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## IMPLEMENTATION OF JAKARTA ENTREPRENEUR PROGRAM IN CULINARY MSME DEVELOPMENT UNDER GOVERNOR REGULATION 2/2020

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### Abstract

This study aims to analyze the implementation of the Jakarta Entrepreneur Program in supporting the development of culinary MSMEs by the PPKUKM Office based on Governor Regulation No. 2 of 2020 and assess its effectiveness in encouraging the growth of culinary MSMEs. This study uses a normative legal research method with an analysis approach to legal norms, principles, and doctrines contained in laws and regulations as well as legal literature. This method relies on secondary data to evaluate legal regulations and provide a systematic understanding of the policies implemented. The results of the study show that the Jakarta Entrepreneur Program aims to support the development of MSMEs, especially in the culinary sector, to improve community welfare and reduce poverty. This program covers seven main stages (7Ps), namely registration, training, mentoring, licensing, marketing, financial reporting, and financing. Although the program has succeeded in increasing MSME participation and providing free facilities such as packaging design and certification, various obstacles remain. Some of the main challenges include a limited understanding of entrepreneurship, technical problems, and the need to improve the effectiveness of the program. To increase the impact of the program, improvements are needed in training specifications, financial reporting systems, and ongoing evaluations to ensure the effectiveness and sustainability of the program in the long term.

**Keywords:** Jakarta Entrepreneur, Programmes, MSMEs, PPKUKM Office

### Abstrak

*Penelitian ini bertujuan untuk menganalisis implementasi Program Jakarta Entrepreneur dalam mendukung pengembangan UMKM kuliner oleh Dinas PPKUKM berdasarkan Pergub No. 2 Tahun 2020 serta menilai efektivitasnya dalam mendorong pertumbuhan UMKM kuliner. Penelitian ini menggunakan metode penelitian hukum normatif dengan pendekatan analisis norma hukum, prinsip, dan doktrin yang terdapat dalam peraturan perundang-undangan serta literatur hukum. Metode ini bertumpu pada data sekunder untuk mengevaluasi aturan hukum dan memberikan pemahaman sistematis terhadap kebijakan yang diterapkan. Hasil penelitian menunjukkan bahwa Program Jakarta Entrepreneur bertujuan mendukung pengembangan UMKM, khususnya di sektor kuliner, guna meningkatkan kesejahteraan masyarakat dan mengurangi kemiskinan. Program ini mencakup tujuh tahapan utama (7P), yaitu pendaftaran, pelatihan, pendampingan, perizinan, pemasaran, pelaporan keuangan, dan pembiayaan. Meskipun program ini*

*telah berhasil meningkatkan partisipasi UMKM serta memberikan fasilitas gratis seperti desain kemasan dan sertifikasi, berbagai kendala masih dihadapi. Beberapa tantangan utama meliputi keterbatasan pemahaman kewirausahaan, permasalahan teknis, serta efektivitas program yang masih perlu ditingkatkan. Untuk meningkatkan dampak program, diperlukan perbaikan dalam spesifikasi pelatihan, sistem pelaporan keuangan, serta evaluasi yang berkelanjutan guna memastikan efektivitas dan keberlanjutan program dalam jangka panjang.*

**Kata kunci:** Jakarta Entrepreneur, Program, UMKM, Dinas PKKUMK

## INTRODUCTION

In the development of a country, the existence of an entrepreneurial sector is very important. Industrialization is considered a strategy and foundation by many countries to change the economic structure. Business ventures are seen as an effective way to overcome problems such as underdevelopment, poverty, inequality, and unemployment. The prolonged economic crisis in Indonesia can be attributed, in part, to the lack of a platform to encourage and enhance entrepreneurial activities. Entrepreneurial activities are businesses in the economic sector that include various industries, trade, services, and financing (Hassan dkk., 2023). A business is defined as any action, deed, or activity in the economic field carried out by an individual or entrepreneur to obtain profit and/or income. The progress of economic globalization has removed the boundaries in the establishment of business companies (Aristyowati dkk., 2024).

Economic growth in Indonesia is inseparable from the significant role of Micro, Small, and Medium Enterprises (MSMEs). The contribution of MSMEs to the Indonesian economy encourages economic equality, increases state foreign exchange earnings, improves community welfare, creates jobs, and acts as a stabilizer in the face of economic crises. MSMEs are defined as productive businesses owned by individuals or business entities that meet certain criteria. The empowerment of small and medium enterprises can encourage economic growth and development by creating jobs and generating income (Rahardjo & Rustanto, 2024). In addition, these efforts contribute to income equality in the community.

Small and medium enterprises involve various groups that are involved in their business activities. In the era of globalization, MSMEs play an important role in the Indonesian economy, functioning as a major support system for national economic growth. According to data from the Ministry of Cooperatives and SMEs, MSMEs contribute 60.5% to Indonesia's Gross Domestic Product (GDP) (Rahman, 2023). Among the various sectors, the culinary industry is one of the fastest growing, especially in Jakarta, which is famous for its diverse culinary offerings. However, MSMEs in the culinary sector often face various challenges, including limited market access, insufficient capital, ineffective business management, and technological gaps. Therefore, the development of culinary MSMEs has become a government priority to encourage sustainable economic growth, achieve a balanced and equitable national economic structure, and maximize its potential.

To support and encourage the development of MSMEs in Indonesia, the DKI Jakarta Provincial Government launched the Jakarta Entrepreneur program. Jakarta Entrepreneur

is an implementation of Governor Regulation No. 2 of 2020, which focuses on Integrated Entrepreneurship Development (PKT), which refines previous regulations in line with the Regional Medium-Term Development Plan. The term ‘Jakarta Entrepreneur’ combines ‘Jak’ which represents the Jakarta brand identity, and ‘preneur’ which comes from ‘entrepreneurship’, which is the main focus of this program (Amellya, 2023).

Jakarta Entrepreneur is a platform for creation, facilitation, and collaboration in the development of MSMEs through an entrepreneurial ecosystem. Jakarta Entrepreneur involves long-term partnerships and other activities designed to improve entrepreneurial skills and independence. The legal basis for the Jakarta Entrepreneur program includes Governor Regulation No. 102 of 2018 concerning Comprehensive Entrepreneurship Training (PKT), and subsequently, Governor Regulation No. 2 of 2020 concerning Integrated Entrepreneurship Training (PKT). These regulations are in line with the legal framework of Law No. 11 of 2020 concerning Job Creation, especially the provisions regarding the establishment, protection, and empowerment of small and medium enterprises. Through Jakarta Entrepreneur, the government aims to build an ecosystem that supports the growth of culinary MSMEs. This is in line with the government's goal of improving the quality of local products so that they can compete in national and international markets.

The Jakarta Entrepreneur program aims to support the growth and development of MSMEs in Jakarta. The objectives include improving the community's economy and empowering individuals to foster entrepreneurship. Through this program, the DKI Jakarta Provincial Government provides various forms of access to participants to facilitate business development. The facilities and benefits of this program are structured in seven stages, known as the ‘7Ps’, which include: Entrepreneur Registration, Entrepreneur Training, Entrepreneur Assistance, Business Licensing, Easy Access to Capital, Product Marketing, and Financial Reporting.

The Jakarta Entrepreneur program aims to simplify the process for MSME entrepreneurs to improve their skills and achieve self-reliance in business development through collaboration between the provincial government, educational institutions, businesses, communities, and other stakeholders (Aditya dkk., 2024). The program, known as ‘Jakarta Entrepreneur’, aims to create 200,000 new entrepreneurs through collaboration between the DKI Jakarta Provincial Government, educational institutions, the business sector, communities, and other stakeholders. Currently, many companies are partnering with Jakarta Entrepreneur, including Grab, Gojek, Bukalapak, Shopee, and Tokopedia. In addition, Jakarta Entrepreneur also collaborates with 47 universities and cooperatives. As a result, many business people who are fostered through Jakarta Entrepreneur have succeeded in advancing their businesses.

The coaching of business people through the Jakarta Entrepreneur program is carried out by six Regional Work Units (SKPD) by their duties, main functions, and services provided, including The Jakarta Provincial Office of Industry, Trade, Cooperatives, and Small and Medium Enterprises (Dinas PPKUKM), the Jakarta Provincial Office of Food Security, Maritime Affairs and Fisheries, and Agriculture (Dinas KPKP), the Jakarta

Provincial Office of Manpower, Transmigration, and Energy (Dinas TKTE), the Jakarta Provincial Office of Empowerment, Child Protection, and Population Control (Dinas PPAPP), Jakarta Province Tourism and Creative Economy Office (Dinas Parekraf), and Jakarta Province Social Office (Dinas Sosial). In the implementation of the Jakarta Entrepreneur Program, the Jakarta Province Office of Cooperatives, Small and Medium Enterprises, and Trade is responsible for coordinating the implementation of the PKT as regulated in Governor Regulation No. 2 of 2020.

In the implementation of the Jakarta Entrepreneur Program, several phenomena occur as follows:

First, the Jakarta Entrepreneur Development Programme: Nala, a coffee trader. Nala is one of the coffee traders participating in the Jakarta Entrepreneur program. Nala stated that business promotion and participation through exhibitions and bazaars in the Jakarta Entrepreneur program are very beneficial. Nala gets the ease of marketing, a faster certification process, and the opportunity to trade at events or bazaars. Second, the Jakarta Entrepreneur Development Programme: Neru Kusumawati, owner of Mer's Cake & Pasta. Neru is a beneficiary of the Jakarta Entrepreneur Development Programme. In addition to being taught creative and innovative entrepreneurship skills, business people also gain knowledge of marketing strategies. Currently, Neru has expanded her business by opening a branch.

Third, the Jakarta Entrepreneur Development Programme: Bayu, owner of Haw's Kitchen. Bayu joined Jakarta Entrepreneur in January 2019. After joining, Bayu participated in the Jakarta Entrepreneur Programme, where he gained a variety of entrepreneurial knowledge, ranging from general knowledge to specific skills to develop creativity in entrepreneurship. Bayu was not only taught about entrepreneurship but also how to manage business finances. By participating in the Jakarta Entrepreneur Programme, Bayu gained access to funding and business licensing facilities. In addition, during the business startup phase, Bayu also received assistance from Jakarta Entrepreneur.

The implementation of the Jakarta Entrepreneur Programme has had a significant impact on the development and growth of Micro, Small, and Medium Enterprises (MSMEs) in Jakarta, particularly in terms of increasing business turnover and facilitating MSMEs to move up to higher business categories. Based on statistical data released by the DKI Jakarta Provincial Government, since the program was launched, a large number of MSMEs have successfully grown their businesses, showing a marked improvement in financial performance and business sustainability. As of 2023, around 298,785 MSMEs have registered and actively participated in various Jakarta Entrepreneur initiatives. Of these, more than 189,000 MSMEs have completed the structured training and mentoring phase, equipping them with essential skills in financial management, digital marketing, branding, and business strategy.

An important indicator of the program's success is the increase in business turnover among MSMEs that have undergone the Jakarta Entrepreneur training and mentoring process. Official data shows that MSMEs participating in Jakarta Entrepreneur have

reported average revenue increases ranging from 30% to 200% in the first year after joining the program. For example, the Jakarta Cooperatives and Small and Medium Enterprises Office (Dinas PPKUKM) noted that in 2022, 57,123 MSMEs recorded an average revenue growth of 48.7%, reflecting the effectiveness of business assistance and facilitated access to capital provided by Jakarta Entrepreneur. In addition, 12,450 MSMEs reported an increase in income of more than 100%, which shows that comprehensive training and improved market access significantly contributed to improved business performance.

In addition to financial growth, the Jakarta Entrepreneur Program has successfully facilitated the upgrading of MSMEs to higher business classifications, often referred to as ‘graduation’. The process of upgrading MSMEs involves a transition from micro to small businesses, from small to medium businesses, and finally from medium to large businesses. Government data highlights that between 2021 and 2023, at least 24,300 MSMEs successfully transitioned from micro to small businesses, while 6,700 MSMEs upgraded from small to medium businesses. In addition, around 1,250 MSMEs have achieved large-scale operations, expanding their market reach beyond Jakarta and entering national and even international markets. This upward mobility is facilitated through structured business assistance, access to financial services, and networking opportunities with key industry players.

A significant contributing factor to the growth of MSMEs under Jakarta Entrepreneur is the digital transformation strategy embedded in the program. The introduction of e-commerce integration has enabled more than 95,000 MSMEs to create online business profiles, thus reaching a wider consumer base through platforms such as Tokopedia, Shopee, Bukalapak, and GrabFood. The impact of digitalization has been significant, with digitally integrated MSMEs reporting an average increase in sales of 62.4%, compared to MSMEs that are not digitally integrated. In addition, MSMEs participating in the government procurement program through Jakarta Entrepreneur have collectively secured contracts worth IDR 1.2 trillion by 2023, further strengthening their financial stability and potential for business expansion.

The structured approach of the Jakarta Entrepreneur Programme to financial assistance also plays an important role in the development of MSMEs. The DKI Jakarta Provincial Government has collaborated with banking institutions and fintech companies to provide low-interest financing and microloans, enabling MSMEs to scale up their businesses. By 2022, as many as 48,920 MSMEs had accessed business capital through Jakarta Entrepreneur, with a total disbursed fund of more than IDR 3.5 trillion. Of these, 35,200 MSMEs successfully utilized the funds to increase production capacity, improve product quality, and create more jobs.

Beyond financial metrics, the social impact of Jakarta Entrepreneur is equally important. The program has contributed to job creation, with an estimated 560,000 new jobs generated as a direct result of the expansion of MSMEs facilitated by Jakarta Entrepreneur. This figure is in line with the government's goal of reducing unemployment and encouraging inclusive economic growth in Jakarta. In addition, the program has also



strengthened entrepreneurial resilience, with 85% of Jakarta Entrepreneur participants reporting increased confidence in business decision-making and strategic planning.

Although the Jakarta Entrepreneur Programme has significant potential, there are still challenges in its implementation. Some micro, small, and medium enterprises (MSMEs) may not be fully aware of the benefits of the program, face financial constraints, or face obstacles in the dissemination and training provided. Therefore, research on the implementation of this program is very important to assess its effectiveness. Previous research shows that government support through culinary MSME development programs can improve business performance. However, the effectiveness of each program can vary depending on several factors, including the characteristics of the business owner and the local context. Therefore, an in-depth study of the Jakarta Entrepreneur Programme is needed. This study will enable the PPKUKM Office to improve the program and increase its support for MSMEs by implementing the Jakarta Entrepreneur Programme to encourage the growth and sustainability of culinary MSMEs. Understanding these challenges will provide valuable insights for the PPKUKM Office to design more effective and efficient programs.

With this background, this study is expected to contribute to understanding how government programs can play a role in developing MSMEs, especially in the culinary sector. In addition, this study is expected to provide useful recommendations for future policy development. Based on the above background, this study aims to further explore how the Jakarta Entrepreneur Programme is implemented in supporting the development of culinary MSMEs by the PPKUKM Office following Governor Regulation No. 2 of 2020, and how effective the implementation of the Jakarta Entrepreneur Programme is in developing culinary MSMEs by the PPKUKM Office.

## **METHOD**

This study uses the Normative Legal Research Method, which focuses on the analysis of legal norms, principles, and doctrines contained in legislation, cases, and legal literature. Unlike empirical research, normative legal research relies primarily on secondary data, such as legal texts and scientific writings, to interpret, systematize, and evaluate legal provisions. This approach is very important for developing legal arguments, assessing regulatory consistency, and proposing legal reform through doctrinal analysis (Barlian, 2018). This study examines the implementation of the Jakarta Entrepreneur program in supporting the development of culinary micro, small, and medium enterprises (MSMEs) by the Industry, Trade, Cooperatives, and MSMEs Office (Dinas PPKUKM), following Governor Regulation No. 2 of 2020. In addition, the study also evaluates the effectiveness of the program in encouraging the growth of MSMEs in the culinary sector.

This study involved a sample of 50 MSME actors who participated in the Jakarta Entrepreneur program. Data collection was carried out through analysis of regulatory documents, reports, and policy documents, supplemented by interviews with policymakers and program participants. The data analysis method used qualitative descriptive analysis, which involved interpreting legal texts, comparing regulatory frameworks, and assessing the effectiveness of policy implementation. The analysis is

also supported by triangulation, to ensure the validity and reliability of the findings through cross-verification from various sources. The findings show that the Jakarta Entrepreneur program plays an important role in the development of MSMEs by providing structured support through seven main stages: registration, training, mentoring, licensing, marketing, financial reporting, and access to funding. Despite the benefits, there are still several challenges, including limited entrepreneurial awareness, technical difficulties, and the need for more specific training, financial reporting systems, and ongoing evaluation. Improving these aspects is essential to ensure the long-term sustainability and effectiveness of the program in strengthening MSMEs in Jakarta.

## **RESULT AND DISCUSSION**

### **The Implementation of the Jakarta Entrepreneur Program in Supporting the Development of Culinary MSMEs by the Dinas PPKUKM Based on Pergub No. 2 of 2020**

The development of business actors through the Jakarta Entrepreneur Program is guided by six Regional Working Units (SKPD) following their duties, main functions, and the services provided, which include: the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises of the DKI Jakarta Province (Dinas PPKUKM), the Department of Food Security, Marine and Fisheries, and Agriculture of the DKI Jakarta Province (Dinas KPKP), the Department of Manpower, Transmigration, and Energy of the DKI Jakarta Province (Dinas TKTE), the Department of Empowerment, Child Protection, and Population Control of the DKI Jakarta Province (Dinas PPAPP), the Department of Tourism and Creative Economy of the DKI Jakarta Province (Dinas Parekraf), and the Department of Social Affairs of the DKI Jakarta Province (Dinas Sosial). In the implementation of the Jakarta Entrepreneur Program, the Department of Cooperatives, Small and Medium Enterprises, and Trade of the DKI Jakarta Province is responsible for coordinating the implementation of the PKT as stipulated in the Governor's Regulation No. 2 of 2020.

In the implementation of the Jakarta Entrepreneur Program, several phenomena have been applied as follows:

First, the Jakarta Entrepreneur Development Program: Nala, a coffee vendor. Nala is a coffee vendor who participates in the Jakarta Entrepreneur program. Nala stated that promotion and business participation through exhibitions and bazaars in the Jakarta Entrepreneur program have been beneficial. Nala has received ease in marketing, faster certification processes, and the opportunity to trade at events or bazaars. Second, the Jakarta Entrepreneur Development Program: Neru Kusumawati, the owner of Mer's Cake & Pasta. Neru is a beneficiary of the Jakarta Entrepreneur Development Program. In addition to being taught the knowledge of creative and innovative entrepreneurship, business actors also receive knowledge about marketing strategies. As of now, Neru has expanded her business by opening branches.

Third, the Jakarta Entrepreneur Development Program: Bayu, the owner of Haw's Kitchen. Bayu joined Jakarta Entrepreneur in January 2019. Upon joining, Bayu participated in the Jakarta Entrepreneur Program, where he received various

entrepreneurial knowledge, ranging from general knowledge to specific skills to develop creativity in entrepreneurship. Bayu was not only taught about entrepreneurship but also how to manage business finances. By participating in the Jakarta Entrepreneur Program, Bayu gained access to funding and business licensing facilities. Furthermore, during the business's startup phase, Bayu received mentoring from Jakarta Entrepreneur.

Although the Jakarta Entrepreneur Program has significant potential, challenges remain in its implementation. Some micro, small, and medium enterprises (UMKM) may not fully recognize the benefits of the program, face financial limitations, or encounter barriers in the socialization and training provided. Therefore, research on the program's implementation is crucial to assess its effectiveness. Previous studies have shown that government support through UMKM culinary development programs can enhance business performance. However, the effectiveness of each program may vary depending on several factors, including the characteristics of the business actors and the local context. Therefore, in-depth research on the Jakarta Entrepreneur Program is necessary. This research will enable Dinas PPKUKM to improve the program and enhance its support for UMKMs by implementing the Jakarta Entrepreneur Program to promote the growth and sustainability of culinary UMKMs. Understanding these challenges will provide valuable insights for Dinas PPKUKM to design more effective and efficient programs.

Against this background, this research is expected to contribute to understanding how government programs can play a role in developing UMKMs, particularly in the culinary sector. Additionally, this study is expected to provide useful recommendations for the development of future policies. Based on the above background, this research aims to explore further how the implementation of the Jakarta Entrepreneur Program supports the development of culinary UMKMs by Dinas PPKUKM according to Governor's Regulation No. 2 of 2020, and how effective the implementation of the Jakarta Entrepreneur Program is in developing culinary UMKMs by Dinas PPKUKM.

- a. Registration. Prospective participants can register through the provided link or the official website. The registration requirements only include a DKI Jakarta ID card, an email, a phone number, and a previously operating business. In the scope of the Social Service Office, participants are specifically targeted from impoverished families who are already registered in the DTKS (Integrated Social Welfare Data). According to Ricardo Silaban: "The target is the impoverished families already listed in the DTKS."
- b. Training. Training is regularly conducted by the PPKUKM Service and related SKPD. The training material includes practical skills such as cake making, as well as soft skills like financial reporting. Before the pandemic, training was conducted in person at the administrative city hall, while during the pandemic, training was held online via Zoom or Google Meet. According to Cyntia (2025), a facilitator: "We have organized numerous training sessions, such as cake making and other soft skills, including financial reporting."



- c. **Mentorship.** Mentorship is provided by mentors in each administrative city. In West Jakarta, there are two mentors, each responsible for four districts. Mentorship activities include assistance during training, business licensing, capital acquisition, and the use of grant equipment received by participants. According to Amanda & Tuti, (2024) "If we encounter difficulties, the mentor will help us find a solution." Cyntia adds: "The mentor assists those who are confused after receiving business equipment, guiding them so they can run the business."
- d. **Licensing.** This stage helps participants obtain business licenses, such as IUMK, halal certificates, BPOM certification, or HAKI registration. Mentors act as facilitators, liaising with related parties, such as the PTSP (Integrated Licensing Service) at the sub-district level. According to Mrs. Rani: "We are assisted in obtaining licenses such as IUMK, BPOM, or registering HAKI."
- e. **Marketing.** The marketing stage aims to expand the participants' business reach through social media, promotional videos, and bazaars, both online and offline. These bazaars are held in collaboration with various parties, including start-ups, educational institutions, and the PKKUKM Service. This stage increases the recognition and sales value of the products.
- f. **Financial Reporting.** Financial reporting is a crucial skill that participants must master. By understanding financial reporting, they can assess their revenue and assets, and report them in a structured and accurate manner. The PKKUKM Service also provides training on how to create ideal financial reports. This training is conducted by experts with competence in business financial reporting. The COVID-19 pandemic has had a significant impact on the participants' revenue. Before the pandemic, some participants earned up to 300,000 rupiahs per day, but after the pandemic, this income drastically decreased to around 300,000 rupiahs per week. Some participants even faced uncertainty in their daily income during the pandemic.
- g. **Capital.** The goal of the capital stage is to assist participants in obtaining capital to keep their businesses running, especially during the pandemic. In this regard, the West Jakarta Social Service does not directly provide capital, but mentors play a role in recommending accessible capital sources for participants. To prevent business bankruptcies, the mentors from the West Jakarta PKKUKM Service recommend business capital assistance from the UKM Service or Bank DKI.

In the Jakarta Entrepreneur policy based on Law No. 2 of 2020, there are several types of Jakarta Entrepreneur training:

a. **Basic Training**

This training is intended for business owners who register as individuals wishing to start a business. The training is conducted continuously with the following topics:

- 1) Motivation in entrepreneurship.
- 2) Ideas and concepts in entrepreneurship.

- 3) Providing information on SLIK (Consumer Information Service System), IUMK, as well as BPJS Health and Employment
- 4) Business planning, business management, and basic income reporting through application programming.

b. Hard Skill Training

This training is aimed at business owners or individuals who register as entrepreneurs, focusing on the development of technical skills.

c. Advanced Training

This training is designed for entrepreneurs wishing to upgrade their business level. The training topics include, at a minimum:

- 1) Areas of entrepreneurial development.
- 2) Enhancing business skills and management.

Based on the explanation above, the implementation according to Amaliyah & David, (2021) states that "a program is an element that must exist first to create an activity." He explains that every program has important aspects, namely:

- a. The objectives of the activity to be achieved. The objective of the Jakarta Entrepreneur Program is to enhance competitiveness, business capacity, and the beneficiaries' ability to develop culinary MSMEs.
- b. The activities carried out to achieve the objectives. The Jakarta Entrepreneur Program involves seven stages of implementation, including bazaars in collaboration with various parties.
- c. The rules and procedures that must be adhered to. The Jakarta Entrepreneur Program has policies and procedures that have been established per regulations outlined in Governor Regulation No. 2 of 2020.
- d. The estimated budget required. The Jakarta Entrepreneur Program has a specific budget that has been carefully planned and is directly supervised by the relevant sub-agency.
- e. Implementation strategy. The implementation strategy of the Jakarta Entrepreneur Program includes seven stages that have been comprehensively designed, including the provision of awards and sanctions (reward and punishment) for participants who complete these stages.

**Effectiveness of the Jakarta Entrepreneur Program in Developing Culinary SMEs by the PKKUKM Office**

The Jakarta Entrepreneur Program has successfully reached MSME actors, particularly those who are beginners and in the development stage. By providing various free facilities such as packaging design, logos, entrepreneurship documents (NIB, halal certification, BPOM, patent rights), and business support tools, Jakarta Entrepreneur assists MSMEs in running their businesses independently. In addition to these, Jakarta Entrepreneur also

offers several benefits such as skills training, marketing through bazaars and e-commerce, as well as intensive mentoring, including business licensing services. However, the success of MSMEs does not only rely on the available facilities, but also on internal factors such as determination, enthusiasm, and the seriousness of individuals to actively take advantage of the opportunities provided.

The Jakarta Entrepreneur Program has provided significant benefits in the development of MSMEs. However, its effectiveness is still lacking, as seen from the need for a more personalized approach between the PKKUKM agency and business actors to optimize the program. Several indicators in the implementation of its effectiveness are outlined in the measurement of effectiveness according to Sunarsi & Rahmawati, (2021) including:

- a. Success of the Jakarta Entrepreneur Program To assess the effectiveness of the Jakarta Entrepreneur application, an evaluation of the program's success is first conducted. According to Panjaitan dkk., (2022) the success of a program is a measure of its effectiveness in achieving the objectives that were set beforehand. Based on the findings from the first informant, I interviewed the first informant, who is from the PKKUKM agency and the head of one of the PKKUKM branches:

*"The success of the Jakarta Entrepreneur Program has been disseminated through various activities, such as the 'Jakarta Entrepreneur Naik Kelas' webinar, which was organized by YIIM in collaboration with Sudin PPAPP South Jakarta and PT Pegadaian to support small business owners in DKI Jakarta. In Central Jakarta, Sudin PPAPP also held socialization and online registration for Jakarta Entrepreneur, including soft skills training, hard skills training, and participant mentoring. Additionally, the training involved universities, practitioners, and e-commerce platforms to support MSME development in Jakarta. With the existence of the Jakarta Entrepreneur program."*

However, the achievement of success in the industrial, trade, cooperative, and small-medium enterprise sectors is still hindered by several factors, such as the lack of understanding among business actors regarding registration procedures and permits, as well as technical issues with the applications and systems in use. Despite these challenges, efforts have been made to address the emerging issues, such as reporting problems to relevant parties and coordinating with involved stakeholders. In the small and medium enterprise sector, challenges such as the existence of non-coaching street vendors that are difficult to track and technical problems with the application system have been identified, and continuous efforts are being made to overcome these problems.

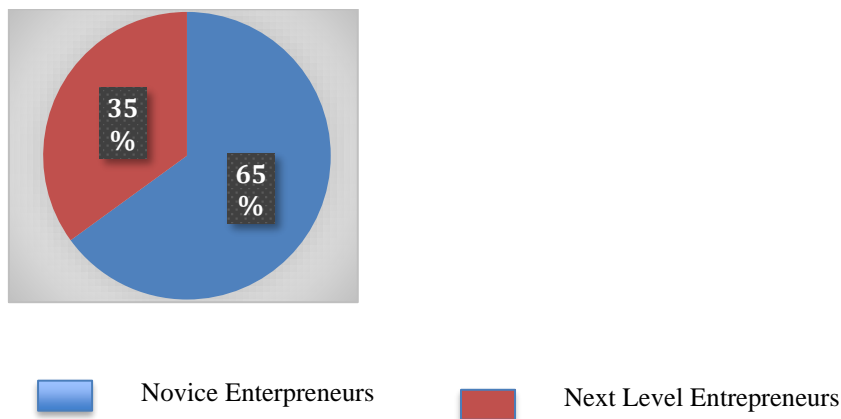
- b. Success of Jakarta Entrepreneur Program Objectives The success of objectives is a measure of effectiveness in terms of goal achievement, while the success of an organization should not only consider the organizational objectives but also the mechanisms to maintain those goals. In other words, evaluating effectiveness needs to be linked to questions about the goals and objectives. This means that effectiveness can be measured by the extent to which government programs and policies achieve their objectives. Based on the interview I conducted with Ricardo

Silaban, an informant from the PKKUKM Agency, to assess whether the Jakarta Entrepreneur program has achieved its objective, which is to be accessible to all levels of society, he said:

*“The Jakarta Entrepreneur Program can be accessed by all levels of society. However, in terms of the targets aimed at by the PKKUKM Agency, it has not been fully achieved, as the intended beneficiaries (KPM) and the recipients of the empowerment program have not been fully implemented according to the Jakarta Entrepreneur program.”*

Since the Jakarta Entrepreneur Program was established with the guidance of the Jakarta Governor's Regulation No. 2 of 2020 on Integrated Entrepreneurship Development (PKT), Article 4 states that the program's objective is to support beginner entrepreneurs and those aiming to upgrade their businesses. With Jakarta Entrepreneur now in place, more people have become aware of and interested in joining as Jakarta Entrepreneur-empowered business actors, leading to a significant and continuous increase in the number of participants from DKI Jakarta. While Jakarta Entrepreneur has successfully reached MSME actors to join, there is still a need to improve the performance of MSME empowerment efforts. Based on the data obtained, only about 35% of entrepreneurs who joined the Jakarta Entrepreneur Program have progressed to the next level. Therefore, there is still a need to improve the performance of MSME empowerment.

**Figure 1.** Success Group of Jakarta Entrepreneur Program Objectives, 2020-2024 Period.



The success of the goals is influenced by internal factors from each of the micro, small, and medium enterprise (MSME) actors, which also significantly affect their subsequent development. If one is determined, enthusiastic, and sincere, they can actively participate in all activities organized by Jakarta Entrepreneur, develop skills and capabilities, build business relationships, and obtain more comprehensive and useful information for their business. This, in turn, will create opportunities for achieving a higher level of entrepreneurial success. Therefore, the Jakarta Entrepreneur program can achieve efficient success. Two (2) main factors affect the success of the program's implementation Luthfiah dkk., (2024), namely:

- a. **Facilitating Conditions** The Governor Regulation No. 2 of 2020 is one of the supporting factors for the program, along with the Standard Operating Procedures (SOP) outlined in the policy and the policy from the PKKUKM Department. The availability of quality human resources (HR) is another supporting factor that contributes to the smooth implementation of the program.
- b. **Impeding Conditions** The Jakarta Entrepreneur program also faces obstacles, such as operational constraints that cause the program to run more slowly, particularly from business actors, especially those who are in the early stages of development. However, the commitment of the implementers, specifically the PKKUKM Sub-Department and Jakarta Entrepreneur mentors, ensures that the program continues to run effectively.
- c. **Satisfaction with the Jakarta Entrepreneur Program** According to Campbell, satisfaction is a measure of effectiveness, showing whether a program has succeeded in meeting the needs of its beneficiaries. Beneficiaries feel satisfied with the quality of the program they receive. The higher the quality of the program delivered, the greater the satisfaction of its recipients, which leads to positive evaluations of the program creators and implementers, in this case, the government. To assess public satisfaction with public services through the Kinaran application, the researcher asked informant, Mr. Ricardo, "Can this program improve the satisfaction of business actors with Jakarta Entrepreneur services?" "Is that correct?" Yes, business actors are greatly helped by the Jakarta Entrepreneur Program, which greatly facilitates both business actors and individuals who are still beginners in running their businesses.

To determine the satisfaction of business actors and the public with the Jakarta Entrepreneur Program, the researcher asked business actors and the public who use the program, "Are there any obstacles while using and participating in the Jakarta Entrepreneur program?" Informant Sherin answered that there were obstacles. "The process of registering the TKDN-IK itself takes quite a long time to wait for validation by the Ministry of Industry, and the registration process for BPOM MD permits and halal certification also causes many assisted MSMEs to face difficulties. In reporting financial income every month, business actors often forget to submit reports, which reduces the efficiency of assessing business improvements. However, the Jakarta Entrepreneur program has been very helpful in creating creative, independent, and innovative entrepreneurs to support the sustainability of MSMEs." From the interview above, it can be concluded that satisfaction with the Jakarta Entrepreneur program has obstacles that need to be addressed so that business actors can participate in the program to its fullest potential.

- d. **Overall Success of the Jakarta Entrepreneur Program** The final indicator for measuring efficiency is the achievement of the overall objectives, which according to Campbell J.P., can be seen from the extent to which an organization performs its functions to achieve its goals. Here, the assessment is general with various criteria and produces an overall evaluation of the organization's effectiveness. The



researcher asked all informants: "Does this application have a positive impact on society?"

From the interviews, the PKKUKM Department stated that the use of the Jakarta Entrepreneur program provides very beneficial impacts. The Jakarta Entrepreneur Program serves as a platform for the community and business actors who want to start or improve their businesses. With the existence of this application, the community and business actors are greatly assisted, especially with the legal framework based on Governor Regulation No. 2 of 2020, which supports the Jakarta Entrepreneur Program both in terms of mentoring and training provided. Meanwhile, the Jakarta Entrepreneur-assisted business actor informant stated that Jakarta Entrepreneur has provided many impacts and benefits, particularly in providing and participating in various bazaars that make business actors more independent and creative in developing their MSME businesses. However, the business actors' ventures have not yet become a stable source of income due to the increasing number of new innovative and creative business actors who are now part of the Jakarta Entrepreneur program, resulting in increased competition. Especially during training sessions, Jakarta Entrepreneur program business actors find it challenging to allocate time to attend the training sessions.

## **CONCLUSIONS**

The implementation of the Jakarta Entrepreneur program represents a policy initiative outlined in Governor Regulation Number 2 of 2020 on Integrated Entrepreneurial Development. This program aims to support the growth of culinary SMEs in DKI Jakarta by enhancing business capacity, increasing competitiveness, and fostering entrepreneurial skills. Through seven key stages registration, training, mentoring, licensing, marketing, financial reporting, and funding the program seeks to improve community welfare, reduce poverty, and empower small business owners. Its implementation involves collaboration with government agencies, startups, educational institutions, and other partners to provide comprehensive support.

The program has significantly contributed to the development of SMEs, particularly novice culinary entrepreneurs, by offering free facilities such as packaging design, halal certification, business permits, training, marketing assistance, and intensive mentoring. The increasing number of participants each year demonstrates its growing impact. However, several challenges remain in optimizing its effectiveness. Technical issues with the application and registration system pose obstacles for some entrepreneurs, while others struggle with understanding administrative and procedural requirements. The program's effectiveness is also reflected in the fact that only around 35% of participants have successfully advanced, highlighting the need for more targeted empowerment strategies. Additionally, despite benefiting from the program, many entrepreneurs still face difficulties with financial reporting and certification, which affects overall satisfaction.

To enhance its impact, the program should refine its training approach to better align with business needs, emphasizing product innovation, digitalization, and marketing strategies. Simplifying financial reporting through digital tools and accelerating certification

processes through institutional collaboration would address existing bottlenecks. Strengthening communication between agencies and entrepreneurs, combined with intensive mentoring and recognition for outstanding participants, could further motivate business owners. Regular evaluations incorporating feedback from entrepreneurs will be essential in identifying weaknesses and improving program effectiveness. These measures will help ensure the long-term sustainability and success of the Jakarta Entrepreneur program in fostering resilient and competitive SMEs.

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