

THE ROLE OF COOPERATION AND SMEs DEPARTMENT IN EFFORTS TO DEVELOP MSME PRODUCTS THROUGH THE “UMKM JUARA” PROGRAM IN SUKABUMI CITY

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ABSTRACT

Micro, Small and Medium Enterprises are an important sector and have a major contribution in realizing regional economic development. In this case, it contributes 60 percent to GRDP and is able to absorb labor up to 97.22 percent. Therefore, the West Java Provincial Government created the "UMKM Juara" program to empower MSMEs. The purpose of this research is to find out how the role of the Cooperative and *UMKM* Office in the efforts to develop *UMKM* products through the "UMKM Juara" program in Sukabumi City. Researchers used the theory of Gede Diva, 2009 on the role of government as a facilitator, regulator, and catalyst. The results showed that the local government has carried out its duties well in terms of facilitators, regulators, and catalysts, but there are still shortcomings in its implementation, namely: (1) the target of *UMKM* Champion participants has not been achieved as set; (2) the lack of budget from the government for the program to be implemented; and (3) the lack of awareness of some *UMKM* actors to carry out the training properly until it is completed.

Kata Kunci: *Role of local government, programs, MSMEs*

A. INTRODUCTION

Since the Covid-19 Pandemic took place in March 2020, all Indonesian people have experienced changes that are very visible and felt directly in the economic aspect, especially MSME players. In Indonesia, as many as 47% of MSMEs failed to survive because they were affected by decreased sales, decreased capital, lack of distribution, difficulty in raw materials which made it difficult to develop their products (Tempo.co 2020). 43.3% of micro businesses, 40% of small businesses, and 45.83% of medium-sized businesses in Indonesia experienced a decline during the pandemic, according to the *LIPI* Center for

Economic Research's rapid assessment survey on the impact of the Covid-19 pandemic on the performance of MSMEs in Indonesia (LIPI, 2020). There are hundreds of MSME players affected by the Covid-19 pandemic in Sukabumi City alone. Almost all MSMEs in Sukabumi City are affected by Covid-19. As a result, all activities have come to a halt and conditions are increasingly difficult, making MSME players forced to stop and unable to continue. The Mayor of Sukabumi, Achmad Fahmi, confirmed this. Most MSME players at that time only survived by relying on available raw materials. Including relatively limited capital (Pikiran Rakyat, 2020).

Micro, Small and Medium Enterprises are important sectors and have a large contribution in realizing regional economic development. Micro, Small and Medium Enterprises or abbreviated as *UMKM* is an initiative established by a person in the form of a small community business. These Micro, Small and Medium Enterprises (MSMEs) help in terms of economic growth, increasing employment opportunities, solving unemployment, creating new jobs, increasing foreign exchange and regional development. MSMEs are very helpful in increasing regional income and Indonesia's state income. In accordance with Law No.20 of 2008 article 3 concerning Micro, Small and Medium Enterprises aims to grow and develop businesses in order to build a national economy based on equitable economic democracy.

For Micro, Small and Medium Enterprises (MSMEs) in the West Java Province in 2019-2021 have increased so that there are quite a lot of MSMEs in West Java and need to be empowered. In 2022, the West Java Provincial Government hopes to have 4,000 *UMKM Juara*. The realization of the number of Champion MSMEs until 2021 was 3,500 MSMEs. A total of 2,500 people have participated in *UMKM Juara* in 2019. From June to September, the *UMKM Juara* program was implemented. It takes the form of coaching, training, licensing, infrastructure provision, financing facilitation, promotion, partnerships, and standards.

Therefore, there is a need for a real role from the West Java Provincial Government to empower MSMEs in West Java. One of these programs is *UMKM Juara*. The *UMKM Juara* program is one of the flagship programs in West Java Province.

Furthermore, identifying, facilitating, strengthening, and developing MSME products in West Java is one of the objectives of the West Java Governor Program for the 2019-2023 period. One of these activities is *UMKM Juara*. By providing information to the public and processing data to meet the demands of MSME growth for the Office of Cooperatives and Small Businesses of West Java Province. Regional Regulation No. 10/2010 on the Empowerment and Development of Cooperatives, Micro, Small and Medium Enterprises is the foundation for this activity. The provincial government uses the regulation as a guide to develop the *UMKM Juara* program that aims to improve the business class of MSMEs.

Sukabumi City, in accordance with this, has the same priorities as the Governor of West Java. The development of Micro, Small, and Medium Enterprises (MSMEs) listed in the Third Mission of Sukabumi City as stated in

the *Peraturan Daerah Nomor 3 Tahun 2019* concerning the Medium-Term Development Plan which aims to realize an advanced regional economy based on the trade sector, creative economy, and trade is the same focus here. The Third Mission of Sukabumi City is to realize an advanced regional economy based on the trade, creative economy, and tourism sectors through the principle of partnerships with the business world, the world of education, and the surrounding areas that focus on a sustainable economy, as stated in Regional Regulation No.3 of 2019 concerning the Medium-Term Development Plan.

In addition, Sukabumi City now has more Micro, Small and Medium Enterprises (MSMEs) than ever before. Sukabumi City has 47,872 MSME units in 2019, 50,834 in 2020, and 53,979 in 2021.

Table 1. Number of MSMEs in Sukabumi City

Year	2019	2020	2021
Number of MSMEs per unit	47.872	50.834	53.979

Source: Open Data Provinsi Jawa Barat

Judging from the data above, Sukabumi City should have a great opportunity to advance in the Economic and Trade Sector in accordance with the Sukabumi City Mission stated in the *Peraturan Daerah Nomor 3 Tahun 2019* concerning the Medium-Term Development Plan (2018-2023).

Of the many MSMEs in Sukabumi City, there are several categories within them. The categories of MSME businesses in Sukabumi City are as follows:

Table 2. Business Categories of MSMEs in Sukabumi City

MSME Business Category	Year		
	2019	2020	2021
Accessories	111	118	126
Batik	111	118	126
Embroidery	16	17	18
Craft	3980	4226	4488
Fashion	3885	4125	4380
Convection	2372	2519	2675
Culinary	17130	18190	19315
Foods	12529	13304	14128
Drinks	2324	2468	2621
Services/Other	5413	5748	6103
Total	47.872	50.834	53.979

Source: Open Data Provinsi Jawa Barat

The *UMKM Juara* program targets business owners in West Java who are dedicated to developing and improving their industries. The following individuals are the targets of the *UMKM Juara* program:

Table 3. Target participants of UMKM Juara activities throughout West Java

Years	MSME Target	Average MSMEs per-district/city
2019	2.500	93 MSME
2020	3.000	111 MSME
2021	3.500	130 MSME
2022	4.000	149 MSME
2023	4.500	167 MSME

Source : Petunjuk Teknik *UMKM Juara* (2022), Dinas Koperasi dan *UKM* Jawa Barat

The target is a target that must be achieved by the Office of Cooperatives and SMEs throughout West Java. Sukabumi itself must achieve the average target of MSMEs per district/city. Based on the data above, there are targets that must be achieved by Sukabumi City in running the *UMKM Juara* program, namely in 2019 as many as 93 MSMEs, in 2020 as many as 111 MSMEs, in 2021 as many as 130 MSMEs, and in 2022 as many as 149 MSMEs. The number of MSMEs participating in the *UMKM Juara* program in Sukabumi City is as follows:

Table 4. Data "UMKM Juara" programs in Sukabumi City

Data of " <i>UMKM Juara</i> " of Sukabumi City					
Year	2019	2020	2021	2022	2023
Total MSMEs	58	110	-	135	150

Source: Dinas Koperasi dan *UKM* Kota Sukabumi, 2023

Based on the data, the number of MSMEs has not yet reached the target set by the West Java Province Cooperative and SME Office. In this case, it can be seen that the implementation of the *UMKM Juara* program in Sukabumi City has been running well, but there are still things that are not optimal, one of which is the participants who have not reached the target.

The following are previous studies that researchers took as evidence that research has existed before, but the research conducted has novelty when compared to previous studies.

Christofer Ondang, et al (2019). Entitled "The Role of Local Government in Empowering Micro, Small and Medium Enterprises (MSMEs) in Minahasa Regency (A Study at the Office of Cooperatives and SMEs)". In this previous research using theoretical studies according to Jim Ife and Frank Tesoriero, namely: facilitative role, educational role, representative role and technical role. The purpose of conducting this research is to find out the role of the Regional Government in empowering micro, small and medium enterprises (MSMEs) through the Minahasa Regency Cooperative and *UKM* Office on the independence of MSMEs in Minahasa. The research method used in this research is descriptive research method using a qualitative approach.

Tranggana Gani Putra (2015). Titled "The Role of Local Government and Business Participation in the Development of Glass Bead MSMEs in Jombang

Regency". This research used purposive sampling method. Research data were collected through observation, in-depth interviews, and documentation. The data were validated by data triangulation. The data was then analyzed using interactive analysis techniques consisting of data reduction, data presentation, and conclusion drawing. The results show that the local government acts as a facilitator, which is realized through training activities, capital assistance and technology. The local government also acts as a catalyst which is realized through product promotion activities and determination of glass beads as a superior product of Jombang Regency. Meanwhile, the participation of entrepreneurs is participation in decision-making by providing ideas in group meetings between the government and entrepreneurs, then participation in implementation by coordinating training activities and participation in taking benefits in the form of increased business turnover.

Andhita Fatikha Sari (2022). Titled "Strategy of the Office of Cooperatives, SMEs, Trade and Industry in Empowering MSMEs in Sukabumi City". This study aims to determine how the Strategy of the Office of Cooperatives, SMEs, Trade and Industry in Empowering MSMEs in Sukabumi City. this research was analyzed using the three dimensions of Fred R. David and Forest R. David's strategic management theory (2016). The research method used was descriptive qualitative with data collection techniques of observation, interview and documentation. The results of this study indicate that the Strategy of the Office of Cooperatives, SMEs, Trade and Industry has been running well. However, if analyzed based on the theory of Fred R. David and Forest R. David (2016) there are still several obstacles in its implementation, namely the limitations regarding MSME empowerment activities through entrepreneurship trainings as a result of the covid-19 pandemic.

The differences between previous research and current research include the focus of research, theories taken, research methods and research locus. The first research by Christofer Ondang, et al (2019) focused on the strategy of formulating public policies that have not been in favor of MSMEs so that MSME players are hampered in product marketing and financial barriers still limit local level decision making. Using the theory according to Jim Ife and Frank Tesoriero, namely: facilitative role, educational role, representative role and technical role. The research location is in Minahasa Regency. The research method used in this study is descriptive research method using qualitative approach. The second research is by Tranggana Gani Putra (2015). This research is a case study research where the research here is about the development of glass beads and also explains the participation of entrepreneurs in the development of glass beads. The research location is in Jombang Regency. Further research by Andhita Fatikha Sari (2022). Titled "The Strategy of the Office of Cooperatives, SMEs, Trade and Industry in Empowering MSMEs in Sukabumi City". This research was analyzed using the three dimensions of Fred R. David and Forest R. David's (2016) strategic management theory, namely formulating strategies, implementing strategies and evaluating strategies.

Based on the results of the study, it is expected that when the role of the Office of Cooperatives and SMEs in efforts to develop MSME products through

the *UMKM Juara* program in Sukabumi City is carried out in accordance with the role theory proposed by Gede Diva, namely the role of government as a facilitator, regulator, and catalyst, the role of the Office of Cooperatives and SMEs in Sukabumi City in developing MSME products can run well and optimally. In addition, the role of the Sukabumi City Cooperative and SME Office can develop MSMEs through the *UMKM Juara* program and make Sukabumi MSMEs Upgrade. Upgrading is an effort made by the government to improve MSMEs and encourage fiscal instruments so that small business owners can rise from the difficult economy. In addition, making MSMEs whose business class rises from micro to small and small to medium scale in accordance with Government Regulation of the Republic of Indonesia Number 7 of 2021 concerning Ease, Protection, and Empowerment of Cooperatives and Micro, Small and Medium Enterprises.

B. LITERATURE REVIEW

Organisasi Publik

Harsono (2012: 8) Organization is essentially a structure of influence between individuals in groups who work together to achieve certain goals. The purpose of this system is to coordinate people, work, technology, work practices, and management techniques to achieve goals. According to Tsauri (2014: 32) organization is a system of working relationships and division of labor among a set of position holders who collaborate in a certain way to achieve common goals. Position holders who collaborate in a certain way to achieve certain goals.

Meanwhile, according to Mahsun (2009) the public sector includes everything related to the public interest and the provision of products or services to the general public paid for with taxes or other state funds and subject to applicable rules or laws. The public sector includes examples in the areas of security, education, health, and transportation. Public organizations play three main responsibilities as Public Goods entities (Jones, 1993): (1) Regulatory Role i.e. all laws relating to the public interest are set by public organizations. Inequality in society will occur if there are no regulations made by public sector institutions. (2) Enabling Role, here public organizations play a big role in ensuring that community activities run smoothly, safely, and orderly. (3) Direct Provision of Goods and Services, in this case public institutions have a role in regulating various production and sales operations. A number of regulations that do not harm the general public are used by the public sector to control and supervise in this situation.

From the understanding of the experts above, it can be seen that a public organization is a group of people who come together because of a common goal, namely for the public interest. Whether it is related to the public interest and the provision of products or services to the general public.

Role

Soekanto (2002: 243) Role is a dynamic aspect of position (status). If someone carries out the rights and obligations in accordance with his position, he carries out a role. The roles and both are inseparable, because one depends on the

other and vice versa. There is no role without position or position without role. Everyone has various roles that come from their social patterns.

Meanwhile Levinson (2001: 224) A person's role can affect how far they can anticipate the behavior of others... The role attached to a person must be distinguished from social position and association. A person's position in society (social position) is a static element that shows the individual's place in the organization of society. Role shows more on function, self-adjustment and as a process. So someone occupies a position in society and carries out a role.

Program

Arikunto and Safruddin (2004: 2) there are two general and specific definitions of the term. In general terms, a program is defined as a plan. While in a specific sense, a program is defined as a unit or unit of activity that is the realization or implementation of a policy, takes place in a continuous process and occurs in an organization involving a group of people.

Jones (1996: 295) argues that "the program is the first element that must exist for the creation of an activity". Furthermore, Jones also explains that in the program several aspects are made:

1. Activity objectives to be achieved
2. Activities taken in achieving the goal
3. Rules to abide by and procedures to follow
4. Rules to abide by and procedures to follow
5. Estimated budget required
6. Implementation strategy

Thus, researchers can conclude that a program is a concrete action of a plan or goal. The program is also an action based on a clear theoretical model, namely before determining the social problem to be overcome and starting to intervene, there must be serious thought about how and why the problem occurred and what is the best solution. So in determining a program, it must be formulated carefully and in accordance with the needs in order to achieve goals through the participation of the program implementers.

C. METHOD

The research method used in this research is descriptive qualitative research method. The definition of qualitative research methods according to Creswell in his book entitled *Research Design* (2016: 4-5) states that: "Qualitative research is a method for exploring and understanding the meaning that comes from an individual or group of people who come from social problems. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data and participants, analyzing data inductively from specific themes to general themes and interpreting the meaning of data. Anyone involved in this form of qualitative research should adopt an inductive style of research, focusing on individual meaning and interpreting the complexity of a problem".

From the above definition, it is known that qualitative research method is a research method used on a problem phenomenon to understand the meaning of social issues.

In this study, researchers sought and found out the meaning of social phenomena about the role of the Office of Cooperatives and SMEs in MSME Product Development Efforts through the "*UMKM Juara*" program in Sukabumi City, then in the process researchers analyzed these issues that had a relationship with social problems by implying important efforts, namely by asking questions to participants and collecting data which were then analyzed and interpreted using a descriptive approach.

To determine the informants, researchers used purposive sampling technique which is a non-probability sampling technique where this technique does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. The data collection techniques used by researchers are through observation, interviews and documentation. Then to test the validity of the data is done by triangulating data sources, triangulating techniques, and triangulating time as stated by Sugiono (2018: 274). The data analysis technique used in this research is to use the data analysis flow proposed by Miles and Huberman (2014: 16-21) which states that data analysis has three lines of activity, namely data reduction, data presentation, and conclusion drawing and verification.

D. EXPLANATION

At this stage, researchers collect and present existing information and interpret the results of field research using the role theory model according to Gede Diva (2009: 15-18) including: the role of government as a facilitator, the role of government as a regulator, the role of government as a catalyst.

Government's Role as Facilitator

The government's role as a facilitator is that of a figure who facilitates MSMEs to achieve their business development goals. In the context of facilitation, the government can provide something in the form of money or goods or other subsidized services.

The government seeks to facilitate MSMEs so that they can be independent and develop in accordance with the *Undang-Undang Nomor 20 Tahun 2008* article 3 concerning Micro, Small and Medium Enterprises aims to grow and develop businesses in order to build a national economy based on equitable economic democracy. Therefore, the West Java Provincial government created a flagship program, namely "*UMKM Juara*" which has been running from 2019 - until now.

In 2022, the West Java Provincial Government hopes to have 4,000 *UMKM Juara*, but the realization is only up to 3,500 in 2021, as many as 2,500 people have participated in *UMKM Juara* in 2019. From June to September, the *UMKM Juara* program will be implemented in 2023. It will be in the form of coaching, training, licensing, infrastructure provision, financing facilitation, promotion, partnership and standardization.

Table 5. Number of MSMEs in West Java

No	Name of City/Regency in West Java	Number of MSMEs/ Year		
		2019	2020	2021
1	Bogor Regency	449.059	476.844	506.347
2	Sukabumi Regency	322.086	342.015	363.176
3	Cianjur Regency	300.302	318.882	338.612
4	Bandung Regency	422.992	449.164	476.954
5	Garut Regency	310.279	329.477	349.863
6	Tasikmalaya Regency	225.181	239.114	253.908
7	Ciamis Regency	167.291	177.642	188.633
8	Kuningan Regency	113.609	120.639	128.103
9	Majalengka Regency	187.792	199.411	211.749
10	Sumedang Regency	139.134	147.743	156.884
11	Indramayu Regency	228.747	242.900	257.929
12	Subang Regency	203.282	215.859	229.215
13	Purwakarta Regency	104.463	110.926	117.790
14	Karawang Regency	279.705	297.011	315.388
15	Bekasi Regency	276.635	293.752	311.927
16	West Bandung Regency	187.128	198.707	211.001
17	Pangandaran Regency	72.191	76.658	81.401
18	Cirebon Regency	302.452	321.166	341.037
19	Bogor City	103.457	109.858	116.656
20	Sukabumi City	47.872	50.834	53.979
21	Bandung City	411.810	437.290	464.346
22	Cirebon City	48.162	51.142	54.306
23	Bekasi City	243.127	258.170	274.143
24	Banjar City	31.006	32.925	34.962
25	Depok City	194.433	206.463	219.238
26	Cimahi City	68.141	72.357	76.833
27	Tasikmalaya City	109.093	115.843	123.010

Source: Open Data Provinsi Jawa Barat

The terms and conditions for MSMEs to participate in this *UMKM Juara* program are as follows:

1. Residents of West Java;
2. Minimum age 20 and maximum age 50;
3. Highly motivated, capable and familiar with the use of digital tools;
4. Business turnover of more than 100 million/year;
5. Have a minimum license of NIB;
6. Have been in business for at least 2 years.

In this case, the role of local government is very important to make regional MSMEs more empowered and upscale. In line with this, Sukabumi City has the same priorities as the Governor of West Java. The development of Micro, Small and Medium Enterprises listed in the Third Mission of Sukabumi City as stated in

the *Peraturan Daerah Nomor 3 Tahun 2019* concerning the Medium-Term Development Plan (RPJMD) which aims to realize an advanced regional economy based on the trade sector, creative economy, and trade is the same focus here.

Sukabumi City MSMEs are expected to thrive with the help of this program designed by the West Java provincial government, allowing them to expand their product markets overseas. Identifying, facilitating, strengthening and developing MSME goods in West Java is one of the objectives of the West Java Governor's Program for the 2019-2023 period. One of these activities is *UMKM Juara*. In addition, the demands of MSME development must be met. The *UMKM Juara* program also provides MSMEs to be able to access markets and access permits easily.

In addition, Sukabumi City now has more Micro, Small and Medium Enterprises (MSMEs) than ever before. Sukabumi City has 47,872 MSME units in 2019, 50,834 in 2020, and 53,979 in 2021.

Table 6: Number of MSMEs in Sukabumi City

Year	2019	2020	2021
Number of MSMEs per unit	47.872	50.834	53.979

Source: Open Data Provinsi Jawa Barat

Based on these data, it is clear that MSMEs in Sukabumi City are increasing every year. Based on this data, Sukabumi City should have a great opportunity to advance in the Economic and Trade Sector in accordance with the Sukabumi City Mission as stated in Regional Regulation No.3 of 2019 concerning the Medium-Term Development Plan (2018-2023).

The *UMKM Juara* program targets business owners in West Java who are dedicated to developing and improving their industries. The following individuals are the targets of the *UMKM Juara* program:

Table 7. Target participants of UMKM Juara activities throughout West Java

Year	Target MSMEs	Average MSMEs per-district/city
2019	2.500	93 <i>UMKM</i>
2020	3.000	111 <i>UMKM</i>
2021	3.500	130 <i>UMKM</i>
2022	4.000	149 <i>UMKM</i>
2023	4.500	167 <i>UMKM</i>

Source: Petunjuk Teknik *UMKM Juara* (2022), Dinas Koperasi dan *UKM* Jawa Barat

The target is a target that must be achieved by the Office of Cooperatives and SMEs throughout West Java. Sukabumi itself must achieve the average target of MSMEs per district/city. Based on the data above, there are targets that must be achieved by Sukabumi City in running the *UMKM Juara* program, namely in 2019 as many as 93 MSMEs, in 2020 as many as 111 MSMEs, in 2021 as many as 130 MSMEs, in 2022 as many as 149 MSMEs and in 2023 as many as 167

MSMEs. The number of MSMEs participating in the *UMKM Juara* program in Sukabumi City is as follows:

Table 8. Data on the number of Sukabumi City Champion MSMEs

Data on Sukabumi City Champion MSMEs					
Year	2019	2020	2021	2022	2023
Number of MSMEs	58	110	-	135	150

Source: Dinas Koperasi dan *UKM* Kota Sukabumi

Based on researcher interviews, *UMKM Juara* participants have increased every year but have not yet reached the target set by the West Java Provincial Office. Based on the results of interviews with informants, in 2023 the expected target is 167 MSMEs participating in *UMKM Juara*. A total of 150 out of 300 MSMEs that registered to join the *UMKM Juara* program. These 150 MSMEs were obtained from the selection carried out by the coordinator and assistants. A total of 30 MSMEs were selected from each of the 5 assistants to participate in *UMKM Juara*. Coordinators and assistants did not select all MSMEs because there was a selection and only those that passed the selection could participate in *UMKM Juara*. Based on the data on the number of MSMEs obtained from the results of these interviews, it still has not reached the target set by the West Java Province Cooperative and SME Office. In this case, it can be seen that the implementation of the *UMKM Juara* program in Sukabumi City has been running well but there are still things that are not optimal, one of which is the participants who have not reached the target.

Government's Role as Regulator

The government's role as a regulator is that the government has the power to make policies that make it easier for MSME businesses to develop their businesses. In carrying out the regulatory function, the government divides policy-making authority into two. The authority of the central government and the authority of local governments are carried out by their respective governments.

Based on the results of interviews conducted with the Head of the *UMKM* Division of the Sukabumi City Cooperative and *UKM* Office, the government, both central, provincial and local governments, has carried out its role as a regulator for MSMEs. The government seeks to facilitate MSMEs so that they can be independent and develop in accordance with the *Undang-Undang Nomor 20 Tahun 2008* article 3 concerning Micro, Small and Medium Enterprises aims to grow and develop businesses in order to build a national economy based on equitable economic democracy. Therefore, the West Java Provincial Government created a flagship program called "*UMKM Juara*" which has been running from 2019 - until now. For Sukabumi City itself, it is in accordance with the 3rd Mission of Sukabumi City stated in the *Peraturan Daerah Nomor 3 Tahun 2019* concerning the Medium-Term Development Plan (RPJM) which aims to realize an advanced regional economy based on the trade sector, creative economy, and tourism through the principle of partnership with the business world, the world of education, and the surrounding area.

However, based on the results of interviews with all informants, there are still obstacles regarding its implementation. Among them is the lack of funds from the government for the implementation of the *UMKM Juara* program so that the assistant coordinator and assistants often use their personal money so that the program can run well. In addition, there are *UMKM* participants who rarely attend one of the training programs until it is completed. However, despite these obstacles, the implementation of *UMKM Juara* in Sukabumi City is running smoothly and has received several awards at the West Java Province level.

Government's role as a catalyst

Literally, a catalyst is a substance added to a reaction with the intention of increasing the speed of the reaction. Based on this, the role of local government as a catalyst for MSME development is to accelerate the process of developing MSMEs into fast moving enterprises. Fast moving enterprises are MSMEs that have an entrepreneurial spirit and will transform into large businesses. To achieve the development of fast moving enterprises, local governments are involved in the process. To be able to carry out its role as a catalyst, the government takes various steps such as empowering creative communities to be productive rather than consumptive, rewarding MSMEs, intellectual infrastructure for MSMEs (protection of intellectual property rights) and capital.

Based on the results of interviews with all informants, efforts are made to create developments to accelerate the upgrading of these MSMEs, namely by conducting training, business meetings, benchmarking / exhibitions outside the province, access to e-commerce markets, market places, digitalization. In addition, access to licensing is facilitated and guided in making PIRT certificates, halal certificates, BPOM, IPR, and also brand rights.



Figure 1. Activities conducted for Champion MSMEs (Source: instagram *UMKM Juara* Sukabumi City, 2023)

Based on the results of the interview, Sukabumi City MSMEs that participated in the *UMKM Juara* program have gone international. There are several MSMEs that have been exported abroad from *UMKM Juara*, including samutut tempe chips and ahen premium liquid sugar. At the national level, the program has also started to work with several cities in Indonesia.



Figure 2. Promotion of Sukabumi City *UMKM Juara* Products on the terrace of IKEA Kota Parahyangan
(Source: instagram *UMKM Juara* Sukabumi City, 2023)

Based on the results of interviews with informants, assistants always provide encouragement in the form of motivation to MSMEs to continue trying to learn. There are still many MSMEs that have not fully completed the *UMKM Juara* program. Based on interviews with informants, some MSMEs are lazy to listen to and participate in the training provided, which results in not attending or coming back to the next training.

E. CONCLUSION

Based on the results of research conducted by researchers from data collection to discussion of the role of the Office of Cooperatives and SMEs in developing MSME products through the *UMKM Juara* program in Sukabumi City using Gede Diva's 2009 theory, the following conclusions can be drawn:

1. Government's Role as Facilitator

The government strives to facilitate MSMEs so that they can be independent and develop in accordance with the *Undang-Undang Nomor 20 Tahun 2008* article 3 concerning Micro, Small and Medium Enterprises aims to grow and develop businesses in order to build a national economy based on equitable economic democracy. Therefore, the West Java Provincial Government created a flagship program called "*UMKM Juara*" which has been running from 2019 - until now. The government, especially the Sukabumi City Cooperative and SME Office, has run it well. However, in this case it appears that the implementation of the *UMKM Juara* program in Sukabumi City has been running well but there are still things that are not optimal, one of which is the participants who have not reached the set target.

2. Government's Role as Regulator

There are still obstacles regarding its implementation. Among them is the lack of funds from the government for the implementation of the *UMKM Juara* program, so that the assistant coordinator and assistants often use their personal money so that the program can run well. In addition, there are *UMKM* participants who rarely attend one of the training programs until it is completed. However, despite these obstacles, the implementation of *UMKM Juara* in Sukabumi City is running smoothly and has received several awards at the West Java Province level.

3. Government's Role as a Catalyst

The role of the government has been very good in terms of making changes, in this case the government has made new things including training, business meetings, benchmarking / exhibitions outside the province, e-commerce market access, market place, digitalization. In addition, access to licensing is facilitated and guided in making PIRT certificates, halal certificates, BPOM, IPR, and also brand rights. The new achievement has made several MSMEs able to send their products abroad. However, awareness is needed from other MSMEs who participate in this *UMKM Juara* program until it is completed and are consistent in moving forward.

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