Regional Government (APIP), which is committed to the prevention and eradication of corruption in the region. This commitment starts with the leadership's commitment, which is shown in the issuance of an assignment order that includes a notation stating that the team will not be receiving facilities or taking gifts in any form from the Office of Public Safety.

In technical words, the possibility of Cooperation between the organizers of the auction of products and services, both UKBJ and APIP, is based on the current norms and standard operating procedures, which are available on the APIP website. In order for them to be able to appropriately perform their different activities and functions whilst carrying out their respective responsibilities The intervention of the leadership in the auction of goods and services still causes credibility to be questioned, whereas in the model of abuse in the auction of goods and services the intervention of the leadership causes more damage to the technical implementer who is competing against the provider to win the auction (entrepreneur). Institutions outside of the organizers are still restricted in their ability to collaborate with law enforcement on a regular basis, both with the police and with the prosecutor's office, such that it does not need technological expertise.

Ensuring Collaboration is Empowered to Make Credible and Convincing Decisions for All Actors

There has been no national action taken to implement the leadership's commitment to preventing cross-institutional corruption, except for a Joint Decree signed by all five leaders who make up Corruption Eradication Commission: the Minister for Home Affairs, Minister of State Apparatus and Bureaucratic Reform, the Minister of National Development Planning, and the President's Chief of Staff. Increasing professionalism and modernizing the procurement of products and services is specifically mentioned in point 7 as it pertains to the auctioning of such items and services. With this Joint Decree, South Sulawesi's provincial government may work together to combat corruption. Guards and security from the High Court of South and West Sulawesi, as well as Probity Advice, were involved in the investigation. government procurement policy institute (LKPP) Republic of Indonesia in the context of combating procurement corruption (tender process). Additionally, UKBJ has provided complaint and advisory services to the community.

The leaders of implementing agencies carry out a joint commitment to collaborate in preventing corruption and corruption in the auction of goods and services in the Health sector, but it is still only informal. So that there is no engagement between the stakeholders involved to commit to carrying out the commitment to preventing corruption.

Conclusion

The leadership of the auction of goods and services in the Health sector in South Sulawesi Province has not been able to formally facilitate collaboration on preventing corruption. Auctions of goods and services in the health sector. This is indicated by the top management of the auction of goods and services providing space for all parties to be involved, both law enforcement and elements of the community as well as providing briefing to each technical implementer in their respective institutions to master the applicable rules and take a moral approach in strengthening credibility. member. However, each technical implementer often commits fraud if he gets intervention from the leadership. Meanwhile, the implementation of collaboration is still limited to informal because the stakeholders involved are not yet bound by the MoU.

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