



## Transparency and Accountability in the Procurement of Goods and Services at the Communication and Informatics Office of Bogor Regency

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### ABSTRACT

Based on the Supreme Audit Agency (BPK) report, procurement of goods and services in Bogor Regency still faces challenges, including limited public information access and weak independent oversight. These issues contributed to the regional government's Qualified Opinion (WDP), driven by unclear management of BOS-related expenditures, non-compliant allowance for doubtful accounts, and high short-term liabilities. This study analyzes the implementation of transparency and accountability principles in the procurement process at the Department of Communication and Informatics of Bogor Regency. Using a qualitative descriptive approach, data were collected through open and closed questionnaires, in-depth interviews, and document analysis, and analyzed using the Miles and Huberman interactive model. The findings indicate that transparency through the Electronic Procurement Service (LPSE) system has been implemented adequately; however, challenges persist in data integration, documentation quality, and internal monitoring. Accountability efforts through reporting and auditing are evident but constrained by limited human resource competence, the absence of measurable accountability mechanisms, and weak multi-layered oversight. The study underscores the need for integrated digital data management, capacity building for procurement personnel, and stronger oversight systems to enhance transparency and accountability in public procurement.

**Keywords:** Accountability; E-Procurement; Good Governance; Procurement; Transparency



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## INTRODUCTION

The Indonesian nation's goal in the era of globalization is to implement good governance for the creation and implementation of democratic state policies. According to the general guidelines for good governance (Ministry of PANRB, 2004), good governance is a process of exercising state power to provide public services, promote development, and protect communities, carried out responsibly, transparently, and accountably. To realize the concept of good governance, synergy among the three main actors the government, the private sector, and civil society, is required. These three actors play a role in managing resources, the social, economic, and cultural environment (Handayani & Nur, 2019).

In the process of procuring goods and services, one form of implementing e-government to achieve good governance is electronic procurement of government goods/services (e-procurement) utilizing communication and information technology facilities, including electronic public auctions organized by the Electronic Procurement Service (LPSE) (Ramadhan, 2022). Electronic procurement of goods/services will increase transparency and accountability, expand market access and healthy business competition, improve the efficiency of the procurement process, support monitoring and audit, and enable real-time information access to achieve clean, good governance in the procurement of government goods/services. Since the enactment of Presidential Regulation No. 54 of 2010 concerning Government Procurement of Goods/Services, all Ministries, LNPD (Non-Departmental Government Institutions), Regional Apparatus, and other agencies are required to use E-procurement.

E-procurement is a procurement system that utilizes information technology to improve efficiency and transparency in the procurement of goods and services. By using e-procurement, the procurement process can be conducted online, allowing for better monitoring and reducing the potential for irregularities. Implementing e-procurement is expected to reduce the potential for corruption, collusion, and nepotism (KKN) by increasing transparency. Procurement-related information can be accessed by the public through the Electronic Procurement Services (LPSE) website, which provides market access for small businesses as suppliers of goods and services, thereby creating healthy business competition (Francesco, 2022).

However, despite the implementation of e-procurement, numerous challenges remain. The implementation of e-procurement in government procurement of goods and services often encounters irregularities, such as corruption, collusion, and unfair business competition, including bid rigging. This demonstrates that, despite reforms to government procurement regulations, loopholes remain that can be exploited by certain parties to commit irregularities (Andriana, 2021)

According to the Corruption Eradication Commission's (KPK) 2022 Annual Report, approximately 30–35% of corruption cases in Indonesia involved public procurement. Similarly, the Indonesian Corruption Watch (ICW) reported that nearly 50% of corruption cases handled by law enforcement in 2022 were linked to procurement processes. These statistics indicate that, despite ongoing reforms, ensuring transparency and accountability in procurement implementation remains a major challenge within Indonesia's governance system.

One factor contributing to procurement irregularities is the lack of competence and accountability among officials involved in the procurement process. Commitment-Making Officials (PPKs) play a crucial role at every stage of government procurement of goods and services. Therefore, the competence of PPKs must receive serious attention not only in terms of procurement knowledge and skills but also in managerial capabilities, moral integrity, and professional ethics. Without adequate competence, the risk of procurement irregularities will inevitably increase (Francesco, 2022)

The Government of Indonesia has introduced a series of regulations to strengthen procurement integrity, including Presidential Regulation No. 16 of 2018, later amended by Presidential Regulation No. 12 of 2021, which emphasizes efficiency, transparency, fairness, and accountability. Furthermore, the implementation of the Electronic Procurement System (E-Procurement) through LPSE (Layanan Pengadaan Secara Elektronik) has become a cornerstone of digital governance reform aimed at reducing corruption and enhancing public trust.

Public procurement plays a strategic role in supporting the implementation of development programs and the delivery of public services in Indonesia. As one of the largest areas of government expenditure, procurement activities are highly vulnerable to inefficiency, collusion, and corruption. Therefore, strengthening transparency and accountability in procurement processes has become a central issue in realizing good governance at both national and regional levels.

Bogor Regency is one of the regions with a high demand for procurement of goods and services, particularly within the Department of Communication and Informatics (Diskominfo), which is responsible for managing technological and information infrastructure. However, despite the implementation of electronic procurement systems (e-procurement) through the Layanan Pengadaan Secara Elektronik (LPSE), several issues related to transparency and accountability persist.

According to the Audit Board of Indonesia (BPK, 2004), the procurement sector in Bogor Regency still faces multiple irregularities, such as limited public access to procurement information, weak independent oversight, and unclear accountability mechanisms for procurement officials. These conditions contributed to the Qualified Opinion (Wajar Dengan Pengecualian, WDP) issued by BPK on the regency's financial statements. Contributing factors include inadequate management of goods and services expenditures under the School Operational Assistance (BOS) program, inconsistent receivable allowances, and short-term debt obligations burdening the local budget.

Additionally, the West Java Regional Audit Report (BPK, 2022) revealed further irregularities in capital expenditure projects, particularly in road construction, irrigation, and network infrastructure. The findings indicated possible collusion among bidders and manipulation of tender results, suggesting that some procurement processes were merely formalities with predetermined outcomes (Jambak, 2024).

Previous studies on public procurement in Indonesia have primarily focused on evaluating procedural transparency and administrative accountability in electronic procurement (e-procurement) systems. While these studies confirmed the effectiveness of e-procurement in promoting openness and efficiency, they have not sufficiently examined substantive accountability namely, how procurement outcomes contribute to public value or the integration of data management and preventive oversight mechanisms in regional contexts. Moreover, limited attention has been given to how local government agencies, such as the Department of Communication and Informatics in Bogor Regency, implement e-procurement while facing structural, technical, and ethical constraints. This study, therefore, contributes to the literature by combining a qualitative descriptive approach with document audits and data triangulation to assess both procedural and substantive dimensions of transparency and accountability. The research emphasizes the integration of data and documentation management as a key enabler of good governance, providing a practical framework for improving internal and external oversight.

These phenomena underline the urgent need to reinforce transparency, accountability, and integrity in local government procurement. Persistent issues include limited public access to procurement data, limited competence and ethical standards among procurement officials, ineffective oversight mechanisms, and inadequate

management of procurement data and documentation. Strengthening oversight, building human resource capacity, and optimizing digital governance tools such as LPSE and e-procurement are, therefore, essential steps toward achieving clean, transparent, and accountable procurement governance in Bogor Regency.

## LITERATURE REVIEW

### Transparency

Transparency is the principle of openness that allows public access to information about decision-making processes and outcomes. Mardiasmo (2018) defines it as a condition where information is made available, reliable, and understandable to stakeholders. In the public sector, transparency ensures that citizens can monitor how public funds are managed. Law No. 14 of 2008 on Public Information Disclosure establishes that every citizen has the right to access public information, including information about procurement activities. In practice, transparency in procurement is realized through the LPSE system, which publishes procurement plans, tender announcements, and contract awards.

According to Baldwin (2000), transparency in public procurement enables all interested parties to evaluate the process fairly and equally. Similarly, the LKPP (2021) Procurement Guidelines emphasize that transparency includes:

1. Public announcement of procurement plans and tender schedules.
2. Open access to evaluation criteria and results.
3. Use of electronic systems to reduce manual intervention.

In the context of Bogor Regency, transparency ensures that the procurement process from planning to contract completion is visible to oversight institutions such as the Inspectorate, the BPK, and the general public.

### Accountability

Accountability involves public officials' obligation to justify their actions and decisions to the public or to authorized institutions (Bovens, 2007). It comprises answerability (the duty to explain), responsibility (the duty to act correctly), and enforcement (the presence of sanctions when duties are violated). Mardiasmo (2018) states that accountability in public finance demands that every government agency be responsible for managing public funds efficiently, lawfully, and transparently. In procurement, this is reflected in adherence to Presidential Regulation No. 12 of 2021, the documentation of decisions, and the clear assignment of responsibilities among the Commitment Making Officer, the Procurement Working Group, and Suppliers. Government Regulation No. 60 of 2008 on Government Internal Control Systems (SPIP) reinforces the need for internal oversight mechanisms to prevent fraud. Inadequate accountability can lead to inefficiencies, loss of public trust, and even corruption.

### Public Procurement

Public procurement refers to activities undertaken to acquire goods and services by government institutions using public funds (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (LKPP), 2021). It involves several stages: planning, preparation, selection of providers, contract execution, and reporting. Each stage must adhere to the principles of efficiency, effectiveness, openness, fairness, and accountability. The implementation of E-Procurement aims to digitize all stages to enhance transparency, speed, and accuracy. However, studies (Rimbun *et al.*, 2022; Novitaningrum, 2014) have shown that digital

systems alone are insufficient without adequate human resources and proper oversight mechanisms.

### **Previous Studies**

Prior research has demonstrated that e-procurement reduces corruption and improves service delivery. Nabilla *et al.* (2024) found that electronic procurement increased accessibility and reduced discretionary decision-making in local governments. However, Ujang *et al.* (2023) found that inadequate human resources and inconsistent digital documentation continue to limit accountability. Rahayu and Murtinah (2022) emphasized the importance of training tender participants and procurement staff to improve their understanding of the system, while Sastyo Aji (2022) noted that market mechanisms within e-purchasing must remain accountable through accurate price estimates and transparent budget reporting. This study expands upon those findings by simultaneously exploring transparency and accountability in the context of a local government agency, using a comprehensive qualitative approach.

### **RESEARCH METHOD**

In this study, the author employed a descriptive qualitative approach to gain an in-depth understanding of transparency and accountability in the procurement of goods and services. This approach was chosen because it allows researchers to explore complex social realities through non-numerical data, focusing on the meaning, perception, and behavior of the actors involved in the procurement process. Through qualitative analysis, the study aimed to describe and interpret how principles of transparency and accountability are implemented within the procurement system at the Department of Communication and Informatics of Bogor Regency. Data collection in this research was carried out through several complementary techniques to ensure data validity and depth of analysis. The first technique was an open-ended questionnaire distributed online to respondents directly involved in the procurement process. The questionnaire consisted of open-ended questions designed to allow respondents to express their opinions, experiences, and perspectives freely and in their own words. This method provided rich qualitative insights into the actual practices, challenges, and perceptions regarding transparency and accountability in procurement.

In addition to open-ended questions, the researcher used a closed-ended questionnaire to obtain simple quantitative data to support the qualitative findings. The closed-ended items used multiple-choice and Likert-scale responses (ranging from 1 to 5) to measure respondents' level of agreement with specific statements on transparency, accountability, and procurement governance. This combination of open and closed questions enabled triangulation between narrative and numerical data, thereby enhancing the reliability of the findings (Chaniago *et al.*, 2023). The final data collection method was document analysis, which involved examining various official documents relevant to the research topic. These documents included procurement regulations, financial statements, internal reports, audit results, and other administrative records obtained from related institutions. Through document analysis, the researcher was able to cross-verify the consistency between policy implementation and the principles of transparency and accountability stated in government regulations. This method also provided empirical evidence that complemented the respondents' qualitative data, allowing for a more comprehensive understanding of the procurement governance process in Bogor Regency.

## **Data Collection Techniques**

The data used in this study consisted of both primary and secondary sources, which were collected to gain a comprehensive understanding of transparency and accountability in the procurement of goods and services. The use of these two data types enabled the researcher to validate findings from multiple sources and ensure the credibility of the analysis. Primary data were collected through field research, including interactions with informants actively involved in the procurement process at the Department of Communication and Informatics (Diskominfo) of Bogor Regency. The researcher distributed open-ended questionnaires to officials and staff at Diskominfo who played key roles in planning, implementing, and supervising procurement activities. These open-ended questions were carefully designed to allow respondents to freely express their opinions, perceptions, and experiences regarding the implementation of transparency and accountability principles in the procurement process. This method enabled the researcher to capture in-depth insights into how procurement policies are practiced within the institution, including potential obstacles and best practices.

In addition to open-ended questions, closed-ended questionnaires were distributed to a broader group of respondents, including goods and service providers, users of the Electronic Procurement Service (LPSE) system in Bogor Regency, and members of the public with experience or involvement in local government procurement processes. The closed-ended questionnaire consisted of multiple-choice questions and Likert-scale statements designed to quantify perceptions of transparency, fairness, accountability, and public access to procurement information. The combination of open and closed-ended questions provided a balanced perspective, balancing qualitative depth with quantitative support, allowing for data triangulation and enhanced analytical validity.

Meanwhile, secondary data were collected from official publications and publicly available sources. These included government regulations related to public procurement, such as Presidential Regulation No. 16 of 2018 and its amendment, Presidential Regulation No. 12 of 2021; reports from the Audit Board of Indonesia (BPK); procurement guidelines issued by the National Public Procurement Agency (LKPP); and other relevant literature. Additionally, previous studies, academic journal articles, and official records related to procurement performance and evaluation in Bogor Regency were reviewed. The analysis of these documents served as supporting evidence for interpreting primary data, ensuring that the study's findings were grounded in both empirical evidence and theoretical frameworks relevant to good governance and accountability in public procurement.

## **Data Analysis**

The data analysis in this study was conducted using the Miles and Huberman (2014) interactive model, which consists of three interconnected stages: data reduction, data presentation, and conclusion drawing. These stages were carried out continuously throughout the research process to ensure that the analysis was systematic, logical, and aligned with the study's objectives. The first stage, data reduction, involved selecting, simplifying, abstracting, and transforming raw field data into more focused and meaningful information. Data collected through open-ended and closed-ended questionnaires, documentation, and random sampling of the 2024 capital expenditure documents were reviewed and grouped according to their relevance to the main research themes, namely transparency and accountability in the procurement of goods and services. In this process, the researcher identified essential data while filtering out less

relevant information. Data reduction was further supported by NVivo, a qualitative analysis tool used to systematically organize and code data. Through NVivo, open coding was performed to assign initial codes based on keywords or phrases derived from respondents' answers, while axial coding was used to cluster these codes into broader categories and subthemes. As a result, structured categories transparency, accountability, barriers, improvement strategies, and documentation management were generated, providing a clearer analytical framework for further interpretation.

The next stage, data presentation, involved organizing the reduced data into descriptive narratives, tables, matrices, and visual representations, enabling the researcher to more effectively analyze and interpret the findings. The presentation included summaries from open- and closed-ended questionnaires, document reviews, and the results of randomized testing of 2024 capital expenditure documents. NVivo's visualization tools, such as charts, thematic maps, and word clouds, were also used to display the most frequently occurring keywords and themes in the dataset. For instance, the repeated emergence of terms such as "information disclosure," "public access," and "audit" served as important indicators reflecting respondents' perceptions of transparency and accountability. Through these visualizations, the qualitative findings were presented not only in narrative form but also in a more communicative, data-driven way.

The final stage, conclusion drawing, involved synthesizing the results of data analysis to formulate comprehensive conclusions that addressed the research questions. At this stage, the researcher reviewed the consistency and interconnections among all findings to ensure they formed a coherent understanding of the phenomena studied. The conclusions drawn from this process not only answered the research problem but also provided a holistic picture of the actual implementation of transparency and accountability in the procurement of goods and services at the Department of Communication and Informatics of Bogor Regency. Supported by both manual and software-assisted analysis in NVivo, as well as a random sample of 2024 capital expenditure documents, this study aims to produce findings that contribute not only to academia but also to practice. The results are expected to offer actionable recommendations to improve governance practices, making procurement of goods and services in Bogor Regency more transparent, accountable, and aligned with the principles of good governance. The study was conducted at the Department of Communication and Informatics of Bogor Regency in 2024, focusing on electronically-based procurement activities.

## **RESULTS AND DISCUSSION**

### **Level of Transparency**

The findings of this study indicate that transparency at the Department of Communication and Informatics (Diskominfo) of Bogor Regency has significantly improved following the implementation of the Electronic Procurement Service (LPSE) system. All tender announcements, bidding documents, and contract awards are now published online, allowing broader public access to procurement information. Respondents acknowledged that this digitalization has effectively reduced opportunities for manipulation and favoritism during the bidding process, as procedures have become more standardized and traceable.

Despite these advancements, several challenges persist in realizing full transparency. Access to evaluation documents and contract performance data remains limited, while citizens often struggle to interpret the technical content of documents

uploaded to the LPSE platform. The lack of real-time data on project progress, contract implementation, and payment stages further limits public oversight. This situation creates a gap between the government's intention to promote transparency and the public's ability to meaningfully engage with the information provided. From a governance perspective, this form of partial transparency may undermine public confidence in procurement integrity. As emphasized by Halonen (2019), true transparency encompasses not only the disclosure of information but also its comprehensibility and usability. Citizens must be able to understand and act upon the information shared by public institutions. Therefore, strengthening public communication, simplifying technical documentation, and enhancing real-time data publication are essential steps to ensure that digital transparency translates into genuine accountability within local government procurement systems.

### **Accountability of Procurement Officials**

The accountability of procurement officials at the Department of Communication and Informatics has generally improved through the implementation of regular reporting mechanisms and internal audits. These measures have strengthened institutional control and helped ensure compliance with procurement regulations established by the National Public Procurement Agency (LKPP). However, not all Commitment-Making Officials (PPK) and members of the Selection Working Group (Pokja Pemilihan) possess adequate competence in digital documentation, contract supervision, and performance evaluation. The limited capacity of these officials often hinders the consistency and accuracy of accountability reporting across procurement activities.

Field observations reveal that most accountability reports formally comply with LKPP standards, particularly in documenting procurement planning and contract implementation. Nevertheless, inconsistencies remain in post-contract reporting and performance documentation. Some reports lack detailed evaluations of supplier performance, project completion quality, and contract amendments. These weaknesses indicate that accountability practices are still largely procedural rather than performance-based. Therefore, continuous professional development and targeted training in performance-based procurement management are essential to enhance both individual competence and institutional accountability. Strengthening these capabilities would not only improve reporting consistency but also ensure that procurement accountability aligns with the broader objectives of efficiency, transparency, and good governance.

### **Inhibiting Factors**

Several interrelated factors continue to hinder the effective implementation of transparency and accountability in the procurement process. One of the most significant challenges is limited human resource capacity. Many procurement officials have not received adequate training in digital procurement systems, and their understanding of relevant regulations remains uneven. This lack of competence often leads to technical errors, delays in procurement stages, and difficulties in maintaining accurate documentation. Another barrier is resistance to technology, as some officials still prefer traditional manual documentation methods due to unfamiliarity or discomfort with electronic platforms (Chaniago *et al.*, 2025). This reluctance slows down the transition toward a fully digital procurement environment and limits the potential efficiency of the e-procurement system.

In addition, weak internal control mechanisms have also affected accountability. The internal audit unit (Aparat Pengawasan Intern Pemerintah, or APIP) often operates

with limited personnel and insufficient analytical tools, making it difficult to conduct continuous oversight of procurement activities. Furthermore, fragmented documentation systems exacerbate the problem. Procurement records are often stored in both hard copy and digital formats, without proper integration, complicating data verification and audit processes. As a result, inconsistencies between physical and digital records can obscure transparency and hinder traceability.

These findings align with the national study by Ramadhan (2022), which highlighted that inadequate human resource capacity and poor system integration are among the most critical barriers to effective e-procurement implementation in Indonesia. Addressing these issues requires not only technical improvements but also institutional commitment to strengthening human resources, enhancing digital literacy, and developing integrated documentation systems that support comprehensive transparency and accountability.

### **Role of Data and Documentation Management**

Proper management of data and documentation is pivotal to reinforcing transparency and accountability within the public procurement system. At the Department of Communication and Informatics (Diskominfo) of Bogor Regency, the digitization of procurement documents through the Layanan Pengadaan Secara Elektronik (LPSE) platform has significantly enhanced information accessibility and traceability. Digital archiving allows stakeholders to review procurement histories, monitor contract execution, and verify compliance with established procedures. However, despite these advancements, the lack of an integrated database connecting different administrative departments continues to hinder comprehensive oversight. Data fragmentation between procurement, financial management, and auditing units limits institutional coordination and the ability to detect irregularities in real time.

To address these limitations, integrating LPSE with the Regional Financial Management Information System (SIMDA Keuangan Daerah) is essential. Such a system would enable synchronized monitoring of budget allocations, contract execution, and payment realization across departments. Integration would also strengthen fiscal discipline and facilitate real-time auditing, a requirement emphasized in the 2024 policy revision by the National Public Procurement Agency (LKPP). Through real-time data synchronization, auditors and oversight bodies could identify anomalies earlier and ensure that procurement activities align with budgetary and regulatory standards.

Moreover, accurate and systematic documentation serves not only administrative purposes but also institutional learning and policy evaluation. Comprehensive record keeping supports accountability by providing verifiable evidence of decision-making at every procurement stage, from planning to contract closure. It also aligns with Presidential Regulation No. 12 of 2021, which mandates that government agencies maintain detailed documentation as part of the implementation of good governance. Strengthening documentation management thus contributes to institutional transparency, enhances audit readiness, and supports sustainable improvements in public sector procurement governance.

### **Relationship Between Transparency and Accountability**

The findings of this study reveal a strong and positive correlation between transparency and accountability in public procurement. When procurement data, decisions, and processes are openly disclosed to the public, officials tend to demonstrate greater responsibility and ethical conduct. The openness of information not only facilitates

external monitoring by stakeholders but also fosters a sense of moral and administrative obligation among procurement officials to adhere to established rules and standards. In contrast, when access to information is restricted or inconsistently provided, it often leads to weakened accountability mechanisms, discretionary decision-making, and potential misuse of authority.

In the context of the Department of Communication and Informatics (Diskominfo) of Bogor Regency, the study found that partial transparency, particularly the limited disclosure of evaluation results and contract performance data, directly affects the overall accountability of the procurement process. While LPSE has improved access to procurement announcements and bidding documents, incomplete dissemination of information undermines the effectiveness of public oversight. This condition supports the argument of Francesco (2022), who emphasizes that digital transparency is a fundamental driver of accountability by minimizing information asymmetry between the government and the public. Through open and accessible digital platforms, citizens are empowered to evaluate procurement integrity, thereby encouraging government officials to perform their duties more responsibly. Consequently, strengthening data openness and improving the accessibility of digital procurement systems are critical strategies to ensure that transparency effectively translates into accountable governance practices.

## CONCLUSION

This study concludes that transparency and accountability in the procurement of goods and services at the Department of Communication and Informatics (Diskominfo) of Bogor Regency have shown notable progress following the implementation of the Electronic Procurement Service (LPSE) system. The digitalization of procurement processes has enhanced public access to tender information, reduced opportunities for manipulation, and established clearer procedural standards. However, full transparency has not yet been achieved. Access to evaluation reports, contract performance data, and real-time project information remains limited, restricting meaningful public oversight and engagement.

Accountability among procurement officials has improved through structured reporting mechanisms and internal audits, yet disparities in digital competence and the absence of consistent performance-based reporting indicate that accountability practices remain largely procedural. The persistence of human resource limitations, resistance to technological change, weak internal control mechanisms, and fragmented documentation systems continues to impede the full realization of transparent and accountable procurement governance. The study also emphasizes the strategic role of data and documentation management in promoting good governance. Effective integration between LPSE and the Regional Financial Management Information System (SIMDA Keuangan Daerah) is essential to ensure synchronized monitoring, fiscal discipline, and real-time auditing, as recommended by the National Public Procurement Agency (LKPP) in its 2024 policy framework. Comprehensive documentation not only enhances institutional memory but also supports compliance, evaluation, and long-term improvements in governance.

Finally, the findings confirm a strong positive relationship between transparency and accountability. Open disclosure of procurement information compels officials to act responsibly and allows citizens to monitor public resource management effectively. Conversely, restricted access to information weakens accountability and fosters discretionary practices. Therefore, the study recommends continuous enhancement of digital capacity, integration of procurement and financial systems, and improved public

access to procurement information as key strategies to strengthen transparency, accountability, and integrity in local government procurement in Bogor Regency. The findings of this study lead to several strategic recommendations for improving transparency and accountability in the procurement process at the Department of Communication and Informatics of Bogor Regency. First, it is crucial to enhance staff competence through continuous technical training focused on procurement procedures and electronic document management. By strengthening procurement officials' skills and digital literacy, the organization can minimize technical errors and improve regulatory compliance.

Second, the government should develop system integration between LPSE and SIMDA to enable real-time, data-based auditing and monitoring. Such integration will ensure consistency between procurement activities and financial records, allowing for more accurate performance evaluation. Third, there is a need to expand community and independent institution involvement in procurement oversight to foster participatory transparency and strengthen public trust. Civil society organizations and independent monitors can provide external control that complements internal audits.

Finally, the institution should promote the adoption of e-audit systems and the Open Contracting Data Standard (OCDS) to align with global transparency initiatives. The application of these digital standards will improve data accessibility, facilitate international benchmarking, and reinforce the principles of open government in the public procurement system.

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