



## **Policy Evaluation of Business Competition Supervisory Commission (KPPU) on E-Procurement in Taman Ismail Marzuki Revitalization Phase III.**

**Hendrik Pratama Putra, Vishnu Juwono**

*Department of Public Policy and Governance Masters Study, Faculty of Administrative Sciences, Indonesia University, Depok, Indonesia*

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### **ABSTRACT**

The regulation and enforcement of business competition law by the Business Competition Supervisory Commission (KPPU) aims to prevent anti-competitive practices in procuring goods and services. Healthy business competition fosters market efficiency, innovation, and competitive pricing for consumers. Therefore, KPPU plays a crucial role in monitoring and addressing alleged violations that may undermine the principles of fair and transparent competition. One of KPPU's primary responsibilities is investigating reported violations. The public service mechanism enables individuals, community groups, and business entities to report suspected collusion in tenders. Incoming reports undergo strict verification to prevent false accusations from public complaints. As a result, only a small portion of the submitted reports pass the selection process and proceed to the investigation stage. This study employs a qualitative method with a descriptive approach to analyze the effectiveness of KPPU in handling public reports. The findings indicate that KPPU has provided efficient services despite the rigorous report selection process to ensure optimal resource utilization. Furthermore, KPPU applies the principles of New Public Management (NPM) by enhancing transparency and accountability. Through this approach, KPPU ensures that public reports are received and processed according to established procedures. Additionally, KPPU instills transparency by consistently providing updates through press releases, allowing both complainants and the public to track the progress of the reported cases.

*Keyword:* Policy Evaluation;  
E-procurement; New Public  
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*E-mail address:* [hendrikpratamaputra43@gmail.com](mailto:hendrikpratamaputra43@gmail.com)

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## INTRODUCTION

Within the framework of New Public Management (NPM), the procurement of goods and services has become one of the strategic aspects of achieving efficiency, transparency, and accountability in managing public resources, ultimately aiming to improve the quality of public services. NPM is an approach to public administration reform that integrates managerial principles from the private sector into the governance of the public sector, with the primary objective of enhancing efficiency, effectiveness, and accountability in the delivery of public services. This approach emphasizes performance-based management, decentralization of authority, competition among service units, and a strong orientation toward user satisfaction. NPM seeks to create a more adaptive, professional, and results-oriented bureaucracy, while reducing the dominance of traditional administrative control mechanisms that tend to be rigid and hierarchical (Reiter & Klenk, 2019).

According to Denhardt and Denhardt (2007), NPM is an approach in public administration that emphasizes the application of principles and practices derived from the private sector into the public sector. This approach aims to enhance effectiveness and efficiency in governance by focusing on competition, efficiency, and outcomes as the primary indicators of success in public service delivery (Denhard & Denhardt, 2007). In the context of efficiency, Denhardt emphasizes that efficiency is not merely defined as an effort to minimize costs but also as the public sector's ability to provide comprehensive and sustainable services. The intended efficiency must take into account democratic values, accountability, and transparency, ensuring that the government not only focuses on budget savings but also on delivering optimal benefits to the broader community.

Efficiency that takes democratic values into account in public administration cannot be narrowly understood merely as the achievement of rapid outcomes at minimal cost. Instead, efficiency must be conceived holistically, encompassing respect for citizens' rights, the inclusion of public participation in decision-making processes, guarantees of transparency in governance, and accountability of public officials. Accordingly, the resulting efficiency is not merely technocratic in nature, but also democratic and sustainable (Suzuki, 2025). Integrating accountability into the concept of efficiency requires going beyond narrow metrics such as rapid performance and resource minimization. Instead, it must encompass transparency, fairness, and public responsibility. The separation of efficiency from accountability risks encouraging governance practices that are opaque and prone to corruption. Therefore, democratic efficiency demands processes that are accountable in ethical, legal, and public terms, rather than merely producing technocratic outcomes (Pérez-Durán, 2024).

Incorporating transparency into the notion of efficiency is essential, as access to information, public participation, and accountability are prerequisites for effective and trustworthy governance. Without transparency, efficiency risks producing policies that are exclusionary, unjust, and vulnerable to abuse of power. Therefore, transparency is not merely an accessory, but an integral component of democratic and sustainable efficiency (Riyadh et al., 2023). Furthermore, the concept of competition in NPM not only refers to competition among public and private service providers but also includes aspects of collaboration and partnerships among various

stakeholders. Effective cooperation between the government, private sector, and civil society is expected to foster innovation and encourage the provision of public services that are more responsive and adaptive to societal needs (Kusumastuti et al., 2023).

Government procurement of goods and services is a highly important and strategic sector, yet also vulnerable to misuse and unethical practices. Government procurement serves as a crucial pillar in supporting national development, particularly in infrastructure development, which is currently a priority for the Indonesian government.

Tendering is not merely a platform for service providers to offer their goods and services, but rather a complex process involving multiple parties that is strictly regulated by law. In the context of Indonesian law, Article 22 of Law No. 5 of 1999 stipulates that a tender is a price bidding process to undertake a project or provide goods and services, with the primary objective of offering service providers the opportunity to compete fairly in securing the best price with appropriate quality. And then, tender is also understood as an administrative procedure employed by public authorities to open market competition in procurement, with the primary objective of achieving expenditure efficiency and value for money. The tendering process is considered essential as a competitive mechanism for the allocation of public resources, with a focus on improving procurement quality and preventing inefficient or corrupt practices. Thus, tender functions as a means to ensure fiscal efficiency in government spending (Gálvez-Rodríguez et al., 2024).

However, as the construction business sector continues to grow, competition in the tender process has become increasingly intense. This presents a significant challenge for service providers, who must submit the best price offers while ensuring that the quality of goods or services meets the requirements set by the procuring party. Decision-making in the tendering process requires careful calculation, as any incorrect decision could result in substantial risks, including project losses or failure to win the tender. Darminto (2023) explained that this situation places service providers in a dilemma where they must balance between offering competitive prices and maintaining profit margins (Darminto et al., 2023).

This dilemma challenges service providers, many of whom resort to various means to secure tender wins. There are three types of collusion methods in tendering, namely horizontal collusion, vertical collusion, and mixed collusion. Horizontal collusion is a form of collusion that occurs among tender participants operating at the same market level. In practice, several suppliers deliberately form an alliance or coalition to manipulate the procurement process. The primary objective of this collusion is to control the winning bid price and predetermine the tender winner through unlawful means, thereby undermining fair competition and unjustly excluding other participants.

Vertical collusion is a form of collusion that occurs between tender participants (bidders) and tender organizers (tenderers). This collaboration is based on mutual interests to achieve an unlawful objective, namely ensuring the victory of a specific bidder in the procurement process. Such practices are commonly carried out through early disclosure of tender information, manipulation of bid prices, adjustment of evaluation criteria, and the use of other illicit methods to eliminate competitors and undermine the integrity of the tendering process.

And then, mixed collusion is a form of collusion in procurement processes that simultaneously involves elements of both horizontal and vertical collusion. In practice, this occurs when several bidders cooperate with one another (horizontal collusion) while also forming collusive relationships with the tender organizers or internal procurement parties (vertical collusion). The main objective is to influence the tender outcome in favor of a particular party by manipulating information, bidding prices, or evaluation criteria. This type of collusion is considered the most complex and challenging to detect, as it involves many actors and operates through covert mechanisms (Wei & Wei, 2015).

The high level of market concentration is a significant factor influencing the increase in collusion in tenders. Market concentration is an indicator used to measure the extent to which market share is dominated by a small number of firms within an industry. It reflects the degree to which market power is centralized among certain entities, thereby influencing the structure of competition, operational efficiency, and potential profitability. The higher the concentration, the greater the ability of these firms to influence prices, production levels, and the overall intensity of competition (Ginevičius & Čirba, 2007). The higher the market concentration, the greater the risk of collusion in the tender process. This is because a higher market concentration leads to fewer service providers participating in the tender, increasing the likelihood of collusion. According to a survey conducted by Indonesia Corruption Watch (ICW), market concentration in Indonesia has improved steadily from 2011 to 2019 and experienced a significant increase in 2020 (Ukav, 2017).



Figure 1 Average Level of National Market Concentration in Indonesia (2011–2020)

Source: ICW Tender Analysis Document 2021

From the data above, it can be seen that market concentration in Indonesia experienced a rapid increase in 2020. This indicates a greater potential for collusion in procuring goods and services during that year. Therefore, reports of issues related to business competition in Indonesia are also expected to increase as market concentration grows.

In 2020, the concentration of the market in procurement and tendering processes increased due to the COVID-19 pandemic, which limited the number of suppliers capable of participating in competitive bidding. This situation led to the

dominance of a few large companies with sufficient financial and operational capacity to secure strategic projects, particularly in the infrastructure, healthcare, and technology sectors. The Indonesian Competition Commission (KPPU) is crucial in ensuring that this heightened market concentration does not result in collusion or anti-competitive practices. By monitoring procurement processes conducted by ministries, state-owned enterprises (SOEs), and local governments, KPPU seeks to prevent bid-rigging schemes that could harm state interests and hinder fair competition. Furthermore, KPPU provides policy recommendations to enhance transparency and openness in tendering processes, fostering a more competitive and inclusive business environment.

The research findings by Sidauruk (2021) was found that KPPU's policy in law enforcement remains unclear, as its decisions have not fully reflected and ensured legal certainty. Furthermore, KPPU lacks the authority to conduct investigations, searches, and seizures in handling competition law cases (Sidauruk, 2021). Safitri (2015) argues that KPPU's performance and authority are still not optimal, necessitating revisions to Law No. 5 of 1999. The proposed revisions include granting search authority, defining jurisdictional boundaries for case handling, clarifying the scope of case handling, and establishing a specialized appellate body for competition law cases to ensure a clearer legal framework (Sapitri, 2015).

In this literature review, the researcher found that a key issue raised in previous studies is KPPU's lack of authority to conduct searches, which is crucial for enhancing its investigation efficiency. This issue will be further analyzed in the evaluation of KPPU's policy regarding the handling of the Taman Ismail Marzuki Phase III revitalization case. The research findings by Nover (2015) are based on policy evaluation theory in assessing the effectiveness and implementation of a public policy. Nover's literature enriches the perspective of policy evaluation in this study, particularly in terms of policy success indicators and the factors influencing the effectiveness of policy implementation in the public sector (Nover, 2015).

## **METHODS**

This study employs a qualitative research method with a descriptive approach. According to Creswell and Creswell (2018), data collection methods in qualitative research include observation, document analysis, and case studies. This research was conducted from November 2024 to January 2025, with the research locus at Taman Ismail Marzuki, which has been a center of arts and culture in Jakarta since 1968. The evaluation steps in this study involve examining the implementation process of e-procurement in the procurement of goods and services at Taman Ismail Marzuki, from the announcement of the tender winner to the stage where the reported parties involved in the collusion were prosecuted and sentenced. Research data was obtained through a study of literature, laws, books, journals, reports, and mass media news related to the implementation of the revitalization of Taman Ismail Marzuki.

The key instrument of this research is the researcher himself. This study analyzed data in three stages: data reduction, data presentation, and conclusion drawing/verification. This model is known as the interactive model, meaning the

analysis is carried out interactively on the three components (Creswell & Creswell, 2018).

## **RESULT AND DISCUSSION**

The Governor of DKI Jakarta appointed PT Jakarta Propertindo (Jakpro), a Regionally Owned Enterprise (BUMD), as the implementing agency for the revitalization of TIM phase III through Governor Regulation Number 63 of 2019, issued on July 2, 2019. The revitalization of Taman Ismail Marzuki is a program initiated by the Provincial Government of DKI Jakarta in 2019. The implementation of this development is based on the Governor Regulation of DKI Jakarta No. 63 of 2019 concerning the Assignment to Jakarta Propertindo Ltd. (Regional Corporation) for the Revitalization of the Jakarta Arts Center, Taman Ismail Marzuki. This project aims to restore the function of Taman Ismail Marzuki as a center for arts and culture in Jakarta, as well as to establish it as a modern and representative cultural ecosystem hub. The project includes constructing and renovating various facilities such as Amir Hamzah Mosque, the park's parking building, the library building, and the arts hostel.

M. Taufiqurrachman, serving as the Director of Human Resources and General Affairs at Jakpro, formed a Procurement Team for Construction Services to oversee Phase III of the revitalization project. During the tender process, five companies successfully passed the administrative and technical document evaluation: PT Waskita Karya (Persero) Tbk, KSO PP-JAKON, PT Wijaya Karya Bangunan Gedung (Persero) Tbk, PT Adhi Karya (Persero) Tbk, and PT Hutama Karya (Persero) Tbk. The top three finalists were PT Wijaya Karya Bangunan Gedung (Persero) Tbk, PT Adhi Karya (Persero) Tbk, and KSO PP-JAKON. PT Wijaya Karya Bangunan Gedung (Persero) Tbk secured the first position and was declared the winner of the Phase III tender (KPPU, 2023).

However, the victory of PT Wijaya Karya Bangunan Gedung (Persero) Tbk was not approved by the Director of Human Resources and General Affairs of PT Jakarta Propertindo (Jakpro), who subsequently decided to cancel the tender process and initiate a re-tender on June 21, 2021. As a result, the Phase III tender process was conducted again. In the re-tender process, four companies participated: PT Waskita Karya (Persero) Tbk – PT MSP, PT Adhi Karya (Persero) Tbk, KSO PP – JAKON, and PT Wijaya Karya Bangunan Gedung (Persero) Tbk. Following the evaluation, KSO PP – JAKON was announced as the winner of the revitalization project for Taman Ismail Marzuki Phase III. From August 9, 2021, to August 12, 2021, the objection period was provided for any party that disagreed with the e-procurement decision (Karunia & Sukmana, 2023).

During this objection period, no reports of disagreements or objections were submitted by any of the participating companies. As a result, KSO PP – JAKON was officially declared the winner of the Phase III revitalization project, and construction commenced in August 2021. The project was scheduled for a 13-month construction period, and the revitalization of Taman Ismail Marzuki was completed in September 2022.



## Public Policy

According to Dunn (2003), public policy is a series of actions undertaken by institutions and government actors to address public issues in a structured and systematic manner. It serves as a crucial instrument for governments to respond to societal needs, ensuring stability, development, and public welfare. Public policy is not formulated in isolation; instead, it involves multiple actors, including government agencies, policymakers, interest groups, and the public, all of whom contribute to the decision-making process. The formulation and execution of public policy require careful planning and coordination to ensure that policies effectively address the challenges they are meant to resolve.

The policymaking process consists of several interrelated stages, beginning with problem identification, where issues that require government intervention are recognized and analyzed. This is followed by agenda setting, in which policymakers determine priorities and decide which issues should be addressed through legislative or regulatory measures. Once a policy direction is established, the implementation stage involves executing the policy through various programs, regulations, and institutional mechanisms. However, policymaking does not end at implementation; policies must be continuously assessed to determine their effectiveness and efficiency.

This leads to the final stage, policy evaluation, which is essential in ensuring a policy achieves its objectives. Policy evaluation involves assessing a policy's impact, effectiveness, and outcomes by analyzing whether it has successfully addressed the problem it was designed to solve. This stage provides critical feedback to policymakers, enabling them to refine, modify, or even terminate policies that fail to deliver the desired results. Without proper evaluation, policies risk becoming outdated, ineffective, or even counterproductive, making this stage an integral component of the policymaking cycle (Dunn, 2003).

Furthermore, public policy encompasses all matters chosen and established by the government, whether in the form of regulations, programs, or decisions that determine whether an action is permissible or not (Dye, 1978, as cited in Howlett, 2020). Public policy is designed, formulated, and implemented by the government to address various societal issues and achieve goals deemed important and significant for the community's well-being (Howlett, Ramesh, & Perl, 2020). In its formulation process, public policy not only involves government actors but also considers input from various stakeholders, including academics, the private sector, and civil society, to ensure that the resulting policy is more effective, efficient, and aligned with the needs and aspirations of the broader community (Howlett et al., 2020).

## Policy Analysis

According to Dunn (2011), policy analysis is an applied social science discipline that utilizes multiple methods of inquiry within the context of argumentation and public debate to generate, critically evaluate, and communicate policy-relevant information, to identify solutions to practical problems. Policy analysis main objective is to generate relevant and scientifically accountable information to address policy problems in a practical manner. This activity employs a variety of methodological approaches and takes place within the context of public deliberation. To understand the policy process, several conceptual models have been developed,

including: the institutional model, which emphasizes the role of state institutions in legitimizing policies; the incremental model, which views policy as the result of gradual changes to previous policies; group theory (pluralism), which sees policy as the outcome of interaction and compromise among various interests; the elite model, which assumes that public policy largely reflects the preferences of elite actors rather than the broader public; and the conflict model, which highlights the dynamics of public participation and the unequal distribution of power among groups in influencing the policy process. Although each model has its limitations, collectively they offer a comprehensive analytical framework for understanding the complexity of policy formulation and implementation (Jareen, 2018).

### Policy Evaluation

According to Howlett (2020), policy evaluation is a systematic process aimed at assessing the effectiveness of public policies to determine whether the implemented policies have achieved the expected goals or not. Policy evaluation not only focuses on the final outcomes of the policy but also includes an assessment of various aspects related to public intervention, including program organization, implementation mechanisms, as well as short-term and long-term impacts generated by the policy (Howlett et al., 2020).

In public policy analysis, evaluation is an essential stage to ensure that the implemented policy operates according to the principles of efficiency, effectiveness, and sustainability. Policy evaluation also serves as an accountability instrument for the government, enabling a feedback loop in the subsequent policy-making process. In other words, evaluation is not only retrospective (looking back) but also prospective (serving as a basis for future policy improvements). The policy evaluation process consists of five main stages: inputs, activities, outputs, outcomes, and impacts. These five stages represent the policy cycle holistically, starting from the resources used to the impacts produced by the policy (Kusumastuti & Juwono, 2022).

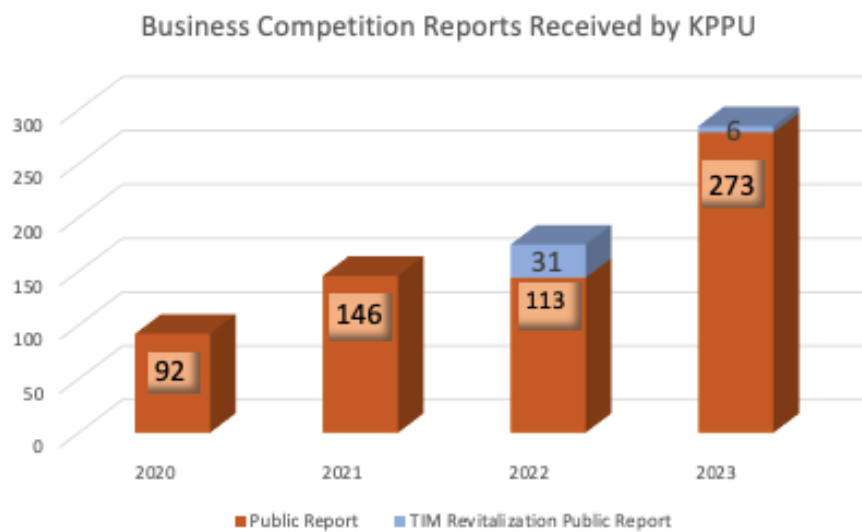
### Inputs

Inputs represent the initial stage in policy evaluation related to the resources used to implement the policy. These resources can include human resources, financial resources, institutional capacity, technology, and other supporting infrastructure. In the context of public policy, the effectiveness of the input stage greatly determines the smooth implementation of the policy in subsequent stages. If the inputs provided are inadequate, the implemented policy is unlikely to function optimally.

Several key aspects support the Inputs stage in KPPU's policy for overseeing business competition. First, its legal foundation is based on Law Number 5 of 1999 on the Prohibition of Monopolistic Practices and Unfair Business Competition, along with various supporting regulations that serve as guidelines for its implementation. This law acts as the primary reference for KPPU in ensuring fair competition in the market. Second, the supervision and enforcement process is carried out by specialized divisions within KPPU, with each division consisting of 3 to 5 staff members responsible for monitoring, investigating, and analyzing potential violations of competition law. These teams work to detect unfair business practices and take



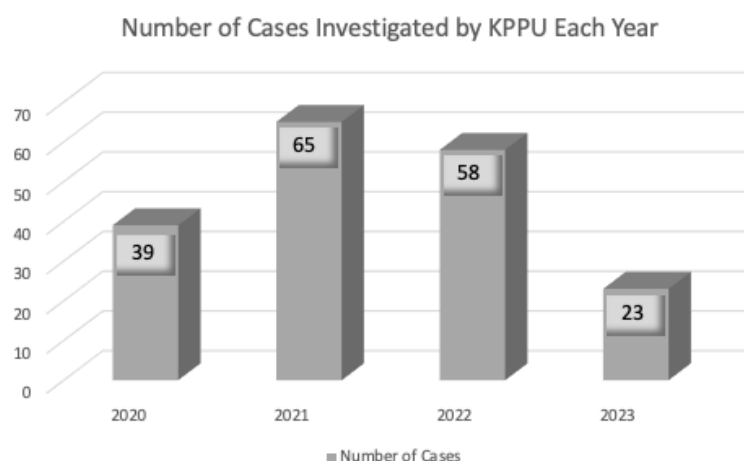
necessary actions to address them. In the case of the Revitalization of TIM Phase III, KPPU assigned three (3) staff members to conduct the investigation. Third, the financial resources allocated for investigations vary depending on several factors, including the case's complexity, the investigation's duration, and the legal or procedural steps required. Therefore, this cannot be determined on an average or general basis. According to information obtained from interviews with the KPPU investigation team handling the Phase III revitalization of Taman Ismail Marzuki, the expenditure ranged between IDR 50 to 100 million. Fourth, the number of reports received by KPPU as the basis for conducting an investigation into the revitalization of TIM Phase III.



**Figure 2 Number of Unfair Competition Reports in Indonesia (2020–2023)**

*Source: KPPU Annual Report 2020–2023*

Based on the data above, in 2022, out of 144 reports received by KPPU, 31 reports were from the public regarding the revitalization of Taman Ismail Marzuki (TIM) Phase III, while the remaining 113 reports were related to other cases. In 2023, KPPU received a total of 279 reports, with only 6 reports concerning the revitalization of TIM Phase III, while 273 reports were related to other matters. However, not all reports can be processed by KPPU before proceeding to the investigation stage. Each report must meet administrative requirements, including clear and detailed information, the identification of the reported party and the complainant, and at least two valid and credible pieces of evidence to support the allegation. This requirement aims to prevent false accusations and ensure that the submitted reports are based on substantial factual grounds (KPPU, 2020).



**Figure 3 Number of Cases Investigated by KPPU in Indonesia (2020–2023)**

*Source: KPPU Annual Report 2020–2023*

According to the data presented above, the number of reports that proceeded to the investigation stage by KPPU in 2023 was 23 cases. Among these, one report was related to the revitalization of Taman Ismail Marzuki (TIM) Phase III (KPPU, 2024). Thus, as summarized in Figure 2, out of the 279 reports received by KPPU, which including 6 reports concerning the revitalization of TIM, only one report met the administrative requirements and was officially accepted for further investigation by KPPU.

### Activities

Activities refer to a series of interventions or concrete actions undertaken by the government in implementing a policy. At this stage, the designed policy begins to be implemented through various programs or public services. Activities include administrative procedures, resource distribution, and coordination mechanisms between institutions. In policy evaluation, it is important to analyze whether the activities conducted align with the initial policy plan and to identify any obstacles encountered during the implementation process.

In the case of the revitalization of TIM Phase III, the activities stage refers to the direct investigation conducted by KPPU. In 2023, KPPU assigned a team of three investigators from Regional Office III Bandung, consisting of Agung Danendra, Anggi A. Ramlan, and Wirda. The investigation was carried out for approximately three months near the TIM location. This process was based on supporting data provided by the complainant. It involved in-depth analysis, as well as consultation with expert staff to enhance the investigation process and strengthen legal enforcement.

KPPU found violations of competition law committed by three reported entities: PT Jakarta Propertindo (Jakpro) as the First Reported Party, PT Pembangunan Perumahan Perumahan (Persero) Tbk as the Second Reported Party, and PT Jaya Konstruksi Manggala Pratama Tbk as the Third Reported Party. The collusion became even more complex as the Second and Third Reported Parties operated as a consortium, known as PP-JAKSON KSO, further indicating the abuse of authority within the tender process that was supposed to be competitive and fair.

KPPU discovered that Jakpro unilaterally canceled the tender process without valid and transparent justification on June 21, 2021. This cancellation not only

violated the principle of fairness in procurement but also created an opportunity for abuse of power in determining the tender winner. However, Respondent I testified that the primary reason for the repetition of the Phase III tender was Jakpro's concern regarding a significant pricing discrepancy in the bid submitted by PT Wijaya Karya Bangunan Gedung (Persero) Tbk. According to the testimony, the initial winner of the tender had proposed to execute the project at a price of IDR 8 billion, which was substantially lower than the estimated market price of IDR 21 billion. This substantial gap raised concerns within Jakpro that the proposed budget might be insufficient to complete the project, ultimately increasing the risk of project delays or failure. As a result, Jakpro decided to retender the project to ensure a more feasible and sustainable outcome. Meanwhile, despite the opportunity to present their arguments, the legal representatives of Respondent II and Respondent III remained silent and did not provide any statements or clarifications during the trial proceedings (Karunia & Sukmana, 2023).

KPPU's investigation revealed that the cancellation was deliberately executed to facilitate the victory of the PP-JAKSON KSO consortium during the re-tender process, contravening the principles of fair competition as stipulated in Law No. 5 of 1999 on the Prohibition of Monopolistic Practices and Unfair Business Competition. This act of collusion is included in the category of vertical collusion. Furthermore, Jakpro provided exclusive access to PP-JAKSON KSO after the tender cancellation during the technical evaluation process. This exclusivity included a presentation request from the Director of Human Resources and General Affairs regarding the technical evaluation results, effectively giving certain parties an advantage in winning the re-tender. Additionally, changes in the assessment procedures during the re-tender process further reinforced the indication that the selection process was manipulated to ensure the consortium's victory (Azzahra, 2023). This case serves as a concrete example of how the lack of transparency and weak enforcement of competition principles can affect the effectiveness of public procurement policies.

## Outputs

Outputs are the direct and observable results of policy implementation. Public policy output can take the form of policy products, public services, or regulations produced as part of policy execution. The policy product issued by KPPU consists of public reports that proceed to the investigation stage.

The outputs of KPPU policy in assessing unfair business competition in the revitalization of TIM phase III resulted in sanctions against each respondent. Respondent I, II, and III were found to have violated Article 22 of Law Number 5 of 1999. Respondent I was sanctioned with an order to refrain from committing the same violation in future procurement processes and was required to report and/or submit the Request for Proposal (RFP) documents upon the completion of each procurement process conducted by Respondent I for a period of two years. Respondent II was subjected to a fine of IDR 16,800,000,000 (sixteen billion eight hundred million rupiah), while Respondent III was fined IDR 11,200,000,000 (eleven billion two hundred million rupiah) (KPPU, 2023).

The actions taken by KPPU in handling the Phase III revitalization of Taman Ismail Marzuki have drawn serious attention from tender participants who may potentially be involved in collusive practices. Although the tender process has

concluded, KPPU continues its investigation to ensure that no monopolistic or cartel practices have harmed public interest. KPPU's vigilance against possible collusion in the process sends a clear message that tender processes must be conducted transparently and fairly. This step also reflects KPPU's commitment to maintaining healthy business competition and preventing market manipulation that could negatively affect the outcome of the revitalization and the optimal use of public resources.

### Outcomes

Outcomes represent the stage where the effect of outputs begins to be felt by the public. Unlike outputs that are more short-term, outcomes refer to changes in behavior, socio-economic conditions, or improvements in community welfare resulting from the implemented policy. Outcomes can include increased participation rates in education, improved access to healthcare services, or reduced poverty rates. Evaluating outcomes is crucial as it indicates the extent to which a policy truly benefits its target groups (Rahayu & Juwono, 2020).

As part of the phase Outcomes, the sanctions imposed on Jakpro aim to enhance compliance in future procurement processes. Jakpro is ordered not to repeat the same violations, thereby encouraging the implementation of fair competition principles in procurement practices. Additionally, the obligation to report and/or submit Request for Proposal (RFP) documents after each completed procurement process for the next two years serves as a measure to improve transparency and accountability within their procurement system. With stricter supervision from KPPU, the risk of similar violations occurring in the future can be minimized. This sanction also compels Jakpro to evaluate and improve internal policies related to procurement procedures to ensure alignment with competition regulations. Furthermore, suppliers participating in procurement processes conducted by Jakpro will benefit from greater legal certainty regarding transparency and fair competition. Overall, this sanction is not only intended as a deterrent but also a means to improve procurement governance and ensure adherence to fair and transparent business competition principles.

And then, the effect of sanctions on PP-JAKON reflects the direct consequences of violations in the procurement process. One of the key outcomes of this sanction is enhancing transparency and accountability in project implementation managed by PP-JAKON, particularly in contract management and procurement mechanisms that better align with the principles of fair business competition. Additionally, the obligation to improve internal governance is expected to prevent similar violations from occurring in the future. With stricter oversight from KPPU, PP-JAKON must ensure that every procurement process is conducted fairly, transparently, and in compliance with applicable regulations. Furthermore, this sanction may serve as a deterrent for contractors and other business actors in the construction industry, encouraging them to exercise greater caution in their business practices. Overall, this decision not only functions as a penalty but also as a corrective mechanism aimed at establishing a more transparent, competitive, and accountable procurement system in the future.

### Impacts

Impacts represent the final stage, reflecting the medium- and long-term effects of a policy. These effects can be positive or negative, and either intended or unintended. In public policy analysis, it is essential to evaluate whether the resulting impacts align with the initial policy objectives or if they have caused unforeseen consequences. The implementation of fair business competition has long-term impacts on businesses, consumers, and the national economy. With fair competition, businesses are encouraged to enhance innovation and efficiency in providing high-quality products and services at competitive prices. Additionally, strict regulations and oversight from KPPU ensure that no monopolistic practices or unfair competition harm market competition in Indonesia.

In the context of the Revitalization of Taman Ismail Marzuki (TIM) Phase III, the application of fair competition principles is crucial to ensuring that the entire procurement process is conducted transparently and fairly. The issues that emerged during the procurement process indicate that deviations from competition principles can hinder strategic projects and erode public trust. Therefore, the long-term impact of stricter oversight of business competition in the revitalization project not only ensures the efficient use of funds but also promotes better governance in future procurement processes for goods and services.

The results of the questionnaire distributed to contractors who previously participated in the e-procurement for the Revitalization of TIM Phase III indicate a positive evaluation of KPPU's performance. Although the contractors experienced losses in various aspects, the imposition of sanctions on perpetrators of unfair business competition is regarded as a proportional measure to uphold fairness in the procurement process. This reflects the importance of law enforcement in establishing a more transparent, competitive, and integrity-driven business ecosystem.

## CONCLUSION

The e-procurement oversight policy which implemented by KPPU in the revitalization of Taman Ismail Marzuki has resulted in sanctions against the respondents involved in collusive practices. From a policy evaluation perspective, the implementation of KPPU's policy has almost fulfilled the principles of New Public Management as proposed by Denhardt. In terms of efficiency, KPPU has successfully served the public comprehensively by considering the values of democracy, accountability, and transparency. This is evident in how KPPU processes every report received and proceeds to the investigation stage for reports that meet administrative requirements. KPPU transparently informs the public when a report has entered the investigation stage through press releases available on the website <https://dev.kppu.go.id/siaran-pers/>.

From the principle of competition, KPPU has successfully fostered collaboration between public participation and interest groups through public reports. KPPU serves as a platform for tender participants to collaborate when irregularities occur in the e-procurement process. KPPU is prepared to receive reports while maintaining the confidentiality of the reporting company, as stipulated in KPPU Regulation Number 1 of 2019, which states, "The identity of the complainant as referred to in Article 3 must be kept confidential by the Commission." Therefore, healthy competition can arise

from the collaboration between KPPU as the supervisory authority and the tender participants.

From the principle of outcomes, KPPU has succeeded in ensuring equality among tender participants. Justice and public participation have been upheld both before and after the investigation process. Transparency has also been effectively implemented in KPPU's policies. Consequently, KPPU has fulfilled the principles of New Public Management in providing services as a competition supervisory body. However, based on the policy research on KPPU's investigation process up to the imposition of sanctions on the perpetrators involved in the Revitalization of TIM Phase III, there are several aspects that KPPU can improve to better implement New Public Management (NPM) and enhance its bureaucratic effectiveness in the future. One of the key areas for improvement is the strict selection process for accepting reports into the investigation stage. This process should be made more accessible so that individuals, MSMEs, and smaller institutions in the private sector feel more encouraged to report potential violations. The excessively stringent reporting requirements discourage smaller entities from submitting complaints to KPPU.

Based on direct interviews with the Public Relations and Cooperation Team of KPPU, as well as the KPPU Regional Office III investigation team assigned to the TIM case, it was concluded that the main reason behind the strict selection process for report acceptance is to prevent false reports, which could lead to inefficiency and wasted resources. Additionally, KPPU has a limited number of staff, with only around 400 personnel in its bureaucracy. Therefore, improving this aspect could enable KPPU to investigate more cases of unfair market competition in a more efficient and effective manner. Thus, the key areas for evaluation and improvement for KPPU, as identified in this study, include the lengthy investigation process, strict report selection criteria, and limited human resources.

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