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Procurement Management Case Analysis Government Goods/Services in Indonesia Period of 2025

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ABSTRACT

This study aims to analyze in detail the problems of implementing government procurement of goods/services that occurred in Indonesia in the period of 2025. Government procurement of goods and services in Indonesia is a complex process and has a significant impact on the success of national development. This study focuses on new policies, the application of technology in procurement, as well as issues such as transparency, efficiency, and accountability. Data are taken from various official government reports, articles, and the results of interviews with related parties. The research method used is a qualitative method, with a total of 68 informants. The results of the study, government procurement of goods and services in Indonesia in 2025 shows some progress in terms of policy and technology, but still faces major challenges related to transparency, accountability, and human resource competency. Increased technological capacity and stricter law enforcement are needed to realize more effective and efficient procurement. The novelty in this study is, providing recommendations for improvements based on the cases of procurement of goods/services analyzed, the government needs to strengthen policies and implementation of more accountable and transparent procurement. Supervision and law enforcement, conducting stricter supervision of the procurement process and taking firm action against any form of deviation to reduce the risk of criminal acts of corruption.

INTRODUCTION

The Indonesian government in 2025 is currently focusing heavily on full digitalization (e-purchasing) and the use of domestic products. Government procurement of goods and services

is a vital instrument in driving the national economy and realizing excellent public services. In Indonesia, digital transformation in procurement of goods and services has reached a crucial point in 2025, where the integration of the electronic procurement ecosystem has become an absolute necessity to increase transparency and accountability. Entering the 2025 period, new challenges arise along with the complexity of regulations and the government's ambitious target for the use of domestic products. Although the e-catalog and smart procurement systems have been implemented, the frequency of cases of maladministration, budget inefficiencies, and corrupt practices in several agencies remains a concern. The 2025 period is interesting to analyze because it is a year of national leadership transition and fiscal policy adjustments that demand more adaptive procurement management. Issues such as delays in budget absorption, uneven vendor quality, and cybersecurity risks in procurement information systems are dynamics that require in-depth evaluation. Therefore, this research was conducted to analyze real-life cases and provide strategic solutions for improving government procurement governance in the future. Government procurement is a crucial pillar in achieving good governance and efficient public budget allocation. In Indonesia, this process is overseen by the Government Procurement Policy Agency (LPBP), which issues regulations and procedures to ensure procurement is conducted based on the principles of accountability, efficiency, transparency, and competitiveness. The year 2025 will be a crucial period, given the increase in public spending and several regulatory adjustments to government procurement.

Government procurement is a crucial component of good governance and supports national development in Indonesia. Data from recent years indicates that the Indonesian government has strengthened policies and regulations related to procurement to achieve various goals such as budget efficiency, transparency, and corruption prevention. The LPBP, as the government agency authorized to manage procurement, continues to strive to create a more accountable and efficient procurement system through regulatory updates and the application of technology. In 2025, Indonesia's procurement policies and systems will undergo several significant changes. One key focus is the increased use of electronic systems, such as e-procurement and e-catalogs, which are expected to accelerate the procurement process and reduce the potential for irregularities. Furthermore, the government is also focusing on increasing the participation of micro, small, and medium enterprises (MSMEs) in government procurement, as well as adjusting regulations to expand opportunities for the private sector. Despite the continued development of goods/services procurement policies and systems, various challenges remain in their implementation. These challenges include issues of transparency, human resource competency, and obstacles to implementing technology in various regions of Indonesia. Procurement cases that emerged in 2025, particularly those related to infrastructure projects, medical equipment, and other urgent needs, demonstrate the potential for improvement in government procurement management. Several procurement cases have drawn public attention due to allegations of irregularities, waste, or delays in implementation. This situation certainly underscores the importance of monitoring and improving the effectiveness of the current procurement system to be more efficient and effective. In 2025, the Indonesian government, through the Government Goods/Services Procurement Policy Agency, issued several new policies to strengthen the governance of goods and services procurement. Several key policies are included in Presidential Regulation Number 46 of 2025 concerning the Second Amendment to Presidential Regulation Number 16 of 2018 concerning Government Goods/Services Procurement, which emphasizes accelerating the procurement process, encouraging digitalization (e-purchasing), increasing the use of domestic products, and granting more discretion to relevant officials, with a focus on efficiency, transparency, and accountability in government spending. This Presidential Regulation simplifies procedures, mandates the use of e-purchasing, and provides new authority for budget users/commitment-making officials in direct appointments for the president's priority programs. Presidential Regulation Number 46 of 2025 concerning the Second Amendment to Presidential

Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services regulates the improvement of the electronic catalog system to version 6, aiming to support the implementation of the latest, more transparent electronic catalog system with e-audit features. The strengthening of procurement regulations in 2025 also focuses on online stores, with the primary goal of expanding the use of online stores, which can support faster and more efficient procurement processes for office operational needs. Another strengthening of government procurement regulations in 2025 is the e-contracting regulation, which emphasizes the use of electronic contracts to facilitate real-time monitoring and assessment of provider performance.

Throughout 2025, the Corruption Eradication Commission (KPK) recorded several corruption cases in government procurement of goods and services in Indonesia. These cases generally occurred in the infrastructure and public service procurement sector in several regions, including Corruption in the Infrastructure Sector (National Strategic Projects). The KPK noted that the infrastructure sector remains the most vulnerable area. Prominent cases in 2025 involved operating methods such as fixing auction winners through the manipulation of technical specifications in the e-selection system. In a specific case, the Corruption Eradication Commission (KPK) conducted a sting operation against officials in technical ministries and local governments related to bribery in toll road and bridge construction projects. The KPK found kickbacks of 5-10% of the contract value were channeled through shell companies or crypto assets to cover their tracks. Manipulation of domestic component certification, along with the stricter regulations of Presidential Regulation No. 46 of 2025, which requires 40% local production, has led to the emergence of the phenomenon of "fake nationalization." The modus operandi is to simply relabel or repackage imported goods domestically to obtain domestic component certification and thus qualify for priority procurement schemes. The Corruption Eradication Commission (KPK), in collaboration with the Ministry of Industry, conducted investigative audits of companies suspected of manipulating local component data to win projects worth trillions of rupiah throughout 2025.

Other challenges faced in enforcing anti-corruption in the procurement sector include low integrity and human resource capacity, limitations in information technology audits, and the influence of interested parties attempting to direct projects for personal gain. The KPK continues to strengthen coordination with internal oversight agencies and the Government Goods/Services Procurement Policy Agency to improve transparency and accountability, particularly in the procurement sector, which is projected to have a substantial budget of over IDR 1,200 trillion by 2025.

LITERATURE REVIEW

e-Procurement Implementation in Several Countries

The implementation of e-Procurement has been extensively researched, including by Hui et al. (2011), who explained that one of the common complaints made by contractors in the procurement process is the prevalence of external interference and cronyism, which affect the awarding of contracts. Procurement officers are blamed for malpractice and non-compliance with procurement system policies and procedures. Furthermore, research by Ibem et al. (2018) explains that the varying levels of e-Procurement technology adoption, barriers to uptake, and factors influencing e-Procurement adoption by industrial organizations significantly influence the success of procurement implementation in organizations in the Nigerian building industry. Research on industrial organizations has a different dimension than research on e-Procurement in the public sector. Research by Altayyar & Kerridge (2016, p. 1) explains the results of a different dimension, namely related to nine external factors relevant to e-Procurement adoption in Saudi Arabian SMEs: "government support, own postal addresses and delivery services, providing secure and trustworthy online payment options, low-cost and high-speed internet connections, IT-related educational programs, supplier willingness and readiness to participate

or exert pressure, competitor pressure, policy and regulations, and the business and national culture of the country."

Other e-Procurement research conducted by Daoud & Ibrahim (2017) explains that e-Procurement applications are assumed to be influenced by the technological context (relative advantage, compatibility, and complexity), the organizational context (organizational readiness, top management support and information systems committee), and the environmental context (competitive and regulatory pressures). Furthermore, research by Antonio Aguiar Costa et al. explains that the administrative level of an entity influences e-Procurement implementation, which is also influenced by the innovation adoption process (Costa, Arantes, & Tavares, 2013). Sambasivan et al. (2010) provided an overview of research on perceived usefulness, perceived ease of use, service guarantees by service providers, service provider responsiveness, facilitation conditions, and web design (service quality) that were strongly associated with intention to use electronic procurement systems. Another function of e-Procurement implementation is its positive and significant relationship with the concepts of usefulness, ease of use, and trust, as democratic governments in developing countries seek to combat corruption in public procurement (Neupane, Soar, & Vaidya, 2012).

Research by Erridge, Ruth Fee, & Mcilroy (1998) explains that government intervention in e-commerce should be minimal. In general, according to Teo, Lin, & Lai (2009), firm size, top management support, perceived indirect benefits, and business partner influence are positively and significantly related to e-Procurement implementation. Non-transparent procurement processes for goods and services pose a potential for corruption that is difficult to control. Research by Liao et al. (2003) explains that in the government sector, procurement can sometimes be a source of corruption, scandals, and misuse of public resources. Besides unqualified personnel, transparency of the procurement environment is another source of problems in procurement procedures. E-Procurement helps the procurement process to avoid as much as possible the risk of corruption. One of the studies that made Indonesia as the object of discussion is the research conducted by Choi et al., (2016) who recommended the need for improvements in e-Procurement implementation through modifications to the e-Government road map to narrow the gap between design and reality, thereby achieving e-Government goals and pursuing the full benefits of mature e-Government conditions in Indonesia. Gunasekaran et al., (2009) focused on the results of research that found the fact that e-Procurement essentially focuses on the acquisition of resources, especially maintenance, repair, and operation items, and increasingly more materials and components. Research that is already at a more advanced stage of e-Procurement implementation is research conducted by Junqi Liu et.al who has studied green public procurement which is one of the important environmental policy tools for sustainability (Liu, Shia & Xue, 2018), and more uniquely research conducted in the United States by Pearcy & Parker (2008) which focuses more on the study that the most important benefit of e-Procurement is its ability to facilitate integration within the company and across the supply chain. One study explaining how to make government procurement more efficient, transparent, non-discriminatory, and accountable is the study conducted by Liao & Wang (2002), which examined the role of statutory regulations in the implementation of e-Procurement in Taiwan.

Hermawati & Mas (2017) focused more on explaining e-Procurement in their research from the perspective of public procurement procedures, which are supported by two laws: public procurement law and public procurement contracts law. Hermawati & Mas (2017) prioritized public procurement with a legal approach and its application to procurement contracts law. Hermawati & Mas's (2017) research aims to provide broad information that state-level procurement of goods and services must be supported by statutory regulations to impose strict sanctions against violations in the public sector. In general, statutory procurement regulations serve as the basis for strict implementation because the laws contain the basic substance governing sanctions for procedural violations committed by government procurement actors. The overall implementation of e-Procurement is changing the way businesses purchase

goods. Because most products and services are procured using electronic data interchange and the internet, e-Procurement is inevitable in both manufacturing and services (Gunasekaran & Ngai, 2008).

The e-Procurement application implemented by the United Nations focuses on routine, non-strategic purchasing transactions (Walker & Harland, 2008). Challenges in implementing e-Procurement in the government sector relate not only to software integration, data management, and deployment strategies, but also to legal and administrative procedures, IT infrastructure, outsourcing contracts, and IT skills (Aman & Kasimin, 2009). Aman & Kasimin (2009) emphasize the integration of software, data management, and deployment strategies with legal and administrative procedures, resulting in a more comprehensive and integrated procurement system. IT infrastructure, outsourcing contracts, and IT skills are also supporting factors for the successful implementation of all three. Overall, the integration of software, data management, and deployment strategies with legal and administrative procedures has been well implemented. A key variable for successful e-Procurement adoption is addressing the internal service quality attributes of the e-Procurement process (Croom & Brandon-Jones, 2007). In general, Croom & Brandon-Jones (2007) focused more on the internal service quality attributes of the e-Procurement process. Overall, the implementation of electronic procurement of goods/services in several countries is an effort to prevent corruption, create an efficient and effective bureaucracy and company.

METHODS

This study uses a qualitative method, which emphasizes the exploration process to understand the meaning of individual or group behavior, describing social or humanitarian problems (Creswell, 2009). The criteria used in determining informants in this study include informants who know in detail the analysis of the problem of implementing government procurement of goods/services that occurred in Indonesia in the period of 2025. Informants in the study numbered 68 informants, who are competent and are policy makers and direct actors in the implementation of government procurement of goods/services that occurred in Indonesia in the period of 2025.

RESULTS

New Policies in Procurement of Goods/Services.

In 2025, the government introduced new policies to strengthen procurement governance through regulations such as Presidential Regulation No. 46 of 2025 concerning the Second Amendment to Presidential Regulation No. 16 of 2018 concerning Government Procurement of Goods/Services. This policy aims to increase the use of domestic products and strengthen the role of micro, small, and medium enterprises (MSMEs) in government procurement. Research shows that the implementation of this policy has successfully encouraged increased participation by MSMEs. However, several technical and administrative obstacles remain, particularly related to regional readiness for digital transformation and limited technological infrastructure in some areas. Challenges in implementing e-Procurement in the government sector relate not only to software integration, data management, and launch strategies, but also to legal and administrative procedures, IT infrastructure, outsourcing contracts, and information technology skills (Aman & Kasimin, 2009).

The effectiveness of the new government procurement policy for 2025, as established by the Government Procurement Policy Agency, focuses on increasing transparency, accountability, and efficiency through several key approaches: utilizing domestic products, strengthening the role of micro, small, and medium enterprises (MSMEs), and implementing more advanced monitoring technology. This policy is outlined in several regulations, including Presidential

Regulation Number 46 of 2025 concerning the Second Amendment to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services, which regulates strengthening digital systems and increasing ease of access for local businesses in government procurement. Digital transformation through e-catalogs and e-procurement; the updated e-catalog and e-procurement platforms offer a simpler and faster process for government agencies to procure goods/services directly from suppliers without a lengthy tender process.

In addition to accelerating procurement, this system also enables various agencies to be more transparent because transaction data is recorded digitally, facilitating oversight by the Government Procurement Policy Agency and the Government Internal Supervisory Apparatus. This is considered effective in reducing time and costs, as well as reducing the potential for manipulation in the procurement process. Early detection and oversight with e-Audit, an e-audit policy, is a crucial step introduced by the Government Goods/Services Procurement Policy Agency (LPPP) to detect suspicious or potentially fraudulent transactions. This system uses data analytics to identify anomalies in procurement transactions and provides automatic notifications as an early warning. The collaboration between the LPPP and the Financial and Development Supervisory Agency (BPKP) for this monitoring system creates more proactive and preventative oversight in efforts to eradicate corruption in the procurement sector.

Utilizing domestic products and supporting micro, small, and medium enterprises (MSMEs), as an effort to support the local economy, the 2025 procurement policy emphasizes increasing the use of domestic products and the involvement of MSMEs. The LPPP simplifies procedures for MSMEs to access the e-catalog system, thereby providing them with greater access to become suppliers in government projects. This has increased the participation of micro, small, and medium enterprises (MSMEs) in government procurement, although challenges in technological and infrastructure readiness in some regions remain obstacles. Challenges in Implementation: Although this policy is effective in increasing transparency and facilitating local business actors, there are a number of challenges. Some regions face limited technological infrastructure and a lack of competent human resource capacity in the field of digital procurement, so they still need more support to optimally implement this transformation. Overall, this new policy shows significant potential in improving government procurement management, but still requires ongoing efforts to overcome obstacles and achieve full effectiveness across Indonesia.

Corruption Cases and Transparency Challenges

According to the Indonesian Government Procurement Policy Institute and the Corruption Eradication Commission (KPK), transparency challenges and corruption cases in Indonesian government procurement will remain major issues in 2025. The Indonesian Government Procurement Policy Institute acknowledges that although the e-procurement system and e-catalog have been implemented to increase transparency, there are numerous weaknesses in their implementation, particularly in terms of oversight and integrity of implementation in the field. Common modes and practices of corruption include manipulation of tender documents, collusion between officials and service providers, and fabrication of tender specifications. One example is manipulation in the electronic tender system, where vendors collaborate with officials to determine the winner before the tender takes place. This can occur even despite the implementation of the e-procurement system, indicating that corruption occurs outside the digital system, for example through agreements outside the formal tender process.

Collaboration on the e-audit monitoring system: In 2025, the Government Goods/Services Procurement Policy Agency (LPPP), in collaboration with the Financial and Development Supervisory Agency (BPKP), developed an e-audit monitoring system to improve oversight of procurement transactions. Through e-audit, the LPPP can detect transactions at risk of fraud, provide early notification, and record anomalies in the procurement process. This measure aims to reduce the risk of misuse in procurement, but its implementation still faces

challenges due to limited regional capacity and the need for improved technological infrastructure. Transparency challenges at the regional level: Corruption in procurement of goods and services remains common, with many cases involving regional officials. In general, Croom & Brandon-Jones (2007) in their research focused more on the internal service quality attributes of the e-Procurement process, rather than on processes that focus more on output.

The LPPP noted that there are still limitations in the implementation of digital procurement systems, particularly in regions with infrastructure and human resources that are not yet ready to implement a transparency system optimally. This results in ineffective oversight, particularly in regions with higher corruption rates. Overall, despite efforts by the Government Procurement Policy Agency to improve transparency and accountability through digital systems, significant challenges remain in implementation. Strengthening synergy between the Government Procurement Policy Agency, the Government Internal Supervisory Apparatus, and the Financial and Development Supervisory Agency (BPKP) is needed to address this issue more comprehensively and ensure more transparent and accountable procurement of goods and services throughout Indonesia.

The Role of the e-Catalog and E-Audit Monitoring System in 2025

In 2025, the e-catalog and e-audit monitoring system introduced by the Government Goods/Services Procurement Policy Agency (LPBP) will become crucial pillars in efforts to increase transparency and efficiency in government procurement. The e-catalog serves as a digital platform that enables government agencies to purchase goods and services directly from a list of approved suppliers, bypassing a lengthy tender process. This feature is considered effective in accelerating the procurement process and reducing the potential for collusion, as every transaction is recorded digitally and transparently. Through the e-catalog, the LPBP also facilitates the use of domestic products and the broader involvement of micro, small, and medium enterprises (MSMEs), as their products can now more easily be included in the procurement catalog. This step is considered successful in increasing the involvement of MSMEs and accelerating government budget realization. Research by Antonio Aguiar Costa et al. explains that the administrative level of an entity influences the implementation of e-Procurement, which is also influenced by the innovation adoption process (Costa, Arantes, & Tavares, 2013). The innovation adoption process in goods/services procurement is key to the success of digital platforms.

To ensure integrity in procurement, the Government Goods/Services Procurement Policy Agency, in collaboration with the Financial and Development Supervisory Agency, developed an e-audit monitoring system. This system uses data analytics and early detection algorithms to identify transactions with potential irregularities or risks of fraud. Risk notifications are provided in real time to relevant agencies, enabling them to immediately follow up or correct any indications of violations. E-audit is expected to support more proactive oversight and reduce the potential for corruption in the procurement sector. However, implementation challenges remain in some regions, hindering the full effectiveness of e-catalogs and e-audits. Limited technological infrastructure, lack of human resource capacity, and resistance to digitalization in some regions hinder optimal implementation. Furthermore, the e-catalog has not fully addressed the issue of collusion, as there are still loopholes in product specification settings that can favor certain vendors. Overall, the e-catalog and e-audit show significant potential to revolutionize transparency and accountability in government procurement, although further improvements and support are needed to ensure their successful implementation across Indonesia.

DISCUSSION

Challenges in managing goods and services procurement in regions in 2025, according to the Government Goods/Services Procurement Policy Institute, include a number of issues

related to infrastructure, human resource capacity, and ineffective oversight. Some of the main challenges faced include limited technological infrastructure. In many regions, the implementation of digital systems such as e-procurement and e-catalogs remains limited. These limitations include internet access, inadequate equipment, and a lack of training for procurement officials at the regional level. This hinders the transparency and efficiency expected of digital systems, opening up opportunities for unaccountable practices.

Human resource capacity: Most regional agencies still face challenges in terms of the capacity of human resources to manage goods and services procurement. A lack of understanding of proper procurement procedures, coupled with limited training at the regional level, makes the procurement process vulnerable to administrative errors, corruption, or even data manipulation. The Government Goods/Services Procurement Policy Institute notes that weak internal oversight in the regions exacerbates this situation. Limitations in oversight and law enforcement, one of the major challenges faced in regional procurement, is inadequate oversight. Although the Government Goods/Services Procurement Policy Agency has developed an e-audit system and other digital platforms to improve oversight, weak internal oversight and limited resources in the regions limit its effectiveness.

Oversight conducted by the Government Internal Supervisory Apparatus in many regions is suboptimal, resulting in frequent cases of corruption and irregularities in procurement. Collusion and manipulation in the procurement process, as well as corruption and collusion between government officials and goods/services providers, remain significant problems, particularly at the regional level. Despite policies and systems in place to mitigate these risks, regional procurement remains vulnerable to rigged tender specifications and illegal agreements between providers and officials, which harm state finances. Adapting to new policies is difficult, despite existing policies to strengthen the use of domestic products and support micro, small, and medium enterprises (MSMEs). Implementation of these policies has been hampered in some regions.

Many regional governments have not fully supported the sustainability of local products in procurement due to unfamiliarity with or inability to implement new regulations, ultimately hampering the policy's objectives. Overall, the main challenges faced in regional procurement management are limited infrastructure, human resource capacity, and weak oversight, all of which hinder the achievement of transparency and efficiency in regional procurement. The Government Goods/Services Procurement Policy Agency and related institutions continue to strive to increase this capacity, but the process of digital transformation and procurement system improvements takes longer in more remote areas or those with limited resources. Previous research explaining how to make government procurement more efficient, transparent, non-discriminatory, and accountable includes research by Liao & Wang (2002).

CONCLUSION

This study shows that although Indonesia has made significant reforms to its government procurement system, key challenges will remain in 2025. Key findings include limited infrastructure and technology in many regions, with inadequate digital infrastructure remaining a major obstacle to the implementation of e-procurement and e-catalog systems. This current situation hinders the implementation of more transparent and efficient digital procurement, particularly in remote areas with limited digital access. Human resource limitations: Despite training and capacity-building programs, many procurement officials at the regional level lack a sufficient understanding of new regulations and technologies. This lack of skills can potentially lead to ineffective implementation of transparent and accountable procurement. Oversight: Although the e-audit system has been introduced as a tool to improve oversight, implementation in the regions remains limited. Weak oversight, both from the Government Internal Audit Apparatus and other oversight institutions, allows for collusion and

abuse. Resistance to digitalization: Some regions and government officials have shown resistance to the shift towards a digital procurement system. The persistence of old habits hinders the transformation of the procurement system to a more modern and efficient one. Collusion and corruption, including collusive and corrupt practices in regional procurement processes, remain rampant, despite various systems and policies being introduced to mitigate them. A lack of oversight and a lack of understanding of the importance of integrity in procurement are key factors exacerbating this situation.

LIMITATION

The limitation of this research is the case study and analysis that only focuses on the government procurement management system for goods/services for the 2025 period. Development in further research can explore the procurement system for goods/services at a more detailed stage, not only focusing on implementation but more broadly on the procurement planning system and evaluation of the results of procurement of goods/services.

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