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## BOGOR REGENCY GOVERNMENT'S STRATEGY TO OPTIMIZING PUBLIC PROCUREMENT FOR MICRO AND SMALL ENTERPRISES (MSE) THROUGH E-KATALOG



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### Abstract

Technological advancements have had a significant impact across various sectors, including public procurement. The rise of e-marketplaces has been adopted by the government through the optimization of the electronic catalog (e-catalog) system. The e-catalog represents a governmental initiative aimed at promoting the involvement of micro and small enterprises (MSEs) in public procurement, thereby supporting regional economic development. This study employed a qualitative descriptive approach. The findings reveal that the implementation of the e-catalog policy for MSEs in Bogor Regency has not been fully effective. This suboptimal implementation is attributed to several factors, including inadequate procurement planning, the limited capacity of MSEs to execute projects, and hesitation among Procurement Officers (PP) and Commitment-Making Officials (PPK) in selecting available MSE providers.

**Keywords:** Government Marketplace, E-Catalog, Public Procurement, Micro and Small Enterprises (MSEs)

## INTRODUCTION

Public procurement plays a vital role in supporting national development (Widiyanti & Widnyani, 2023). In addition, it is expected to promote local and regional economic development (Fadillah & Hairudinor, 2022). The government contributes to economic growth through policies and economic development strategies (Fahrika & Zulkifli, 2020). One such policy involves allocating public spending to foster local economic growth by creating opportunities for micro and small enterprises (MSEs) to participate in public procurement (Ambarwati et al., 2022). MSEs constitute a sector that significantly contributes to, supports, and holds a strategic role in Indonesia's economic development (Lubis & Salsabila, 2024). Government regulations, such as Presidential Regulation No. 12 of 2021 and Presidential Instruction No. 2 of 2022, mandate ministries, agencies, and regional governments to allocate at least 40% of their procurement budgets to MSE products in terms of planning, allocation, and realization (Ambarwati & Andriana, 2023). Public procurement contributes to enhancing the role of MSEs (Ekaprasetya & Haryati, 2024), and the government plays a regulatory role in facilitating MSE participation in the public procurement process (Ramadannisa, 2023). Furthermore, Presidential Regulation No. 46 of 2025 stipulates that all procurement of goods and services by ministries, agencies, and local governments must be conducted through e-purchasing on the e-catalog platform.

Advancements in science and technology have contributed to progress across various sectors, including public procurement, which is now conducted electronically through the e-catalog application (Mawarni et al., 2020). The electronic catalog (e-catalog) is an online shopping platform developed by the National Public Procurement Agency (LKPP) that contains information on listings, types, technical specifications, and prices of goods and services offered by government suppliers (Purnamaningsih & Wismayanti, 2023; Iqbal, 2020). According to the performance report on public procurement for fiscal years 2020–2024 published by LKPP, the trend of procurement planning involving MSEs in Bogor Regency has continued to increase annually. However, the gap between planning and realization has also widened, as illustrated in Figure 1. On average, the discrepancy between planned and actual procurement involving MSEs in Bogor Regency from 2020 to 2024 reached 51.52%. In 2024, the value of procurement transactions involving MSEs conducted through the e-catalog accounted for only 51.04% of the planned procurement realization.

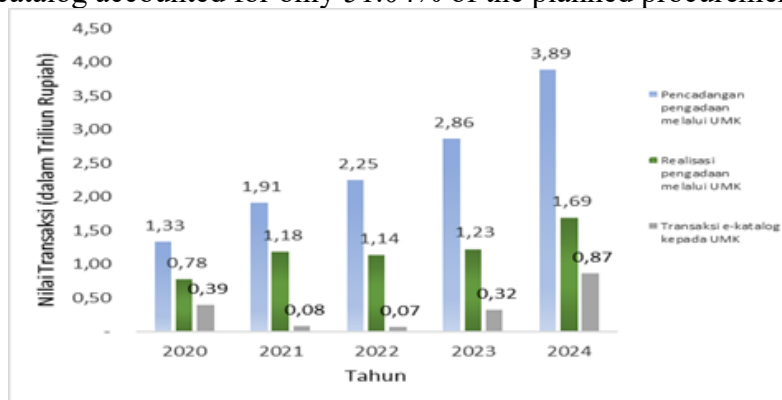


Figure 1.

### Allocation and Realization of Procurement for MSEs in Bogor Regency, 2020–2024

In accordance with LKPP Regulation No. 122 of 2022, micro and small enterprises (MSEs) may register as e-catalog vendors, provided they meet several basic requirements: possessing a valid business license relevant to the products being offered, having a taxpayer identification number (NPWP) and a valid taxpayer status confirmation (KSWP), holding a deed of establishment in the case of business entities, not being subject to any LKPP-issued blacklist sanctions, and agreeing to the terms and conditions of the e-catalog user policy.

The 2023 Bogor Regency Profile Book presents data indicating that the number of micro, small, and medium enterprises (MSMEs) in Bogor Regency reached 506,347 units in 2021, as shown in the table. The most common business sectors among MSMEs in the region, in descending order, are culinary, food, services/others, and crafts.

**Table 1.**  
**Number of MSMEs in Bogor Regency in 2021**

No	Type of Business	Number of Units
1	Accessories	1.179
2	Batik	1.179
3	Embroidery	168
4	Craft	42.097
5	Fashion	41.087
6	Services/Others	57.252
7	Convection	25.090
8	Culinary	181.187
9	Food	132.523
10	Beverages	24.585

Source: Bogor Regency Profile Book, 2023

The aforementioned background indicates the potential to increase the realization of procurement spending for micro and small enterprises (MSEs) through the e-catalog system in Bogor Regency. Therefore, it is necessary to conduct a study on strategies to enhance public procurement spending for MSEs via the e-catalog in Bogor Regency.

## REVIEW OF LITERATURE

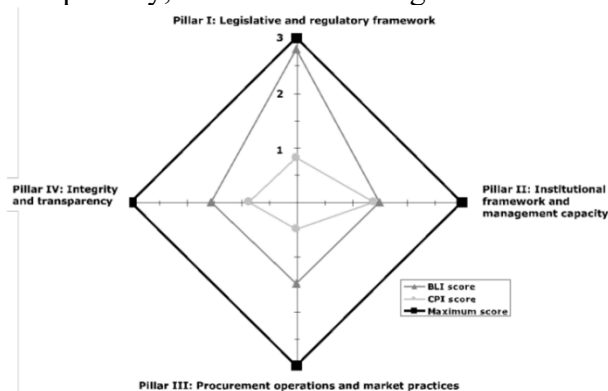
Presidential Regulation No. 12 of 2021 defines public procurement as the process of acquiring goods and services conducted by ministries, agencies, or local governments using the national or regional budget (APBN/APBD), with one of its objectives being to enhance the participation of micro and small enterprises (MSEs). MSEs represent the most prevalent form of business among the Indonesian population and make a substantial contribution to GDP, national exports, and domestic investment (Lubis & Diani, 2020). The success of procurement implementation depends on the stakeholders or actors involved in the process (Emirsyah, 2024). According to the Head of LKPP Decree No. 177 of 2024, e-purchasing through the e-catalog shall be conducted by Commitment-Making Officials (PPK) for procurement packages valued at a minimum of IDR 200 million, and by Procurement Officers (PP) for packages valued at a maximum of IDR 200 million.

## Public Procurement Policy for Micro and Small Enterprises (MSEs)

Presidential Regulation No. 12 of 2021 mandates the inclusion of MSEs in public procurement by expanding business opportunities for them through an increase in the maximum value of procurement packages for small businesses and cooperatives, up to IDR 15 billion. Social media platforms that facilitate e-commerce activities can support the digitalization of MSE actors by providing assistance to overcome knowledge limitations and by offering insights into marketing strategies (Herwina & Mustakim, 2019). The e-catalog is an online shopping application that can be utilized by MSEs (Ma'aruf, 2022); it also provides equal opportunities for all MSME actors to promote their products and enables accessibility by local governments throughout Indonesia (Widiyanti & Widnyani, 2023).

### Public Procurement Benchmark

LKPP Decree No. 127 of 2023 establishes benchmarks for the development of the e-catalog system, one of which is the procurement pillar framework developed by the Organisation for Economic Co-operation and Development (OECD). These pillars include the legal/regulatory/policy framework, the professionalism of procurement human resources, market practices, and transparency, as illustrated in Figure 2.



**Figure 2.**  
**Pillars of E-Catalog Development**

Source: OECD (2018)

The first pillar is the legal, regulatory, and policy framework. Currently, regulations related to public procurement include Presidential Regulation No. 16 of 2018, which was later amended by Presidential Regulation No. 12 of 2021, and most recently revised under Presidential Regulation No. 46 of 2025. In addition, local governments also have regional regulations concerning procurement, such as policies on the use of local e-catalogs and the involvement of local MSEs. The second pillar is the professionalism of procurement human resources. The National Public Procurement Agency (LKPP) and Procurement Service Units (UKPBJ) at the regional level play a crucial role in enhancing the competence and professionalism of procurement personnel. The third pillar is market practices. Public procurement in Indonesia is based on the principles of efficiency, effectiveness, transparency, openness, competition, fairness, and accountability. Technological developments influencing public procurement have opened up greater opportunities for broader participation from all business actors, including MSEs. With the rise of e-marketplaces, the government has adopted this model through e-purchasing by optimizing the e-catalog system (Emirsyah,

2024). The fourth pillar is transparency and integrity. This pillar is reflected in the implementation of transparent systems accessible to the public, such as the e-catalog monitoring platform available at <https://data-pdn.inaproc.id>.

## RESEARCH METHOD

This study was conducted in Bogor Regency, with the research subjects consisting of Commitment-Making Officials (PPK) and Procurement Officers (PP) who are responsible for vendor selection through the e-catalog system. Respondents were selected using a probability sampling method. The research involved data collection and the distribution of questionnaires to identify the implementation of public procurement in Bogor Regency. A Likert scale-based questionnaire was used to analyze the strategic environment of procurement spending through the e-catalog. To generate alternative strategies, the A'WOT method was employed, which combines two analytical tools: SWOT (Strengths, Weaknesses, Opportunities, and Threats) and AHP (Analytical Hierarchy Process). SWOT analysis was used as a qualitative tool to develop strategic alternatives by considering both internal and external factors. AHP was applied to assign weights at each level and to evaluate and prioritize the most appropriate strategies derived from the SWOT matrix (Kangas et al., 2001).

## RESULTS AND DISCUSSION

### Respondent Profile

This study involved a total of 80 respondents, consisting of Commitment-Making Officials (PPK) and Procurement Officers (PP) within the Bogor Regency Government. Of these, 63 respondents served as Procurement Officers (PP), while 17 respondents held the position of Commitment-Making Officials (PPK).

### Implementation of Public Procurement in Bogor Regency

Procurement planning is the first step in the implementation of procurement activities. In the 2024 fiscal year, e-purchasing was the most commonly used method in procurement planning within Bogor Regency. According to the 2024 procurement performance report, the realization of procurement allocated to micro and small enterprises (MSEs) reached only 43.52% of the planned target. Furthermore, the 2024 public procurement in Bogor Regency was further analyzed based on the types of procurement. The analysis revealed that the largest gaps between planned and realized procurement involving micro and small enterprises (MSEs) occurred in the categories of other services and goods procurement. The discrepancies between planned and realized procurement spending allocated to MSEs in Bogor Regency are presented in Table 2.

**Table 2.**

#### **Procurement for MSEs by Procurement Type in Bogor Regency, 2024**

No	Type of Procurement	Planning	Realization	Difference
		IDR	IDR	%
1	Other services	1,020,673,112,088	119,627,800,118	88.28
2	Goods	1,953,448,782,865	848,742,172,381	56.55
3	Consultancy services	150,991,120,336	103,847,276,072	31.22

4	Construction works	765,736,770,513	620,769,709,350	18.93
5	Integrated procurement	-	549,172,620	100.00
Total		3.890.849.785.802	1.693.536.130.541	56,47

Source: Processed from LKPP data, 2024

The number of vendors listed in the local e-catalog of Bogor Regency in 2024 totaled 673, with the breakdown by business category presented in Table 3.

**Table 3.**  
**Number of Local E-Catalog Vendors in Bogor Regency, 2024**

No	Product Category	Micro Enterprises	Small Enterprises	Medium Enterprises	Non MSMEs	Total Vendors
1	Office stationery	61	79	9	18	167
2	Food and beverages	35	33	1	9	78
3	Official uniforms and traditional fabrics	21	27	1	7	56
4	Printing, duplication, and bookbinding	19	25	3	7	54
5	Construction materials	9	24	2	7	42
6	Souvenirs	13	19	0	0	32
7	Basic necessities	7	16	1	5	29
8	Cleaning services	5	19	1	4	29
9	Accommodation services	8	13	2	3	26
10	Security services	3	15	0	7	25
11	Vehicle maintenance	10	8	1	6	25
12	Media procurement	12	6	0	4	22
13	Building maintenance	7	11	2	0	20
14	Agricultural tools and/or machinery	8	7	1	2	18
15	Horticultural seeds	2	7	0	0	9
16	Asphalt	0	3	2	3	8
17	Livestock	0	4	0	1	5
18	Attendance systems and door access (E-Office)	0	5	0	0	5
19	Periodic motor vehicle testing equipment	3	1	0	0	4
20	Precast concrete	0	3	1	0	4
21	School uniforms	2	2	0	0	4
22	Ready-mix concrete	0	0	0	3	3
23	Archival arrangement services	0	2	1	0	3

No	Product Category	Micro Enterprises	Small Enterprises	Medium Enterprises	Non MSMEs	Total Vendors
24	Food crop seeds	0	2	0	0	2
25	Livestock and aquaculture feed	0	2	0	0	2
26	Plantation crop seeds	0	1	0	0	1
27	Waste management services	0	0	0	0	0
Total		225	334	28	86	673

Based on the 2024 e-catalog procurement data, Bogor Regency also conducted procurement transactions through the local e-catalogs of other regional governments, as shown in Table 4.

**Table 4.**  
**Procurement Spending by Bogor Regency Through Other Regional Governments' E-Catalogs**

No	Product Category (E-Catalog)	Transaction Value
1	Household equipment and supplies – Bogor City	6,977,235,867
2	Printing and duplication – Bogor City	6,564,390,827
3	Electrical equipment, accessories, installation services, and public street lighting – Bogor City	4,171,899,745
4	Furniture – Bogor City Government	3,301,286,100
5	Event support equipment services – DKI Jakarta Province	2,920,751,000
6	Cleaning materials and equipment – Bogor City Government	2,833,643,342
7	Road equipment – Tangerang Regency	811,210,000
8	Vehicle rental – Depok City Government	411,225,000

Subsequently, an analysis of Bogor Regency's 2024 procurement planning data identified goods and services with the potential to be supplied by MSE vendors through the e-catalog, as presented in Table 5.

**Table 5.**  
**Potential Goods and Services That Can Be Provided by MSE Vendors Through the E-Catalog**

No	Type of Goods/Services Procurement	Number of Packages	Total Package Value (IDR)
1	Construction of school facilities (toilets, fields, fences, etc.)	294	251,013,235,476
2	Furniture	69	59,334,043,797
3	Maintenance of official vehicles	102	53,414,400,171
4	Food supplies and natural feed	136	51,103,152,803
5	Construction materials	74	30,285,548,802
6	Vehicle rental services	17	9,538,516,010
7	Maintenance of office and household equipment	27	9,100,267,077

The 2023 Bogor Regency Profile Book reports that there were 506,347 micro, small, and medium enterprises (MSMEs) in Bogor Regency in 2021. The most common business sectors among MSMEs in the region, in descending order, were culinary, food, other services, and crafts, as presented in Table 6.

**Table 6.**  
**Number of MSMEs in Bogor Regency in 2021**

No	Business Category	Number of Enterprises
1	Accessories	1,179
2	Batik	1,179
3	Embroidery	168
4	Handicrafts	42,097
5	Fashion	41,087
6	Services/Others	57,252
7	Garment Production	25,090
8	Culinary	181,187
9	Food	132,523
10	Beverages	24,585

Source: Bogor Regency Profile Book, 2023

The above explanation indicates an incompleteness in the local e-catalog product listings (etalase) of Bogor Regency in meeting the procurement needs of regional government organizations (OPDs). The unavailability of catalog categories for certain goods or services reflects a lack of procurement structure capable of accommodating the strategic needs of OPDs. Moreover, data on MSMEs in Bogor Regency suggest a mismatch between the types of MSE vendors available and the procurement needs of OPDs. This condition highlights insufficient registration and identification of MSE vendors capable of fulfilling such needs.

These findings underscore the importance of conducting a comprehensive identification and inventory process of MSEs.

a. SWOT Factors

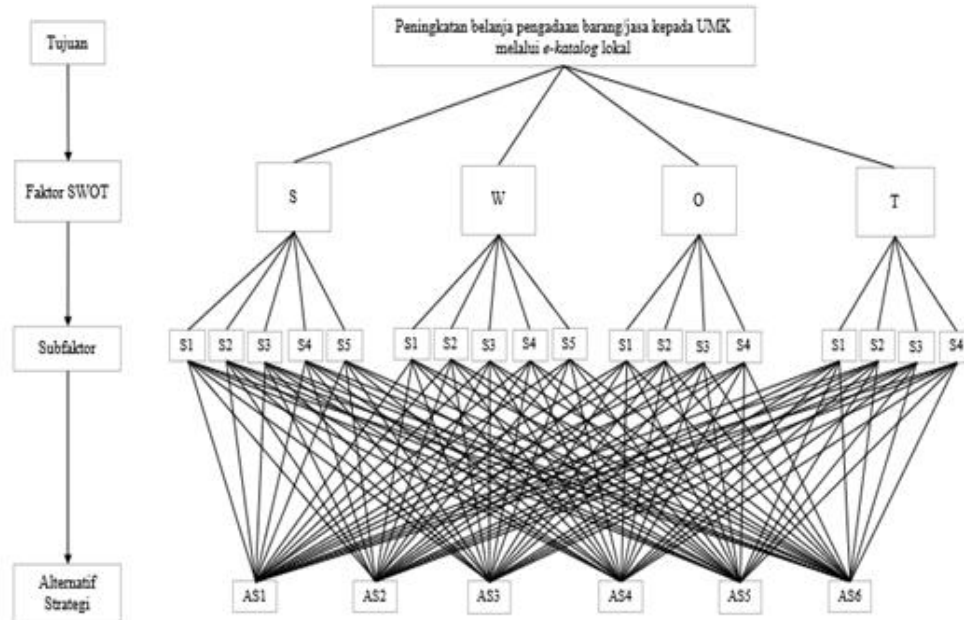
Several key internal and external factors have been identified that play an important role in increasing procurement spending on micro and small enterprises (MSEs) through the e-catalog in Bogor Regency, as presented in Table 7.

**Table 7.**  
**Internal Factors in SWOT Analysis**

<b>Strengths</b>		<b>Weaknesses</b>	
1	The Procurement Services Unit (UKPBJ) regularly conducts outreach on e-catalog usage for Commitment-Making Officials (PPK) and Procurement Officers (PP), as well as socialization of vendor registration for MSEs.	1	Doubts among PPK/PP regarding the reliability and capability of MSE vendors in executing procurement contracts.
2	The e-catalog application is user-friendly and easy to navigate.	2	Limited independence of PPK/PP in using the e-catalog due to external pressures or interference.
3	A significant portion of public procurement spending is prioritized for MSEs.	3	Limited variety of categories/storefronts and vendors available in the Bogor Regency's local e-catalog.
4	Procurement officers are knowledgeable about procedures for conducting procurement via the e-catalog.	4	Inadequate procurement planning (e.g., inappropriate selection methods, inflated Owner's Estimate [HPS], or poor MSE tagging in the Procurement Plan [RUP]).
5	A large number of procurement needs from regional agencies (OPD) in Bogor Regency are potentially suitable for MSE participation.	5	Prices listed in the e-catalog are not always more competitive compared to other marketplaces.
<b>Opportunities</b>		<b>Threats</b>	
1	Clear regulations and policies supporting the involvement of MSEs through the e-catalog system.	1	Intense competition among MSE vendors.
2	Equal opportunity for MSE actors to become registered e-catalog vendors.	2	Potential conflicts of interest among procurement selection officials.
3	Simplified requirements for vendor registration in the e-catalog.	3	MSE vendors registered in the Bogor Regency e-catalog may originate from outside the regency.
		4	Limited number of MSE vendors capable of delivering procurement packages with large contract values.

b. Development of the AHP Hierarchical Structure

The Analytical Hierarchy Process (AHP) structure for increasing procurement spending on micro and small enterprises (MSEs) through the e-catalog is illustrated in Figure 3.

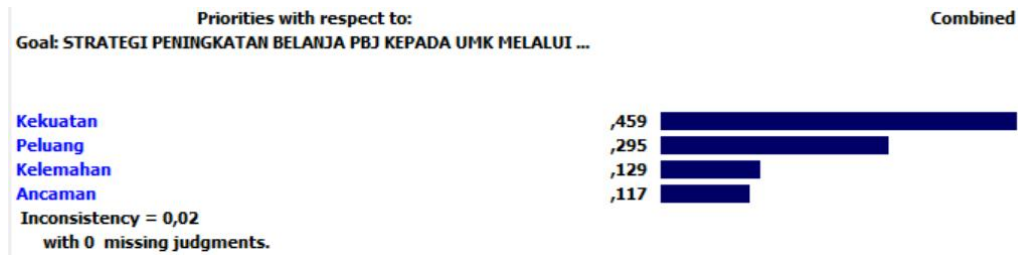


**Figure 3.**  
**A'WOT Hierarchy**

The strategy hierarchy for increasing procurement spending on micro and small enterprises (MSEs) through the e-catalog consists of four levels. The top level defines the overall goal: to determine the strategic options for the Bogor Regency Government in increasing procurement spending on MSEs via the e-catalog. The second level comprises the SWOT components—Strengths, Weaknesses, Opportunities, and Threats—that influence MSE procurement in Bogor Regency. The third level consists of SWOT sub-factors derived from the analysis of internal and external factors in the implementation of procurement spending on MSEs through the e-catalog. The final level presents the strategic recommendations generated from the SWOT matrix.

c. Pairwise Comparison of Factors

The weighting calculation was conducted using the Analytical Hierarchy Process (AHP) method through a pairwise comparison technique, processed using the Expert Choice 11 application. The SWOT data and its corresponding factors were evaluated by five expert respondents, consisting of one representative from the Bogor Regency Procurement Services Unit (UKPBJ), two representatives from the National Public Procurement Agency (LKPP), one Commitment Making Officer (PPK), and one Procurement Officer (PP) from within Bogor Regency.



**Figure 4.**  
**Assessment of SWOT Components for Increasing MSE Procurement Spending through the E-Catalog in Bogor Regency**

The subsequent assessment was conducted at the sub-factor level within each SWOT component, as presented in Table 9.

**Table 9.**  
**Assessment of SWOT Sub-Factors Analyzed Using AHP**

SWOT	SWOT Weight	SWOT Factor	Sub-Factor Weight
Strengths	0.459	1. UKPBJ regularly conducts outreach on e-catalog use for PPK/PP and for MSE vendors	0,184
		2. The e-catalog provides equal opportunity for MSE participation	0.162
		3. A significant portion of public procurement spending is prioritized for MSEs	0.395
		4. The e-catalog application is easy to understand and use	0.163
		5. PPK/PP in Bogor Regency possess sufficient competence to conduct vendor selection via e-catalog	0.095
Weaknesses	0.129	1. Doubts among PPK/PP about the capabilities of MSE vendors	0.139
		2. Limited independence of PPK/PP in using the e-catalog	0.173
		3. Limited product categories and vendors in Bogor Regency's local e-catalog	0.320
		4. Inadequate procurement planning (e.g., selection methods, high HPS, incorrect MSE tagging, etc.)	0.174
		5. E-catalog prices are not always more competitive than in other marketplaces	0.194
Opportunities	0.295	1. Regulations and policies encourage MSE participation in procurement	0.380
			0.434

SWOT	SWOT Weight	SWOT Factor	Sub-Factor Weight
Threats	0.117	2. High potential demand for goods/services that can be fulfilled by MSEs in Bogor Regency	0.186
		3. Simplified requirements for vendor registration in the e-catalog	
		1. Intense competition among MSE vendors within the e-catalog	0.155
		2. Potential conflicts of interest among procurement officials	0.127
		3. MSE vendors in Bogor's local e-catalog may originate from outside the regency	0.238
		4. Limited number of MSE vendors capable of executing large-value contracts	0.480

d. Strategy Formulation Using the SWOT Matrix

The next stage involves aligning the results of the analysis using the SWOT matrix. The matrix is constructed based on the discussion of internal and external factors by comparing sub-factor elements, which results in the identification of four strategic alternatives: Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT) strategies. These strategies are then used to determine the strategic priorities.

S–O Strategy

1. Enhancing Collaboration Between Local E-Catalog Managers and the MSME Office

The substantial allocation of government procurement spending for micro and small enterprises (MSEs) in Bogor Regency presents a significant opportunity to engage more MSE vendors in the local e-catalog. An increase in the number of MSE vendors listed in the e-catalog should ideally correspond to a rise in procurement transactions with MSEs through the e-catalog system.

2. Optimization of Procurement Planning (Spending Analysis and Market Analysis)

An analysis of procurement transaction data from the Bogor Regency e-catalog reveals that the majority of transactions are concentrated in the procurement of food and beverages, as well as office supplies. In contrast, the procurement plans include several categories with substantial budget allocations for MSEs—such as other service procurements, construction materials, and construction works—that have not yet been optimally realized.

W–O Strategy

1. Enhancing the Competence of Procurement Human Resources.

The competence of procurement personnel is essential to achieving value for money in public procurement. Personnel who require competency enhancement programs include Commitment Making Officers (PPK) and Procurement Functional Officers (JF PBJ) who serve as Procurement Officers (PP). PPKs are expected to possess optimal competencies to

effectively support Budget Users (PA) or Proxy Budget Users (KPA) within local government agencies.

The regulatory framework governing the use of the e-catalog must be well understood by all procurement stakeholders and policymakers in Bogor Regency to ensure its optimal utilization. The e-catalog policy should be viewed not merely as a tool for digitalizing procurement, but also as a means of expanding opportunities for micro and small enterprises (MSEs) to participate in public procurement. Increased participation of local MSE vendors contributes to a more competitive procurement process and addresses procurement needs in niche markets that are often overlooked by larger enterprises (OECD, 2018).

## 2. Collaboration Between Local Government and LKPP to Expand Vendor Participation and Procurement Catalog Categories.

Vendors of goods and services are permitted to upload their products to the e-catalog under pre-established storefronts or categories. These storefronts function analogously to product categories commonly found on commercial marketplaces such as Tokopedia, Shopee, and Blibli. In the e-catalog system, storefronts are either developed by the National Public Procurement Agency (LKPP) or proposed by the Procurement Services Unit (UKPBJ) of Bogor Regency, which manages the local e-catalog platform. The creation of these storefronts is informed by a systematic review and assessment of the procurement needs specific to Bogor Regency.

MSE actors who meet the required criteria for specific categories in the e-catalog are eligible to list their goods or services on the platform. The large number of MSEs in Bogor Regency should serve as a strategic opportunity to increase the number of registered MSE vendors in the e-catalog, aligned with their respective business types and categories.

The Procurement Services Unit (UKPBJ) may establish collaborations with the Office of Cooperatives and Small and Medium Enterprises, as well as the Office of Investment and Integrated One-Stop Services (DPMPTSP), to identify and engage MSE actors in Bogor Regency.

### S–T Strategy

#### Optimizing the Role of Internal Supervisory Apparatus (APIP) in Monitoring Vendor Selection through the E-Catalog System

The simplified business process of the e-catalog system is designed to attract a greater number of vendors to participate in public procurement activities. However, this ease of access may also present opportunities for fraudulent practices, such as repeated purchases from the same vendor, transactions made during peak pricing followed by subsequent price reductions post-transaction, or the unusually rapid completion of procurement processes in less than 60 minutes (LKPP Public Relations, 2024). To ensure that public procurement is conducted in an accountable manner, it is essential to involve the Internal Supervisory Apparatus (APIP) in carrying out its core functions—namely auditing, reviewing, evaluating, monitoring, and overseeing procurement activities conducted through the e-catalog system.

### W–T Strategy

#### Strengthening Procurement Assistance

Procurement assistance activities aim to enhance the quality of procurement processes and ensure accountability. Public procurement must be grounded in accurate planning, aligned with actual needs, and compliant with prevailing regulations. Well-formulated

procurement planning contributes to the successful fulfillment of procurement objectives and the effective implementation of procurement activities.

### Strategy Prioritization

After identifying several strategic alternatives, the next step in the decision-making process involves prioritizing these strategies derived from the SWOT matrix. This prioritization is determined using the Analytical Hierarchy Process (AHP), which is processed with the Expert Choice 11 software. The resulting strategic hierarchy, along with the corresponding values, serves as the basis for determining the priority ranking, as illustrated in Figure 5.

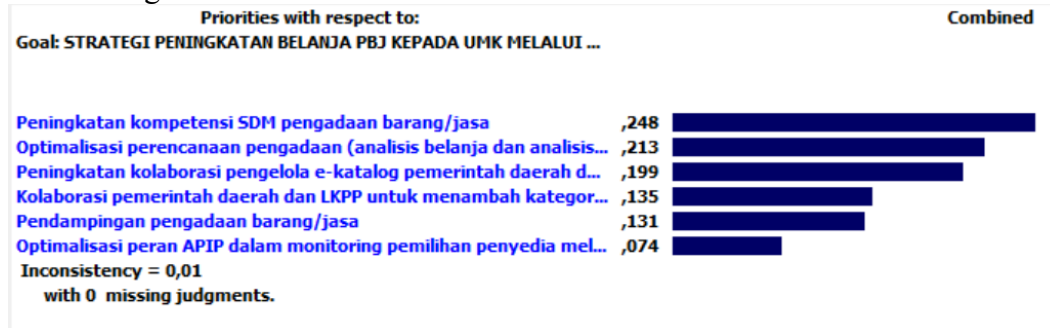


Figure 5.

### Results of Strategy Priority Analysis for Increasing Public Procurement Spending Using Expert Choice 11

Three prioritized strategies can be adopted based on their respective weights:

#### 1. Enhancing the Competence of Public Procurement Human Resources

The e-catalog serves as one of the essential instruments in facilitating transparent and open public procurement transactions, including for micro and small enterprises (MSEs). However, the implementation of this policy becomes suboptimal when there is a lack of understanding among regional departments or agencies, particularly among decision-makers and procurement implementers—namely Budget User Proxies (KPA), Commitment-Making Officials (PPK), and Procurement Officers (PP).

#### 2. Optimization of Procurement Planning (Spending Analysis and Market Analysis)

The identification of goods and services needs serves as the initial step in determining which procurement items could potentially be fulfilled by micro and small enterprises (MSEs). This identification process should be carried out by the respective departments, with support from the Regional Procurement Services Unit (UKPBJ). In practice, procurement processes are often conducted based on established routines or limited information, thereby reducing opportunities for MSEs to participate in regional government procurement. This strategy seeks to address such challenges by requiring each Regional Government Organization (OPD) to conduct an internal analysis of its procurement needs and identify potential MSE involvement through the e-catalog platform.

### 3. Strengthening Collaboration Between Regional E-Catalog Managers and the MSME Office

Following the identification of procurement needs, the next step is to actively engage and recruit as many micro and small enterprise (MSE) vendors as possible in Bogor Regency to join the e-catalog platform. Collaboration among the Regional Procurement Services Unit (UKPBJ), the Office of Cooperatives and MSMEs, and the Licensing Office must be integrated to ensure that MSE actors under the guidance or network of the MSME Office can be promptly supported, and any issues related to vendor registration in the e-catalog can be efficiently resolved. Increasing the number of MSE vendors in the e-catalog is a key factor in optimizing public procurement spending on MSEs, as it provides a wider range of options for Commitment-Making Officials (PPK) and Procurement Officers (PP).

### CONCLUSION

The findings of this study indicate that the implementation of public procurement for micro and small enterprises (MSEs) in Bogor Regency has not aligned with the initial planning. One of the strategic efforts to increase procurement spending on MSEs is through the utilization of the e-catalog system. This approach is highly feasible, given that there are procurement needs that can potentially be fulfilled by MSE actors through the e-catalog platform.

The suboptimal implementation of public procurement for micro and small enterprises (MSEs) through the e-catalog in Bogor Regency is primarily due to the limited variety of product categories (storefronts) and the insufficient number of MSE vendors listed in the local e-catalog. The availability of MSE actors capable of fulfilling the procurement needs of the Bogor Regency Government must be further explored, identified, and documented. In addition, inadequate procurement planning has also contributed to the less-than-optimal execution of procurement activities involving MSEs through the e-catalog.

The primary strategy to increase procurement spending on micro and small enterprises (MSEs) is to enhance the competence of public procurement human resources. This is essential to ensure that Commitment-Making Officials (PPK) and Procurement Officers (PP) possess an up-to-date understanding of the relevant regulations and adequate proficiency in utilizing the e-catalog system. Furthermore, optimizing procurement planning—from spending analysis to market analysis—is crucial to ensure that implementation aligns with initial planning. Another key strategy involves strengthening collaboration between regional e-catalog managers and other relevant agencies, such as the Office of Cooperatives and MSMEs and the Investment and One-Stop Integrated Services Office (DPMPSTSP), to attract a greater number of MSE actors to participate in the e-catalog system.

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