

Analysis of the Preparedness of the Sibakul Jogja Program as a Post-COVID-19 Economic Strengthening Effort for Micro, Small, and Medium Enterprises in the Special Region of Yogyakarta

Elma Fadhilah Nurmaghfiroh¹, Muhammad Eko Atmojo¹

¹Department of Government Studies, Universitas Muhammadiyah Yogyakarta, Indonesia

*Email: elmafadhilahe@gmail.com

Article Info

Keyword:
Program Preparation,
SiBakul Jogja,
MSMEs,
Cooperative Service,
Post-Covid-19
Pandemic.

Abstract: This study aims to describe the preparation of the SiBakul Jogja program, one of the DIY Cooperative and UKM Service's assisted programs, to revive the MSME actors' economy in DIY during the post-Covid-19 pandemic. This study used a qualitative descriptive research method with a case study approach, namely the SiBakul Jogja case study. In this research, data collection techniques using interviews and documentation techniques. Data collection through interview techniques with Entrepreneurship Staff at the DIY PLUT Consultant Coordinator section and six MSME actors who are members of the SiBakul Jogja application with different categories is intended to obtain primary data or basic data as keywords in this study. While documentation techniques are used to obtain secondary data from previous research, online news, journals and official government channels, and other additional data to strengthen primary data. The results of this study explain that of the five indicators in preparation for the SiBakul Jogja program during the post-Covid-19 pandemic, which was directly fostered by the DIY Cooperative and UKM Service for MSME actors in DIY, they were not fully prepared to fulfill the program preparation theory as developed by Hudson (1981).

Article History:

Received: 26 Desember 2022

Revision: 16 February 2023

Accepted: 22 July 2023

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



DOI: <https://doi.org/10.35326/jsip.v4i2.2969>

INTRODUCTION

Indonesia, since 2020 has coexisted with the *Covid-19* pandemic that spread globally. The *Covid-19* pandemic has caused losses in various sectors and the most pronounced impact on economic sectors such as MSMEs ([Purnomo et al., 2021](#)). Based on data from the Central Statistics Agency (BPS), the economy in Indonesia in 2020 growth slowed by 2.97% ([BPS, 2020](#)). The *Covid-19* pandemic has caused losses in various sectors and the most pronounced impact on economic sectors such as MSMEs. As reported by data from the Ministry of Cooperatives, 163,713 Micro, Small, and Medium Enterprises (MSMEs) were affected during the *Covid-19* pandemic ([Ummi Fadila, 2020](#)). However, one of the efforts to recover the economy in Indonesia through the Micro, Small, and Medium Enterprises (MSMEs) sector is because MSMEs established in Indonesia are the largest sector in increasing GDP and can reduce unemployment.

Yogyakarta Special Region (DIY) is one of the regions affected by the *Covid-19* pandemic. Data from the Central Bureau of Statistics of Yogyakarta shows that the Regional Gross Domestic Product (GRDP) of the Special Region of Yogyakarta decreased

from the fourth quarter of 2019 Rp. 26,896 trillion to Rp. 25,442 trillion in the first quarter of 2020 ([Setiawan et al., 2021](#)). MSME players need help marketing this because there are no visitors then. MSMEs are essential to economic growth in the Special Region of Yogyakarta. Based on the survey results, almost 80 percent of the economy in DIY has been driven by the MSME sector. Data from BAPPEDA DIY shows that the number of SMEs in DIY in 2021 was 327,952.00 units, and in 2022, there was an increase of 328,845.00 units ([Admin Bappeda, 2022](#)).

DIY GDP Growth

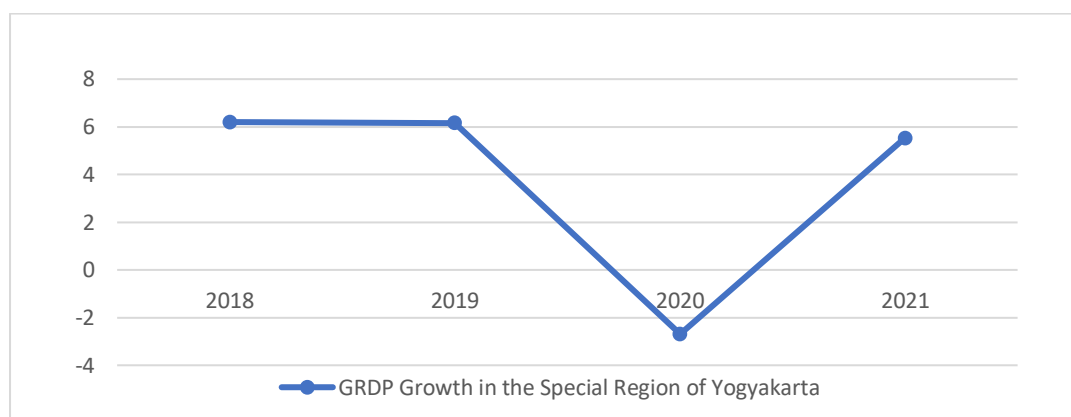


Figure 1. DIY GDP Growth

With this, the economic sector in the Special Region of Yogyakarta has been dramatically affected by the *Covid-19 pandemic*. MSME players need help in marketing, and this is because there are no visitors at that time. According to the Head of Micro Small Enterprises (UMK), the Yogyakarta City Department of Industry, Cooperatives, and SMEs said that there were around 217 MSMEs in Yogyakarta that switched sales because their original products did not sell well due to *the Covid-19 pandemic*.

MSMEs have an essential role in economic growth in the DIY; this sees MSMEs as a private sector that creates jobs encourages the economy, and minimizes poverty ([Wijaya et al., 2017](#)). Yogyakarta is one of the provinces with enormous micro and small business potential because Yogyakarta is a student city with cultural tourism assets to encourage business actors to build and develop their businesses. Based on the results of the study ([Sutrisno, 2021](#)), the government has carried out MSME recovery programs by providing social assistance for business actors, providing working capital, *e-learning*, and increasing promotion and development in the tourism sector to support the marketing of products from MSME players in the *post-Covid-19* pandemic period.

MSMEs are a sector in the economy that can increase people's income in DIY, especially during endemic times. The survey results show that almost 80 percent of the economy in DIY has been driven by the MSME sector, which numbers in the thousands. The existence of an application program called "SiBakul Jogja" is one of the latest innovations issued by the DIY Regional Government and fostered directly by the Office of Cooperatives and SMEs of the Special Region of Yogyakarta ([DPRD-DIY, 2021](#)). The government has reopened Yogyakarta's tourism sector with an easing health protocol policy. This encourages MSME players in DIY to further develop and restore economic

stability as before the pandemic. MSME players can remarket their products directly in tourist areas in Yogyakarta. However, it does not rule out the possibility of online marketing through the marketplace from SiBakul Jogja.

This study aims to investigate the readiness of the SiBakul Jogja application update program and the readiness of the Yogyakarta Special Region (DIY) Government in dealing with the current transition conditions. The focus of this research is to identify and examine more deeply the readiness of the Yogyakarta Special Government, primarily through the SiBakul Jogja program, which is directly supported by the DIY Office of Cooperatives and Small and Medium Enterprises, in optimizing economic conditions after the Covid-19 pandemic.

The readiness of the Yogyakarta Special Region Government, especially the DIY Office of Cooperatives and Small and Medium Enterprises through the SiBakul Jogja Program, will be evaluated from the aspects of human resource readiness, financial readiness, and whether there is development of new features in the SiBakul Jogja application to welcome the transition era from pandemic to endemic. The presence of problems related to program preparation from the DIY Office of Cooperatives and Small and Medium Enterprises through SiBakul Jogja in the post-Covid-19 pandemic era is the main reason for this research to fill the void of previous studies that only focused on monotonous forms of programs such as socialization, digitalization, and social assistance without paying attention to current conditions that have transitioned to the post-Covid-19 pandemic period.

In addition, the importance of this research is also to investigate and understand more deeply the readiness of the Yogyakarta Special Government through the SiBakul Jogja program, which is directly supported by the DIY Office of Cooperatives and Small and Medium Enterprises, in optimizing economic conditions after the Covid-19 pandemic. Thus, this research can provide a more comprehensive picture of the readiness of the Yogyakarta Special Region Government in facing the challenges of transitioning to the post-Covid-19 pandemic period through the SiBakul Jogja initiative.

RESEARCH METHOD

This type of research is qualitative descriptive research ([Rosenthal, 2016](#)). The research was located within the Office of Cooperatives and SMEs of the Special Region of Yogyakarta and six locations for making MSME products incorporated in the SiBakul Jogja Application. To get the correct data and by what is desired, interviews or interviews will be conducted with relevant agencies of the Provincial Government of the Special Region of Yogyakarta, especially the DIY Cooperative and SME Office and MSME actors.

This research was located within the scope of the Provincial Government of the Special Region of Yogyakarta, especially at the Office of Cooperatives and SMEs of the Special Region of Yogyakarta. The location selection of this study was to determine the readiness of the SiBakul Jogja program in generating post-pandemic economic conditions for MSME players in DIY. In addition, the location of making MSME products

or marketing in DIY is also used as a research location to determine the readiness of the SiBakul Jogja program in the post-pandemic from the perspective of MSME actors.

The data sources used are primary data and secondary data ([Johnston, 2014](#)). Primary data in this study will be obtained through direct interviews with resource persons and observations made by researchers during research activities at the Yogyakarta Special Region Cooperatives and SMEs Office and six locations for making MSME products incorporated in the SiBakul Jogja Application. Moreover, there are references from previous research related to research problems, namely the policy of the MSME empowerment program from the government in the *post-Covid-19* pandemic period.

The data collection technique used in this study is an accurate field study of the variables studied in the research ([Queirós et al., 2017](#)). In this study, the research informant was the DIY PLUT Consultant Coordinator, who became one of the staff in the entrepreneurship field of the DIY Cooperative and SME Office. In addition, six speakers from MSME owners registered on the SiBakul Jogja Application with different sales categories. Qualitative descriptive data analysis techniques are collecting data systematically for analysis obtained through data reduction, data presentation, and conclusion drawing ([Neale, 2016](#)).

RESULT AND DISCUSSION

The results and discussion of this study use five policy planning approaches, namely Synoptic, Incremental, Transactive, Advocacy, and Radial, to provide a comprehensive view of how this program adapts to the challenges and needs faced by MSME actors in the transition to the post-pandemic era.

Synoptic

Synoptics is the initial stage of preparing a government policy program at the local level and is known as system planning or rational comprehensive planning ([Petersen, 2018](#)). The initial process of the program preparation stage carried out by the DIY Cooperatives and SMEs Office through the SiBakul Jogja program related to identifying the problems MSME actors face can be pretty successful. During the Covid-19 pandemic, MSMEs were greatly helped by the SiBakul Jogja program with the addition of the MarketHUB free shipping feature. After the existence of MarketHUB, the number of MSMEs in DIY from 2020 to 2022 has increased. In addition, it can be seen that after the Covid-19 pandemic, complaints felt by MSME actors can be conveyed to the DIY Cooperative and SME Office as the person in charge of the SiBakul Jogja program.

They provide one of the facilities in the form of offline activities from SiBakul Jogja, namely the MSME business incubator, to upgrade in class 2022 to improve the quality of MSMEs after the Covid-19 pandemic. In addition to MSME upgrading activities, SiBakul Jogja provides activities such as halal certification, culinary business development training, business management for MSMEs, and so on. However, after the current Covid-19 pandemic, MSMEs need a newer activity program as an innovation to strengthen their economy. It can be seen that the PSBB policy has lifted the current

condition, and all tourist attractions are reopened. Tourists at home and abroad often visit Yogyakarta, so now is the time for SMEs to do offline marketing in tourist attractions. However, it would help if you had a place to do offline marketing through programs provided by the DIY Cooperatives and SMEs Office before doing offline marketing.



Source: Instagram @diskopukm.DIY

Figure 2. Poster of SiBakul Jogja Program Activities After Covid-19 Pandemic

The research findings on the synopsis aspect provide information on the role of Synoptics as an early stage in the preparation of government policy programs at the

local level, as well as on the SiBakul Jogja program that has helped Micro, Small and Medium Enterprises (MSMEs) during the Covid-19 pandemic.

The statement that Synoptics is the initial stage in the preparation of government policy programs at the local level is in line with the theory of system planning or rational overall planning. This approach focuses on problem identification and preparing a comprehensive policy program to achieve specific goals. In the context of DIY, Synoptics may have assisted the DIY Cooperatives and SMEs Office in identifying the problems faced by MSME actors during the Covid-19 pandemic and formulating effective programs to address those problems.

During the Covid-19 pandemic, SiBakul Jogja has significantly assisted MSME players by adding MarketHUB's free shipping feature. The success of this program can be seen from the increase in the number of MSMEs in DIY from 2020 to 2022. This shows that the SiBakul Jogja program has positively impacted the development of MSMEs during the difficult times of the pandemic.

In addition, complaints felt by MSME players can be submitted to the DIY Cooperatives and Small and Medium Enterprises Office as the party responsible for the SiBakul Jogja program. This shows that the DIY Cooperatives and SMEs Office has a responsive mechanism for dealing with problems faced by MSME players and can assist in improving existing programs to be more effective and relevant to their needs.

After the Covid-19 pandemic, there is a need for more innovative activity programs to strengthen the economy of MSME actors. The reopening of all tourist attractions in Yogyakarta offers opportunities for offline marketing for MSMEs. However, for this offline marketing to work well, the DIY Cooperatives and SMEs Office must provide programs that support and facilitate these offline marketing activities.

Thus, the DIY Cooperatives and SMEs Office needs to understand the critical role of system planning or rational overall planning, as well as how to implement innovations and solutions that are appropriate to the conditions of the Covid-19 pandemic and post-pandemic to support the development and economic recovery of MSME players in DIY. In addition, transparency and active participation from MSME players in conveying their problems and needs will be the key to success in formulating targeted and effective programs ([Hoekman, 2019](#)).

Incremental

Incremental is one of the main aspects of innovation of a policy program related to change or renewal in an institution or organization ([Grillitsch & Tripl, 2018](#)). The condition of the region in DIY in the last five years has experienced differences and changes that have resulted in the emergence of a new order. The DIY Cooperatives and SMEs Office 2019 launched an innovative program called SiBakul Jogja to collect data on MSMEs throughout DIY so that they can be fostered and integrated orderly and directed. Entering the second year, namely, 2020, when the Covid-19 pandemic occurred, making changes in the activity program with the addition of the MakrethUB free shipping feature.

As time goes by, in the third and fourth years, which have entered the transition period towards the post-Covid-19 pandemic era, there has yet to be a permanent renewal of the activity program from SiBakul Jogja. This update is significant for the DIY

Cooperatives and SMEs Office to improve the economy in DIY through MSMEs to be stable again. MSME players also expect a SiBakul Jogja renewal program related to offline product marketing but keep the form of online product marketing on MarketHUB. This program update is needed so that MSME players can keep up with the times, seeing that current conditions are much different compared to two years ago.

In the incremental aspect of the SiBakul Jogja policy program innovation, this study found that; First, the SiBakul Jogja program innovation began in 2019 to collect data on MSMEs in DIY. This shows an incremental approach in policy-making, where the first step is identifying the problems and needs of MSME actors to serve as the basis for formulating further programs. By collecting comprehensive data, the DIY Cooperatives and SMEs Office can better understand the challenges and opportunities faced by MSMEs in the region.

Then, in the program's second year, namely in 2020, the SiBakul Jogja program changed with the addition of MarketHUB's free shipping feature to respond to the Covid-19 pandemic. This innovation shows the adaptation of policy programs in dealing with environmental changes and unexpected conditions, such as a pandemic. In policy innovation theory, the incremental approach is relevant in dealing with changing situations and finding new solutions to new challenges.

However, although there were adjustments in the program's second year, further analysis revealed that in the following three to four years, there were no permanent updates to the SiBakul Jogja program. This could be the focus of further research to understand why subsequent changes were not made on an ongoing basis. It is essential to evaluate whether organizational or other constraints may hinder the process of innovation and renewal of policy programs.

MSME players are also expected to get the SiBakul Jogja renewal program related to offline product marketing and maintain the online marketing form through MarketHUB. This demand for program innovation and renewal indicates the need for MSME players to remain competitive and adapt to changing economic conditions. This is in line with the theory of policy innovation, which underlines the importance of continuous change to respond to dynamic environmental changes.

The incremental aspect of the innovation of the SiBakul Jogja policy program shows this approach's critical role in facing diverse challenges and changing conditions. Evaluation of the program updates and the reasons behind the inaccuracy of the updates can help the DIY Cooperatives and SMEs Office improve the program to support the MSME economy in the post-Covid-19 pandemic period more effectively.

Transactive

Transactivity in planning is critical in channeling opinions, suggestions, and criticisms between the two parties, just like the government as a policy maker and the community as the policy subject ([Suguna et al., 2022](#)). This stage is called human resources in program planning because it is a social action. The SiBakul Jogja program issued by the DIY Cooperatives and SMEs Office must have several special coordinators in operating the application. For example, regarding data collection of MSMEs throughout DIY, the MarketHUB feature has nine customer services, and the SiBakul Jogja itself also has a customer service coordinator or SiBakul IT CS.

The SiBakul Jogja program provided a forum or facility for MSME players to develop their businesses, especially in the MarketHUB feature. The DIY Cooperatives and SMEs Office also collaborates with product delivery services such as JogjaKita, Grab, Gojek, and Shop. In the current post-Covid-19 pandemic, several obstacles were

found related to the benefits of the SiBakul MarketHUB program. The lack of customer service at MarketHUB makes them less responsive when MSME players experience problems; besides that, the number of couriers is also increasingly limited, so they often experience delays in picking up and delivering products. The DIY Cooperatives and SMEs Office must follow this up because the purchasing power of MSME products at SiBakul Jogja is increasing daily, and the number of MSMEs registered in SiBakul Jogja is also increasing. Obstacles from MSME players are also felt, especially novice businesspeople. They still need to understand the operation of the SiBakul Jogja Application, so novice businesspeople need special coaching and assistance.

Transactivity in planning is crucial for effective policy-making, as it facilitates the exchange of views and feedback between the government, policymakers, and the community, as policy subjects ([Mishra et al., 2023](#)). By engaging in transactive dialogues, policymakers can better understand the community's needs and concerns, leading to more responsive and inclusive policies. This stage is often called human resources in program planning since it involves social actions and interactions that shape policy decisions.

The SiBakul Jogja program initiated by the DIY Cooperatives and SMEs Office, including several special coordinators, highlights the importance of transactivity. These coordinators are vital in facilitating stakeholder communication, ensuring that data collection from MSMEs is comprehensive and orderly. Additionally, the customer service coordinator for MarketHUB and SiBakul IT CS provides MSME players have a platform to voice their concerns and receive support when using the application.

The SiBakul Jogja program has provided a platform for MSME players to develop their businesses, mainly through the MarketHUB feature. Collaborating with product delivery services like JogjaKita, Grab, Gojek, and Shop further enhances the program's capabilities and accessibility for MSMEs. However, in the post-Covid-19 pandemic period, some challenges have emerged, hindering the full potential of the SiBakul MarketHUB program.

The identified obstacles, such as the lack of customer service at MarketHUB and limited couriers, impede the program's responsiveness, impacting MSME players' experience. The DIY Cooperatives and SMEs Office must address these issues promptly to ensure the program's effectiveness and adaptability to the increasing purchasing power and growing number of registered MSMEs.

Novice businesspeople, in particular, need help understanding and operating the SiBakul Jogja Application. Exceptional coaching and assistance tailored to their needs can empower them to utilize the platform effectively, fostering their business growth.

The concept of transactivity in planning plays a fundamental ([Sindhwani et al., 2022](#)), role in the success of the SiBakul Jogja program. By actively engaging with stakeholders and addressing emerging challenges, the DIY Cooperatives and SMEs Office can continue improving the program's performance and supporting MSMEs' economic development, especially in the evolving post-Covid-19 landscape. Effective transactivity will ensure the program remains relevant, responsive, and beneficial to all parties involved.

Advocacy

Advocacy is carried out in systematic program planning activities that must be by what has been designed. SiBakul Jogja program was designed by the DIY

Cooperatives and SMEs Office for MSME actors throughout the Special Region of Yogyakarta. In 2019, the application was initially formed; it can be said that only 70% of MSME players because it is only a data center for MSMEs. However, during the Covid-19 pandemic, this program became one of the overall platforms for MSME actors. Until now, which has entered the post-Covid-19 pandemic era, SiBakul Jogja continues to be used as a forum for MSME players in marketing products, business development, increasing knowledge and insight into doing digital business, and so on.

In the current post-Covid-19 pandemic, the goals and objectives of SiBakul Jogja are more focused than in previous years. In the SiBakul Jogja system, MSME actors, when conducting update data containing six aspects coaching every three months, update data coMSME data is carried out so that the DIY Cooperatives and SMEs Office can monitor the development of MSMEs because, in this SiBakul program, SME Upgrade services are available. So that the development and quality of SMEs can be categorized through classes 1, 2, and 3 by filling in six aspects every three months. The DIY Cooperatives and SMEs Office always appeals to SMEs at the end of every coaching event from them, but many SMEs still need to update the six aspects data and fill in the ID number.

ASPEK	UMKM KELAS 1	UMKM KELAS 2	UMKM KELAS 3
PRODUKSI	Pelatihan kemasan, standarisasi produk, manajemen produksi, pengembangan desain, PIRT, sertifikat halal, mentoring bisnis	Pelatihan peningkatan kapasitas produksi, standar mutu dan keamanan pangan, fasilitas BPOM, mentoring aspek produksi	SOP Produksi bdsan KPI, implementasi HACCP, fasilitas HACCP, sertifikasi SNI
PASAR/PEMASARAN	Penguatan konsep produk, strategi pemasaran, desain alat pemasaran, HAKI Merek, akses pameran, mentoring bisnis	Pengembangan jaringan kerjasama pemasaran, Branding Produk, kurasi produk, pameran nasional, mentoring aspek pemasaran	Tatacara ekspor produk ke LN, diversifikasi usaha melalui kemitraan usaha dgn investor
DIGITAL MARKETING	Pemasaran melalui medsos, optimalisasi marketplace, mentoring sosmed marketing	Pemasaran produk melalui website, fasilitas domain & hosting, pelatihan SEO, konten marketing, mentoring bisnis digital marketing	Beriklan melalui google ads, iklan melalui facebook, instagram
KELEMBAGAAN	Sosialisasi izin usaha/IUMK/OSS	Pendampingan legalitas & izin usaha CV, kesadaran membayar pajak	Pendampingan legalitas & izin usaha PT, pelatihan perpajakan, peny SOM, SOP bisnis bdr KPI, pelatihan system manajemen mutu ISO 9001-2015
KEUANGAN	Literasi keuangan, permodalan dari lembaga keuangan	Manajemen keuangan usaha konvensional, akses pembiayaan melalui skim pemerintah	Pelatihan manajemen keuangan berbasis aplikasi, akses pembiayaan ekspor
SDM	Pelatihan kewirausahaan, pelatihan bisnis plan, mentoring bisnis	Tatakelola ketenagakerjaan (pelatihan dan pendampingan) and mentoring bisnis aspek SDM	Tatakelola ketenagakerjaan, dan pendampingan penerapan tatakelola ketenagakerjaan

Figure 3. Dynamics of MSME Mentoring Scheme

The role of advocacy in systematic planning programs, especially in the case of the SiBakul Jogja program designed by the DIY Office of Cooperatives and Small and Medium Enterprises for MSME players in DIY. The program was initially intended as a data center for MSMEs in 2019, but during the Covid-19 pandemic, the program evolved into a comprehensive platform for MSME players. Until now, in the post-pandemic era, SiBakul Jogja is still used as a forum for MSME players in marketing products, developing businesses, increasing knowledge and insights about digital business, and others.

Advocacy plays a vital role in developing and directing the SiBakul Jogja program during and after the pandemic. In systematic planning, advocacy means supporting and encouraging MSME players to actively use this program to improve the quality and development of their businesses. During the Covid-19 pandemic, SiBakul Jogja became more relevant as a platform that helps MSME players survive and adapt to challenging situations.

With more focus on the goals and objectives of the program, in the post-pandemic era, the DIY Cooperatives and SMEs Office is more oriented towards monitoring and

developing the quality of MSMEs through quarterly data updates. With coaching and upgrade services for MSMEs, the program provides significant added value to MSME players' development and business quality. However, it should be noted that while the DIY Cooperatives and SMEs Office encourages and supports MSMEs to update their data and fill in ID numbers at every coaching event, there are still challenges faced by MSMEs in doing this.

One of the obstacles identified is that some MSME players need more awareness or have difficulty understanding and filling in data appropriately. In further analysis, the DIY Cooperatives and SMEs Office should identify the root cause of this problem and provide suitable approaches or solutions to help MSME players overcome this obstacle. Increased awareness and understanding of the importance of updating data and filling in ID numbers will help improve data accuracy and quality so that the program can run more effectively and positively impact the development of MSMEs.

The role of advocacy in systematic planning programs, as seen in the case of SiBakul Jogja, is crucial in directing policy programs and ensuring their effectiveness in supporting the development and quality of MSMEs. In the face of challenges, the DIY Cooperatives and SMEs Office needs to continue to strengthen its support and approach that focuses on MSME actors so that this program can provide broader and sustainable benefits to the DIY economy in the post-Covid-19 pandemic era.

Radial

Radial is the final stage when an institution or organization at the local level conducts policy planning ([Nithyanandam](#)). This stage is a freedom given to policy-making institutions or organizations to determine their form of policy programs ([Antonyuk et al., 2022](#)). Freedom is given because each region must have different conditions and problems ([Chen et al., 2021](#)). As in the Special Region of Yogyakarta, known as a student city, tourist city, cultural city, and economic center, during the Covid-19 pandemic, one of the sectors significantly affected was the MSME economic sector. MSMEs have become one of the icons in Yogyakarta and a supporting factor for the GDP growth rate of DIY Province. From this event, the DIY Cooperatives and SMEs Office, as the person in charge of MSME actors throughout DIY, provided the SiBakul Jogja program by changing the MarkethUB feature for free shipping. The addition of these features has succeeded in re-improving the economy in DIY through MSMEs, even though they are not yet stable.

The DIY Cooperatives and SMEs Office prioritizes cooperation or collaboration with the private sector in its new program, the MarkethUB feature. After entering the post-Covid-19 pandemic era, the SiBakul Jogja Program must be updated again because the problems MSME actors face are also different. From the results of the internal coordination meeting of the Cooperative and SME Office in answering these problems, they have planned to update the SiBakul Jogja program related to offline product marketing but did not abandon online marketing. However, the program has not been launched because of constraints from the regional budget. After all, the budget system at the DIY Regional Government must carry out activities first, and then the budget will

be given. However, based on the opinion of the DIY Cooperative and SME Office, this could be more efficient and save the budget if the activity runs according to the expected goals so that the SiBakul Jogja renewal program after the Covid-19 pandemic is still in the preparation stage and must be carefully prepared.

The radial stage in policy planning at the local level, especially in the context of the Special Region of Yogyakarta, has different conditions and problems from other regions. The radial stage allows policy-making institutions or organizations to determine the form of their policy programs according to their existing needs and challenges ([Mustamu & Soplanit, 2020](#)). In this case, the DIY Cooperatives and SMEs Office faces significant challenges in the MSME economic sector during the Covid-19 pandemic in Yogyakarta.

The radial stage of policy planning demonstrates the importance of tailoring policy programs to the existing conditions and problems in the region ([Syahputra & Soesanti, 2021](#)). During the Covid-19 pandemic, the MSME sector was most affected, so the DIY Cooperatives and SMEs Office provided a solution by changing the MarketHUB feature for free shipping. Although this measure boosted DIY's economy through MSMEs, it did not achieve the expected stability.

The radial stage also highlights the importance of cooperation or collaboration with the private sector in developing policy programs ([Mardiah, 2018](#)). The DIY Cooperatives and SMEs Office has prioritized collaboration with the private sector in the new features of MarketHUB. However, it should be noted that in facing the post-Covid-19 pandemic era, the problems faced by MSME players are also different and require program adjustments. The DIY Cooperatives and SMEs Office plans to update the SiBakul Jogja program related to offline product marketing and maintain online marketing. However, the implementation of this program needs to be improved in terms of the regional budget.

Difficulties in obtaining the budget caused the program not to be launched. Still, the DIY Cooperatives and SMEs Office said that the implementation of activities must be by the expected objectives to be more efficient and save budget. This shows the importance of careful and targeted planning in the radial stage. In further analysis, the DIY Cooperatives and SMEs Office must ensure that the new SiBakul Jogja program is ready and meets the requirements to achieve the desired goals.

The radial stage in policy planning is an opportunity for the DIY Cooperatives and SMEs Office to develop the SiBakul Jogja program by the conditions and problems MSME players face in the post-Covid-19 pandemic era. Cooperation with the private sector and careful planning are the keys to achieving a successful program that is more efficient and has a positive impact on the MSME economy in DIY.

CONCLUSION

The preparation of the SiBakul Jogja Program as an Effort to Strengthen the Economy After the Covid-19 Pandemic for MSME Actors in the Special Region of Yogyakarta can be unready. Regarding preparation related to the urgency of policies,

budgets, human resources, goals, and objectives, as well as the form of program planning, there are still obstacles in the study stage. So that the DIY Cooperative and SME Office, in providing innovation in the SiBakul Jogja program after the Covid-19 pandemic, is still being prepared to launch the program. So far, they are continuing last year's program and trying to review and evaluate every obstacle that occurs so that when they launch the latest post-Covid-19 pandemic program, there will be no mistakes again.

In addition, from the five conclusions, the advocacy indicator is the best part because it has successfully developed SMEs in DIY through six aspects of coaching and categorizing three classes of SMEs. Meanwhile, transactive indicators are the worst part because they must still be constrained by the quality of human resources from local governments, MSME actors, and expeditions in collaboration with DIY SME Discop.

Based on the results of research related to the preparation of the SiBakul Jogja program in the post-Covid-19 pandemic in order to revive the economic condition of MSME actors, several suggestions need to be made so that in the future it will be better, including: (1) Conducting joint discussions between the Cooperative Office and DIY SMEs and MSME actors in DIY in order to find out the real problems; (2) There needs to be an update of the SiBakul Jogja program related to offline product marketing but does not leave online marketing; (3) Provide a form of bazaar activities that are carried out regularly and are not temporary; (4) There needs to be an increase in the number of customer service at MarketHUB and IT experts; (5) Provision of exceptional guidance for novice business people in operating the SiBakul Jogja application; (6) Conduct an audience with the expedition on the quality of expedition performance on services to SMEs and consumers; (7) Provide an appeal to SMEs in every activity to update data every three months; (8) Conduct careful program planning, especially in terms of budget and must be in accordance with needs; and (9) Increasing cooperation with village-level agencies, the panewonan level to the district level to be comprehensive.

REFERENCE

- Admin Bappeda. (2022). *Data Koperasi dan UKM DIY*. Bappeda.Jogjaprov.Go.Id.
- Antonyuk, A., Minina, V. N., & Nikiforova, O. (2022). Expert knowledge creation in policy-making: a research perspective from sociological field theory. *Policy Studies*, 44(4), 535–552. <https://doi.org/10.1080/01442872.2022.2051466>
- BPS. (2020). *Ekonomi Indonesia Triwulan I 2020*. Bps.Go.Id.
- Chen, C., You, J., Feng, H. J., & Chen, L. G. (2021). A multi-objective study on the constructal design of non-uniform heat generating disc cooled by radial- and dendritic-pattern cooling channels. *Science China Technological Sciences*, 64(4), 729–744. <https://doi.org/10.1007/s11431-020-1697-7>
- DPRD-DIY. (2021). *Konsern DPRD DIY dalam Upaya Pemulihan Perekonomian DIY Pasca PPKM*. Dprd-Diy.Go.Id.
- Grillitsch, M., & Trippl, M. (2018). Innovation Policies and New Regional Growth Paths. *Innovation Systems, Policy and Management*, 26, 329–358. <https://doi.org/10.1017/9781108529525.012>
- Hoekman, B. (2019). Urgent and important: Improving WTO performance by revisiting

- working practices. *Journal of World Trade*, 53(3), 373–394. <https://doi.org/10.54648/trad2019017>
- Johnston, M. P. (2014). Secondary Data Analysis : A Method of which the Time Has Come. *Qualitative and Quantative Methods in Libraries (QQML)*, 3(3), 619–626.
- Mardiah, N. A. R. (2018). *Interface between Disaster and Development: Local Economic Revival through Collaborative Post-Disaster Recovery Governance and Network in Indonesia*. University of Leeds. [https://etheses.whiterose.ac.uk/21580/1/Mardiah ANR Geography PhD 2018.pdf](https://etheses.whiterose.ac.uk/21580/1/Mardiah%20ANR%20Geography%20PhD%202018.pdf)
- Mishra, T., Chatterjee, S., & Thakkar, J. J. (2023). Effect of coronavirus pandemic in changing the performance barriers for textile and apparel industry in an emerging market. *Journal of Cleaner Production*, 390, 136097. <https://doi.org/10.1016/j.jclepro.2023.136097>
- Mustamu, J., & Soplanit, M. (2020). Reform of Village Coordination Policy in Maluku Province Area. *Journal of Law, Policy and Globalization*, 94, 150. <https://doi.org/10.7176/jlpg/94-18>
- Neale, J. (2016). Iterative categorization (IC): A systematic technique for analysing qualitative data. *Addiction*, 111(6), 1096–1106. <https://doi.org/10.1111/add.13314>
- Nithyanandam, G., Munguia, J., & Marimuthu, M. (2022). “Digital literacy”: Shaping industry 4.0 engineering curriculums via factory pilot-demonstrators. *Advances in Industrial and Manufacturing Engineering*, 5, 100092. <https://doi.org/10.1016/j.aime.2022.100092>
- Petersen, J. P. (2018). The application of municipal renewable energy policies at community level in Denmark: A taxonomy of implementation challenges. *Sustainable Cities and Society*, 38, 205–218. <https://doi.org/10.1016/j.scs.2017.12.029>
- Purnomo, B. R., Adiguna, R., Widodo, W., Suyatna, H., & Nusantara, B. P. (2021). Entrepreneurial resilience during the Covid-19 pandemic: navigating survival, continuity and growth. *Journal of Entrepreneurship in Emerging Economies*, 13(4), 497–524. <https://doi.org/10.1108/JEEE-07-2020-0270>
- Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and Limitations of Qualitative and Quantitative Research Methods. *European Journal of Education Studies*, 3(9), 369–387. www.oapub.org/edu
- Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Currents in Pharmacy Teaching and Learning*, 8(4), 509–516. <https://doi.org/10.1016/j.cptl.2016.03.021>
- Setiawan, A., Saputra, H. A., & Muksin, D. (2021). Pandemi Covid 19 - Dampak Ekonomi di Daerah Istimewa Yogyakarta. *Jurnal Pemerintahan Dan Kebijakan (JPK)*, 1(2), Layouting. <https://doi.org/10.18196/jpk.v1i2.10062>
- Sindhvani, R., Behl, A., Sharma, A., & Gaur, J. (2022). What makes micro, small, and medium enterprises not adopt Logistics 4.0? A systematic and structured approach using modified-total interpretive structural modelling. *International Journal of Logistics Research and Applications*, 1–26. <https://doi.org/10.1080/13675567.2022.2081672>
- Suguna, M., Shah, B., Sivakami, B. U., & Suresh, M. (2022). Factors affecting repurposing operations in Micro Small and Medium Enterprises during Covid-19 emergency.

Operations Management Research, 15(3-4), 1181-1197.
<https://doi.org/10.1007/s12063-022-00253-z>

Sutrisno, E. (2021). Strategi Pemulihan Ekonomi Pasca Pandemi Melalui Sektor UMKM Dan Pariwisata. *Jurnal Kajian Lembaga Ketahanan Nasional Republik Indonesia*, 9(1), 641-660.

Syahputra, R., & Soesanti, I. (2021). Renewable energy systems based on micro-hydro and solar photovoltaic for rural areas: A case study in Yogyakarta, Indonesia. *Energy Reports*, 7, 472-490. <https://doi.org/10.1016/j.egyr.2021.01.015>

Umami Fadila, R. (2020). 1.785 Koperasi dan 163.713 UMKM Terdampak Pandemi Covid-19. Pikiranrakyat.Com.

Wijaya, T., Nurhadi, N., & M. Kuncoro, A. (2017). EXPLORING THE PROBLEMS FACED BY PRACTITIONERS OF MICRO, SMALL, AND MEDIUM ENTERPRISES (MSMEs) IN YOGYAKARTA. *Jurnal Manajemen Dan Kewirausahaan*, 19(1), 38-45.
<https://doi.org/10.9744/jmk.19.1.38-45>