



Review Of the Effectiveness of The Central Java Province Government's Cooperative and Sme Development Program

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Abstract

In order to improve the achievement of development of the Cooperative and MSME sectors and to find out the extent of the effectiveness of the programs/activities that have been carried out towards achieving targets in accordance with the organization's vision and mission, it is necessary to conduct an evaluation of the program or activity and its recommendations. Through this evaluation activity, the weaknesses or obstacles faced will be identified, so that the results can be used as information to make corrections or improvements to the implementation of the program in the future. The purpose of this study is to conduct evaluations and provide recommendations for various programs in the strategic plan that have been implemented by the cooperative and UMKM service in Central Java. The quantitative approach aims to provide recommendations for the cooperative and UMKM development program of the Central Java provincial government using the ANP (Analytic Network Process) method. This study uses Logical Framework analysis to determine the evaluation of the cooperative and UMKM development program of the Central Java provincial government.

Keywords: Cooperatives, UMKM, Effectiveness, Development, ANP, Logical Framework

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INTRODUCTION

Efforts to encourage the formation and development of cooperatives and MSMEs in Central Java continues to be carried out by

various parties. The synergy of various parties has given birth to many programs, including guidance and assistance to cooperatives and MSMEs by stakeholders, including in terms of

administration, management, marketing, and product development. In particular, the local government also plays a role in facilitating access to financing, training, and other support so that cooperatives and MSMEs can develop

and provide optimal benefits. In order to ensure the sustainability and success of cooperatives and MSMEs in Central Java, the Cooperative and MSME Service supervises and controls operational activities.

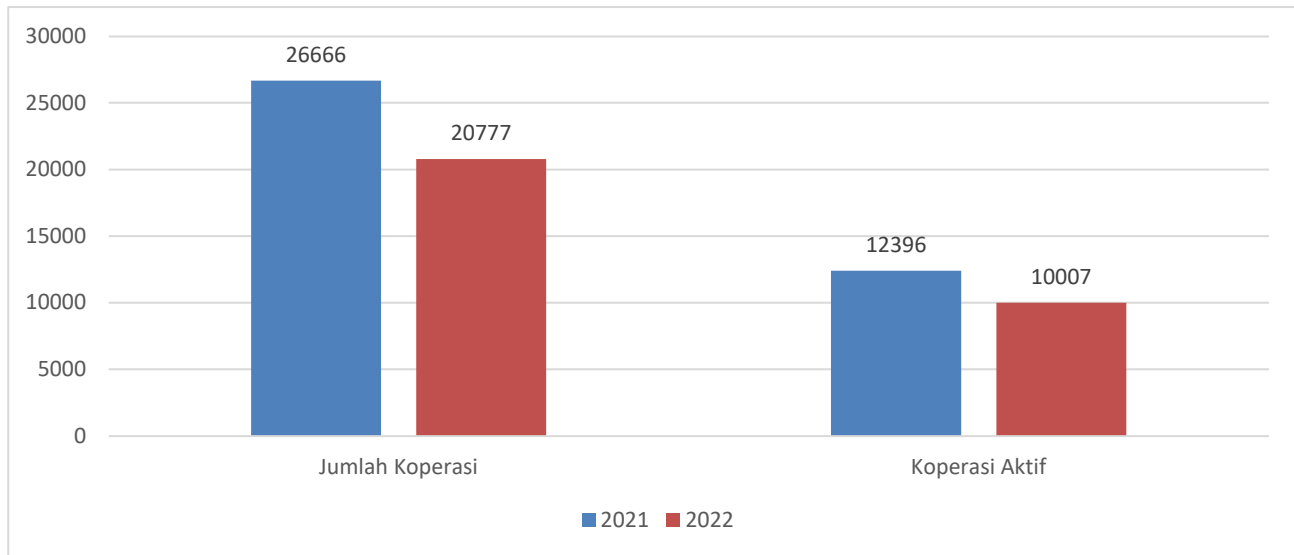


Figure 1. Number of Cooperatives and Active Cooperatives in Central Java (Units)

Source: Central Java Cooperatives and UMKM Service, 2023

Many things are attempted so that cooperatives and MSMEs operate in accordance with applicable laws, implement good governance, and comply with cooperative principles and established business standards. Cooperation with various parties is needed, including government agencies, cooperative and MSME associations, financial institutions, and other partners. This collaboration aims to optimize the support and resources available to cooperatives and MSMEs in Central Java.

The development of Micro, Small, and Medium Enterprises (MSMEs) is very important in the context of the economy. MSMEs have a significant role in creating jobs, driving economic growth, and reducing social disparities. In many countries, including Central Java, MSMEs have a large share in Gross

Domestic Product (GDP) and contribute to state revenues. The development and strengthening of MSMEs is a priority for the government and related stakeholders.

MSME development cannot be done separately or singly. Synergy and cooperation between various parties are very important to achieve success in developing MSMEs. It requires the involvement of the government, private sector, financial institutions, business associations, and society as a whole. The government has an important role in creating policies that support and facilitate the growth of MSMEs, such as providing affordable financing access, improving infrastructure, and reducing bureaucracy.

The private sector and financial institutions can act as strategic partners in

providing funding, training and market access for MSMEs. Business associations also have an important role in facilitating the exchange of information, networking, and sharing best practices between MSMEs.

On the other hand, the community can support MSMEs by purchasing local products

and providing moral support to MSME entrepreneurs. In this synergy effort, collaboration and coordination between related parties are key. The existence of dialogue forums, regular meetings, and structured cooperation mechanisms can strengthen this synergy.

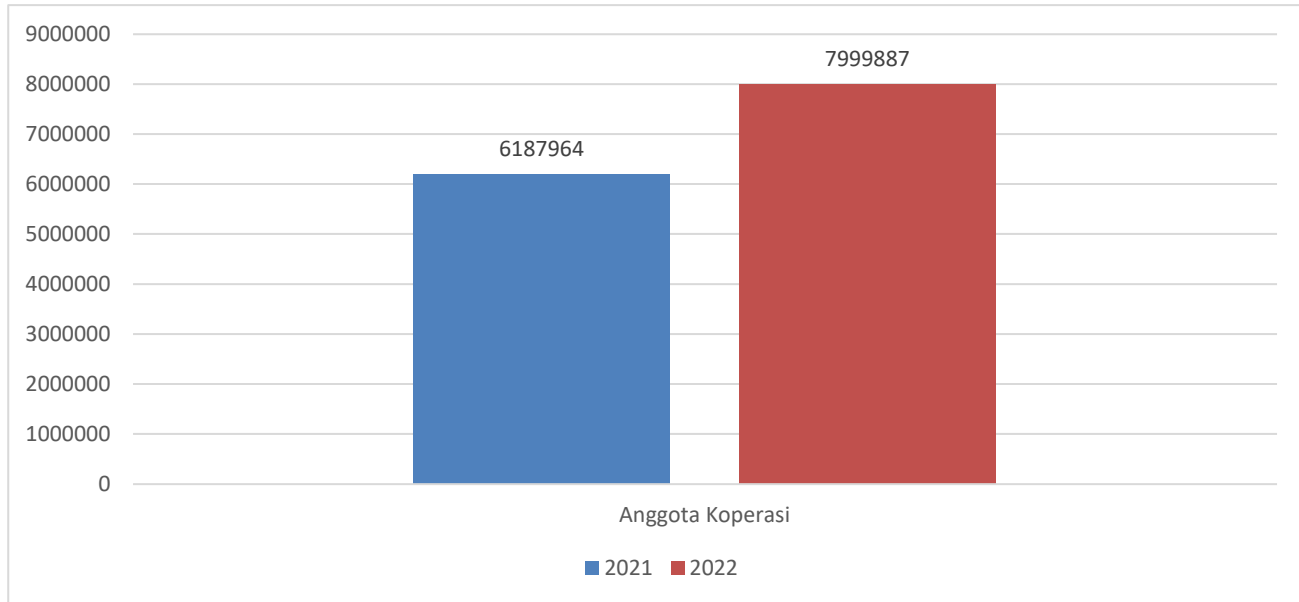


Figure 2. Number of Cooperative Members in Central Java (People)

Source: Central Java Cooperatives and UMKM Service, 2023

In the context of Central Java, the Cooperatives and MSMEs Service has a central role in coordinating MSME development efforts. This service acts as a liaison between the government, MSMEs, financial institutions, business associations, and local communities. The development of MSMEs has significant relevance in the economy. In an effort to develop MSMEs, synergy and cooperation between various parties are very important.

It requires the involvement of government, private sector, financial institutions, business associations, and the community together. With effective collaboration, MSMEs in Central Java can continue to grow and develop, providing a

greater positive impact on the economy and community welfare.

The Central Java Cooperative and UMKM Service is a provincial government agency responsible for the development, supervision, and empowerment of cooperatives and Micro, Small, and Medium Enterprises (UMKM) in the Central Java region. The Central Java Cooperative and UMKM Service has a primary role in implementing policies, programs, and activities aimed at increasing the growth and competitiveness of cooperatives and UMKM in Central Java, Responsible for designing development policies, providing technical support, supervising and controlling operational

activities, and monitoring and evaluating cooperatives and UMKM in the region.

Various programs have been implemented by the Central Java Cooperative and MSME Service in terms of empowerment, training, mentoring, and access to financing that contribute to the growth and development of cooperatives and MSMEs in Central Java. Some of the impacts produced are an increase in the number, product diversification, wider market access, and increased participation of business actors.

The number of cooperatives in Central Java is 20,777 units or a decrease of 5,889 units compared to 2021 which amounted to 26,666 units, with the number of active cooperatives as many as 10,007 units or a decrease of 2,389 units compared to 2021. Although there has been a decrease in the number of cooperatives, the percentage of active cooperatives has increased. This is based on the Central Government's policy of disbanding problematic cooperatives.

The number of members of the cooperative is 7,999,887 people or an increase compared to 2021 which was 6,187,964, so it is known that the absorption of labor in the cooperative sector increased by 1,811,923 people compared to 2021. Meanwhile, from the business side, the value of cooperative assets in Central Java is IDR 54.08 trillion or an increase compared to 2018 (IDR 23.15 trillion).

Meanwhile, the condition of fostered MSMEs until the end of 2022 at the Central Java Province Cooperatives and Small and Medium Enterprises Service currently totals 177,256 units or an increase compared to 2021 (173,431 units), consisting of 63,311 production/non-agricultural MSMEs, 28,357 agricultural MSMEs, 64,707 trade MSMEs and 20,881 service MSMEs. Of the number of fostered MSMEs, they were able to

absorb 1,320,953 workers or an increase of 9,938 people compared to 2021, with assets worth IDR 38.71 trillion or an increase of IDR 0.19 trillion compared to 2021, and turnover reaching IDR 68,387 trillion or an increase of IDR 0.14 trillion compared to 2021 (Central Java Cooperatives and UMKM Office, 2022).

Table 1. Number of Fostered MSMEs, Labor Absorption, and MSME Assets of Central Java Province

No	Indicator	Amount	
		2021	2022
1.	Fostered MSMEs (Unit)	173,431	177,256
2.	Absorption of Labor (People)	1,320,953	1,330,891
3.	Assets (Trillion)	38.9	38.71

Source: Central Java Cooperatives and UMKM Service, 2023

Although the development of Cooperatives and MSMEs in Central Java shows a positive trend, there are still many potential problems faced by both the actors and the supervisory apparatus, namely: Public knowledge about Cooperatives is relatively limited, thus affecting the perception of Cooperatives in the eyes of the public, where cooperatives are often viewed as social institutions only and not as economic institutions that are able to provide benefits to their members; Limited capacity of human resources for managers/managers of Cooperatives and MSMEs in Central Java; Limited ability and access of MSMEs in terms of production, financing, business management and marketing; The number of Cooperative and MSME supervisory apparatus in the regions is relatively limited, in addition, the capacity and support of infrastructure for apparatus in carrying out coaching and supervision is

inadequate; Communication and coordination between related parties responsible for empowering Cooperatives and MSMEs is not yet optimal.

In order to improve the achievement of development of the Cooperative and MSME sector and to determine the extent of the effectiveness of the programs/activities that have been carried out towards achieving targets in accordance with the vision and mission of the organization, it is necessary to conduct an evaluation of the program or activity and its recommendations.

Through this evaluation activity, the weaknesses or obstacles faced will be identified, so that the results can be used as information to make corrections or improvements to the implementation of the program in the future. The purpose of this study is to evaluate and provide recommendations for various programs in the strategic plan that have been implemented by the cooperative and MSME service in Central Java.

Based on several previous studies related to the evaluation of cooperative and SME empowerment programs are still studies in the form of evaluations and there are no recommendations for the evaluation. There have been no studies that examine how to evaluate and provide recommendations for various programs in the strategic plan that have been implemented by the cooperative and SME office in Central Java.

This study offers novelty by focusing more on providing recommendations for various programs in the strategic plan that have been implemented by the cooperative and SME office in Central Java with the Logical Framework and Analytic Network Process (ANP) research methods.

RESEARCH METHODS

Based on previous research, small and medium enterprises (SMEs) are businesses whose income, assets, or number of employees are below a certain level. The criteria for determining SMEs vary between countries and sometimes between industries. For example, in the European Union (EU), a business with fewer than 250 employees is considered an SME, while in the United States, an SME can have up to 1,200 employees.

In Indonesia itself, a Medium Enterprise is a stand-alone productive economic enterprise, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part of either directly or indirectly. However, SMEs face significant challenges in accessing low-cost financing, mainly due to asymmetric information between suppliers and borrowers and high transaction costs.

This leads to higher collateral requirements for SME loans with higher interest rates, thus hampering their growth. Since most Asian countries are banking-dominated economies, capital market financing is not a realistic option for SMEs. Therefore, this paper will explore solutions that can facilitate SMEs to grow through e-commerce.

The method in this study is descriptive qualitative with a quantitative approach. The descriptive qualitative method is used to build a concrete analysis in the preparation of policy recommendations, and review of the effectiveness of the Central Java provincial government's cooperative and SME development program.

The quantitative approach aims to provide recommendations for the Central Java provincial government's cooperative and SME development

program using the ANP (Analytic Network Process) method. This study uses Logical Framework analysis to determine the evaluation of the Central Java provincial government's cooperative and SME development program.

This study uses a multi-unit analysis that places the components of Cooperatives and MSMEs as respondents. The number of respondents in the study was 158 Cooperatives

and MSMEs. The units of analysis in this study are categorized into analysis unit 1 and analysis unit 2. Analysis unit 1 is a component that is a Cooperative and MSME that receives a mentoring program from the Cooperative and MSME Service of Central Java Province. While analysis unit 2 includes representatives from the mentoring team of the Cooperative and MSME Service of Central Java Province.



Figure 3. Logical Framework
Source: Data Processed, 2023

This study uses one of the evaluation models, namely the Logical Framework, as a way to evaluate the success of the program in the strategic plan that has been implemented by the cooperative and UMKM service in Central Java, especially related to the process, results, and impacts generated by the program. Dadang Solihin explains that to group the objectives of the policy program and examine the causal relationship between input, process, and results can be done with a Logical Framework analysis.

To focus the evaluation stages of a program, the Logical Framework analysis tool is used. Components that must be considered in creating a logframe matrix include: 1) Logical hierarchy, 2) indicators, 3) means and verification, 4) assumptions and risks. Furthermore, in this study, an analysis was conducted using the Analytic Network Process (ANP) model.

The most well-known multi-criteria decision-making method is the analytical hierarchy process (AHP). In this method, the

decision-making problem is decomposed into a hierarchy. At the top of the hierarchy is the decision-making objective.

The criteria are at the next level, which can be decomposed into sub-criteria (and further decomposed to lower levels). At the last level are

the alternatives. Using pairwise comparisons (explained later in this paper), the local priorities of the alternatives and the weights of the criteria are calculated. Then, it is possible to calculate the global priorities of the various alternatives and make a decision.

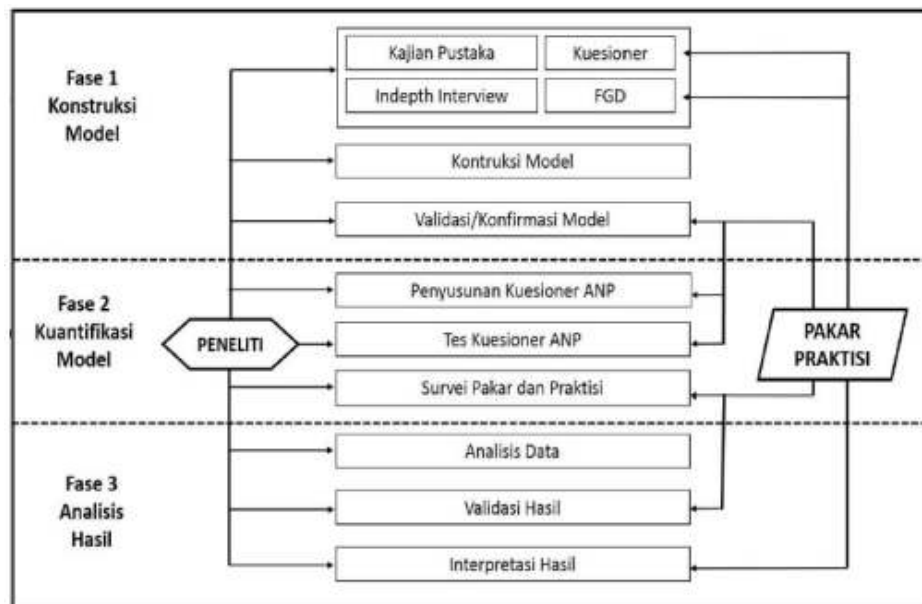


Figure 4. ANP stages

Source: Data Processed, 2024

In the field of decision-making problems, if there is an influence/dependence between criteria that is not considered by AHP, then the use of AHP can produce a less than optimal decision. In such cases, the use of the analytical network process (ANP) is more appropriate. By using ANP, we can model the dependencies and feedbacks between decision-making elements, and calculate more precise criteria weights, as well as local and global alternative priorities.

In this paper, we will explain the ANP method, present its steps using demonstrative examples, address some of the method's weaknesses based on a literature review and our experience, and propose some improvements to ANP that may have an impact on eliminating

ANP's identified weaknesses. The decision-making problem in ANP is modeled as a network, rather than a hierarchy as in AHP. ANP is a generalization of AHP.

RESULTS AND DISCUSSION

The results of the study with an inconsistency value of 0.069%, there are four elements that are the priority for providing recommendations for the development program for cooperatives and SMEs of the Central Java provincial government. The four elements are business management training, financial service product training, cooperative digitalization training, and cooperative managerial and supervision training.

From the results of the analysis used, the development of cooperatives and SMEs of the Central Java provincial government can be carried out with business management training. This is because elements of business management training are more prioritized for the development of cooperatives and SMEs of the Central Java provincial government.

Business Management Training has a value of 0.29937% of the total of all elements. While Financial Services Product Training has a value of 0.20869%; Cooperative Digitalization Training has a value of 0.23892%; and Cooperative Managerial and Supervisory Training has a value of 0.25302%.

In the Business Management Training Sub-Element, the priority is development of Cooperatives and SMEs of the Central Java Provincial Government can be done through Small Business Management Training, Small Business Management Training, and Level 1 Marketing Management Training.

With an inconsistency value of 0%, small business management training is the most priority alternative in the development of Cooperatives and SMEs of the Central Java Provincial Government with a value of 0.57143%. In addition, Operational Management and HR Training Level 1 Act. 2 and Marketing Management Training Level 1 with values of 0.28571% and 0.14286% respectively.

In the priority Financial Services Product Training Sub-Element development of Cooperatives and SMEs of the Central Java Provincial Government can be done through KSP/USP Management Training for Cashiers, Sharia Supervisory Board Training, Business and Financial Management Training Level 1 Act. 3, and Accounting and Taxation Training for Cooperatives.

With an inconsistency value of 0.099%, KSP/USP management training for cashiers is the most priority alternative in the development of Cooperatives and SMEs of the Central Java Provincial Government with a value of 0.04807%. The Sharia Supervisory Board Training sub-element has a value of 0.15297%. The Business and Financial Management Training sub-element Level 1 Act. 3 has a value of 0.26990%. The Accounting and Taxation Training sub-element for Cooperatives has a value of 0.33337%.

Business Strategy and Digital Marketing Act. 1 is the most priority alternative in the Cooperative Digitalization Training Sub-Element with a value of 0.31081%. In addition, in the Cooperative Digitalization Training sub-element there are two other alternative choices, namely Branding and E-Commerce Strategy with a value of 0.31081% and Digital Marketing Training with a value of 0.19580% with an inconsistency value of 0.051%.

Institutional Improvement Training for Community Groups/Pre-Cooperatives is the most priority alternative in the Cooperative Supervision Sub-Element with a value of 0.36773%. The Cooperative Supervision Sub-Element has two other alternatives, namely Strengthening Cooperative Institutional Data, BH/PAD Consultation, Branch Offices and BinteK in order to Increase PPKL Capacity as Cooperative Activators with values of 0.28188% and 0.19997 respectively with an inconsistency value of 0.03044%.

Analysis Logical Framework to find out the evaluation of the cooperative and SME development program of the Central Java provincial government. The Logical Framework matrix table can be seen in appendix 1. Through the questionnaire that has been conducted in

this study, the welfare of cooperative and UMKM members in Central Java Province will increase if long-term goals are achieved.

This can be seen from the increasing growth of Central Java Cooperative and UMKM turnover, the growth of Central Java Cooperative and UMKM workforce, the increasing quality of regional apparatus services, and the increasing accountability of regional apparatus performance. The Central Java Cooperative and UMKM Service is carrying out a strategic plan to encourage the formation and development of cooperatives and UMKM in Central Java.

The Cooperatives and SMEs Service of Central Java Province has made various efforts to carry out comprehensive and periodic supervision of cooperatives and SMEs in Central Java. Based on the processed data, it shows that all respondents have implemented good corporate governance including transparency policies, accountability, and conflict of interest management.

Regarding the use of financial ratios in business performance analysis, 96% of respondents stated that Cooperatives and SMEs have used financial ratios in running their business processes. The financial ratios used are debt-equity, liquidity ratio or profitability ratio. However, there are problems with cash flow related to bill payments, loans or other operational activities. This is related to the impact of the COVID-19 pandemic on business income and cash flow during the pandemic.

Capacity Building of Cooperative Extension Workers is also an important program in encouraging supervision of cooperatives. Cooperative extension workers have a strategic role in providing information, guidance, and assistance to cooperative members. Through this program, cooperative extension workers are

given training and knowledge updates so that they can provide better support in the development of cooperatives and MSMEs.

In addition to these programs, independent health assessments are also carried out. This program aims to measure and evaluate the financial and operational health of cooperatives. Through this assessment, cooperatives can gain a better understanding of their financial condition and the steps that need to be taken to improve performance and competitiveness.

By implementing various programs, the local government seeks to strengthen cooperatives and MSMEs as pillars of the local economy. Through training, mentoring, and increasing institutional capacity, it is hoped that cooperatives and MSMEs can grow and develop sustainably, and make significant contributions to economic development and the welfare of the local community. These programs also contribute to implementing the supervisory function of cooperatives and MSMEs.

Based on the results of the study, it shows that all Cooperatives and MSMEs already have training programs and risk awareness for members, administrators, and staff. This is a very good indicator because good governance can be maintained with training programs supported by an understanding of risk awareness for members, administrators, and staff as well as other stakeholders.

The results of the study further showed that 76% of Cooperatives and MSMEs have involved members in the risk management process and regular risk monitoring. Cooperatives and MSMEs also have sufficient reserves to face emergency situations or periods of declining income by 87%. Related to the quality of business management by using SOPs

and adequate administration, all respondents have implemented effective and efficient business management quality.

Complete supervision is carried out by the Cooperatives and SMEs Service of Central Java Province including supervision in the field of financial reporting. The results of the study show that Cooperatives and SMEs have healthy financial balance sheets and follow good accounting principles. However, there are many cooperatives that cannot operate optimally, close down and even have to experience legal cases.

This is due to several factors such as competition with other institutions and between cooperatives themselves, weak internal supervision of cooperatives, and the lack of a strong overall supervision mechanism. Generally, cooperatives that cannot run well are those that violate cooperative rules since their establishment, are not based on family, and tend to outsmart financial institution rules by forming cooperatives.

Therefore, technical supervision is needed, especially for cooperatives that are about to be established to ensure that the basic principles of cooperatives are implemented correctly. Then, supervision is needed regarding the business system and management, especially savings and loan cooperatives. It often happens that savings and loan cooperatives provide high interest for savings and loan instruments.

However, it is not followed by collateral that meets and credit analysis according to SOP. Finally, many cooperatives are vulnerable to closing either because they are left by customers or even left by managers. The training program designed by the Cooperatives and SMEs Service of Central Java Province generally has a positive impact on improving the quality of Cooperatives

and SMEs to be better. Based on the results of the study, training related to marketing strategies became more effective by 91%. The results of the training related to marketing strategies all respondents applied marketing techniques that had a positive impact on the income obtained. Related to business plans and long-term development strategies, Cooperative and SME managers already have good business plans.

Cooperative and MSME managers already have an effective inventory management system of 84%. There are still things that need to be improved related to product export plans. Data shows that 32% of MSME actors in particular export products. This needs to be a special concern for the Central Java Provincial Cooperative and MSME Service to have a special strategy that supports MSME actors to penetrate a more global market share.

This is very important to make MSMEs have competitive capabilities amidst the onslaught of international products entering the domestic market. MSME actors also do not yet have an understanding of export policy regulations. Therefore, training or mentoring needs to be carried out for MSME actors so that when they have a good export plan, it is certain that MSME actors already understand the complete export regulations.

Based on the results of other studies, Cooperative and MSME managers have marketed their products in *e-commerce* by 69%. This has a positive impact with increasing product sales. Regarding financial and business management techniques, 91% of respondents indicated that they already had a good understanding of financial and business management. The Training Program conducted by the Cooperatives and UMKM Service in the

Business Development and Marketing Sector aims to improve the ability of UMKM in marketing and managing UMKM through various marketing training and improving the quality of human resources in order to improve UMKM businesses.

The training carried out by Business Development and Marketing, namely digital training, is very useful for improving competitiveness in this digitalization era. Based on the evaluation results, it shows that 84% of UMKM have increased their ability in digital marketing and are marked by the entry of UMKM in various marketplaces and promotions on various social media.

Advances in information technology affect business processes. This can encourage increased demand and cost efficiency. Market Place can be interpreted as a platform that allows members to participate in exchanging information about prices and offers.

Market place provides new market opportunities for new customers to make offers. Online Marketing technical guidance is intended to improve the ability of UMKM in online marketing, including creating video content, social media, Google SEO, editing product photos and product videos. UMKM need to utilize this platform to increase market share. Therefore, this digital marketing training is felt by UMKM to have a major contribution to increasing sales.

MSMEs also need to develop new knowledge and insights derived from employee experience in organizations that have the potential to influence behavior that supports the company's success. Activities to support this can be done through training. The Cooperative and MSME Service is trying to accelerate business recovery by holding various technical guidance.

Technical Guidance for the Development of Business Production Diversification aims to increase the production and capabilities of MSMEs in business development both in the fields of crafts and food processing. Development of Productive Economic Enterprises for Rural Communities which is aimed at increasing the capabilities of MSMEs in rural areas by lifting local content (raw materials/natural resources) available in the village which are usually only sold raw, so that they can be sold with further processing that has a high selling value. This activity includes Technical Guidance in the fields of crafts and food processing.

Various trainings held by the Cooperatives and UMKM Service are very good and are felt to be beneficial for UMKM actors. However, some things that need to be added as input. The training participants are not evenly distributed. The guidance and training program implemented by the Cooperatives and UMKM Service has been quite optimal and its impact is felt by UMKM as indicated by increased sales.

However, the limited number of participants makes the training program less evenly distributed to UMKM in need. Therefore, it is necessary to map UMKM in each region, and the training needs in each cluster that has been grouped. Thus, guidance and training can be right on target and felt by UMKM in each region.

Another recommendation regarding this matter, it is also necessary to hold a TOT for the leaders or administrators of each association/cluster that has been formed so that the results of the training can be transmitted to members in the association/cluster.

According to Bappenas, clusters are groups of interrelated businesses. There are two

key elements in a cluster, namely that the changes must be interconnected and the locations between them must be close to each other. Clustering in MSMEs is very important in identifying needs, because usually in one cluster they have the same business characteristics so that the need for guidance and training will be easily determined.

Overlapping training programs between Regency/City and Provincial Services. Guidance and training activities are carried out starting from the regions, districts, cities to national levels. Training programs for MSMEs also vary greatly. The training provided by the Office in districts, provinces and nationally that is felt by the community is also almost the same, such as marketing training, strengthening institutions and management to improving product quality and branding.

Therefore, good coordination is needed from the regional, provincial and national levels so that the training programs run do not overlap with other programs. This coordination is very important in achieving common goals. Efforts to realize good coordination require a clear division of authority in the work areas of each region or level, so that there is no confusion and overlapping of training provided to MSMEs.

The training flow is not sequential from various fields and the training duration is short. According to experts, training failure often occurs because the program is not preceded by a needs analysis. Guidance and training organized by the Cooperatives and UMKM Service are held at several levels. The important thing to know is whether the UMKM that participates in the training has received previous training or not, so that it can be known what level it is at and the need to upgrade to the next level. Based on the analysis conducted through interviews, it was

found that several UMKM had received previous training, then registered again for the same training. Therefore, a needs analysis needs to be conducted before compiling a training program so that the training flow for UMKM is in accordance with what is needed and the program flow is also clear.

This needs analysis should be linked to objectives and evaluation. Training will be effective and efficient if it is in accordance with what is needed and its business strategy. Therefore, it is necessary to set clear steps in the training design that include criteria and also include training evaluation.

The age limit of 45 years for participants is considered unfair for older MSME owners. Age restrictions for training participants are also unfair to MSMEs whose owners are over 45 years old. In fact, many MSME owners who are in a position to grow are over 45 years old, and are still enthusiastic about gaining knowledge by participating in training held by the Cooperatives and MSMEs Office.

The enthusiasm of MSME owners who are within the age limit of 45 years shows their enthusiasm to be able to improve their competence. Therefore, it is hoped that age restrictions in participating in training programs need to be reconsidered. For example, if the training program is a business skill that gets mentoring, it seems that age is not a barrier. However, if the training program is in the field of technology such as web *programming* or digital marketing, it is necessary to consider productive age.

The recommendations based on this input are Digital integrative assistance (digital training). Regarding the distribution of facilitators that is not yet proportional to the number of MSMEs in Central Java, the Central

Java Provincial Cooperatives and MSMEs Office can optimize digital mentoring or training modes.

Of course, this is adjusted to the mentoring material, especially for areas that are difficult to reach face-to-face due to the limited availability of facilitators. A simple digital training mode using video calls, Zoom, or telephones that are integrated into the system is one effort to narrow the gap between the number of facilitators and the number of MSMEs in Central Java.

Periodic training is required for facilitators (Training of Trainers). A qualified facilitator is one of the powerful weapons to increase the effectiveness of mentoring or training results. The complexity of the challenges faced by MSMEs that are increasingly real requires professional facilitators. In addition to facilitator certification which is an indicator of professionalism, refresher training for facilitators is also needed.

This forum can be used as a place for discussion and learning among facilitators who have a strategic role to answer challenges found in the field. This periodic training can also improve the quality of facilitators by equipping them with the latest issues and solutions that can be used when they mentor MSMEs. With better quality facilitators, it will have an impact on the effectiveness of the program and the results of mentoring or training.

Data updates, given the large amount of data that needs to be updated, an integrated database is needed that can be easily accessed by facilitators and verification teams from the Central Java Provincial Cooperatives and SMEs Service. Changing data shows the active dynamics of Cooperatives and SMEs. Therefore, an adaptive and flexible database system is

needed so that it can follow changes that occur in the field. A valid database is very important to be able to map program participants and measure the effectiveness of the results of the mentoring or training provided.

Acceleration of MSMEs in achieving Sustainable Development Goals (SDGs). MSMEs should not only prioritize increasing profits, but also start paying attention to the surrounding community and the environment in accordance with the Triple Bottomline concept, namely the economy in the form of profit, social related to humans and the planet related to the environment.

Therefore, various guidance and training as well as socialization are needed in relation to achieving this, such as in the form of a circular economy or a green economy. The concrete forms are: for a circular economy (utilization of waste/unused materials to be reproduced into products with added value); the green economy can be realized such as products that use natural dyes or environmentally friendly packaging.

CONCLUSION

Through evaluation activities in this research, the weaknesses or obstacles faced will be identified, so that the results can be used as information formake corrections or improvements to program implementation in the future. The purpose of this study is to evaluate and provide recommendations for various programs in the strategic plan that have been implemented by the cooperative and UMKM office in Central Java. Various trainings held by the Cooperative and UMKM Office are very good and are felt to be beneficial for UMKM actors.

However, some things that need to be added as input include uneven training

participants, overlapping training programs between the Regency/City and Provincial Offices, less sequential training flows from various fields and short training durations, and the age limit of 45 years for participants is considered unfair for elderly UMKM owners.

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Appendix 1. Logical Framework Matrix

Logical Hierarchy	Indicator	Verification	Assumptions
<p>Long Term Impact</p> <p>There has been an increase in the achievements of the development of the Cooperative and MSME sectors in Central Java Province, such as:</p> <ol style="list-style-type: none"> 1. Increasing the percentage of turnover growth of Central Java Cooperatives and SMEs 2. Increasing percentage of growth in Central Java Cooperative and SME workforce 3. Improving the quality of Regional Government services 4. Increasing accountability of Regional Apparatus performance 	<ol style="list-style-type: none"> 1. % growth in turnover of Central Java Cooperatives and SMEs 2. % growth of Central Java Cooperative and SME workforce 3. Community Satisfaction Score (number) 4. Regional Device SAKIP Value (number) 	Questionnaire	If the long-term goals are achieved, the welfare of cooperative and MSME members in Central Java Province will also increase.
<p>Outcome(Results)</p> <p>The members of the Central Java Province Cooperatives and SMEs use the knowledge and facilities provided by the Central Java Cooperatives and SMEs Service.</p>	<ol style="list-style-type: none"> 1. Cooperatives and SMEs can carry out business management in accordance with applicable laws and regulations. 2. Cooperatives and SMEs can be categorized as healthy business entities. 3. Cooperatives and SMEs in Central Java Province have utilized existing suggestions and technology for their production processes. 4. Improving the quality of human resources of cooperatives and SMEs in Central Java Province in facing the development of information technology. 5. Increasing SMEs' understanding of the rules for accessing 	Questionnaire	If Cooperatives and SMEs implement the knowledge and facilities provided by the Central Java Cooperative and SME Service, the business performance of Cooperatives and SMEs in Central Java Province will increase.

	capital from banking/non-bank financial institutions.		
Process The Central Java Cooperatives and SMEs Service is implementing a strategic plan to encourage the formation and development of cooperatives and SMEs in Central Java.	1. Creating internal supervision SOPs 2. Create an early warning system indicator. 3. Create standard SOPs for cooperative regulations (maximum interest limits, loan amounts, collateral for KSP), create minimum service standards (for service cooperatives). 4. Implementing product standardization technical guidance by PLUT. 5. Initiating the formation of a forum for similar and regional MSMEs to form a community. So that the advocacy and network strengthening functions can be achieved. 6. Increasing synergy with Dekopinda through communication and division of work tasks. 7. Improving the ability of MSMEs to fulfill financing requirements, such as the ability to prepare financial reports. 8. Technical guidance activities for digitalization of financing, such as financial technology in the peer to peer lending (P2P) sector, are an alternative solution for financing MSMEs who have difficulty accessing loans from banks due to collateral issues. 9. Introduction of new financing schemes for MSMEs.	Questionnaire	1. Cooperatives can carry out business management in accordance with applicable laws and regulations. 2. Cooperatives can be classified as healthy categories 3. MSMEs can utilize technological facilities in their production processes. 4. Improving the quality of MSME human resources in facing the development of Information Technology. 5. Many MSME products have become Halal and HAKI certified 6. Increasing SME understanding of the rules for accessing capital from banking/non-bank financial institutions 7. Increasing the availability of collateral for financing for MSMEs and Cooperatives 8. Increased ability to build business networks 1. 9. Increasing understanding of MSMEs regarding loan eligibility assessment criteria

	<p>10. Mentoring program and building business networks among MSMEs and cooperatives.</p> <p>11. Coordination is needed with banking and non-bank financial institutions to provide outreach regarding loan eligibility assessments.</p> <p>12. Socialization, guidance and mentoring of MSMEs towards achieving SDGs, such as green economy training, circular economy, environmentally friendly packaging, waste processing.</p> <p>13. There is a need to increase business incubation programs for MSMEs to improve their businesses.</p> <p>14. The scope of digital marketing is too broad so that it is still not possible to understand what results will be expected from digital marketing. 15. There needs to be a program that focuses on a digital marketing platform such as an example of digital marketing, the scope of which is very broad, starting from marketing using social media, marketplaces, Google Business, self-developed websites, email marketing or online advertising.</p> <p>15. Technical guidance and training to improve production quality.</p> <p>16. Technical guidance and training to improve production quality.</p>		
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