

## ANALYSIS OF INCREASING MSME EMPOWERMENT THROUGH GOVERNMENT SERVICES: THE JAKPRENENUR PROGRAM IN EAST JAKARTA

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### ABSTRACT

This research investigates the impact of service facilitation actions through the Jakpreneur Program on MSME empowerment. However, challenges arise in ensuring consistent program implementation and measuring sustainable empowerment outcomes. Many MSMEs struggle to utilize available resources fully, and the existing service mechanisms often fall short of addressing their specific needs, particularly in areas like financial literacy and market access. Using an action research method, this study collects data through questionnaires, interviews, observations, and document analysis to explore these issues. Technical data analysis was carried out using the N-Gain test, testing the pre-test and post-test results of the actions carried out in this study. Collaboration with the Sub-Department of Industry, Trade, Cooperatives, and MSMEs enables an in-depth understanding of both MSMEs and program facilitators' perspectives. Jakpreneur's services include registration, training, mentoring, licensing, marketing, financial reporting, and capital assistance. The findings indicate increased MSME empowerment across six dimensions: entrepreneurial development, human resource quality, poverty reduction, entrepreneurial resilience, productivity and competitiveness, and policy support. This study provides information on the effectiveness of MSME service delivery by identifying gaps between before and after the implementation of services that positively impact the development of MSME businesses in Jakarta.

**Key words:** Services; MSMEs; Jakprenenur; Empowerment

## ANALISIS PENINGKATAN PEMBERDAYAAN UMKM MELALUI PELAYANAN PEMERINTAH: PROGRAM JAKPRENENUR DI JAKARTA TIMUR

### ABSTRAK

Penelitian ini mengkaji dampak tindakan fasilitasi layanan melalui Program Jakpreneur terhadap pemberdayaan UMKM. Namun, tantangan muncul dalam memastikan implementasi program yang konsisten dan mengukur hasil pemberdayaan yang berkelanjutan. Banyak UMKM yang kesulitan memanfaatkan sumber daya yang tersedia secara penuh, dan mekanisme layanan yang ada sering kali tidak mampu memenuhi kebutuhan spesifik mereka, khususnya di bidang seperti literasi keuangan dan akses pasar. Dengan menggunakan metode penelitian tindakan, penelitian ini mengumpulkan data melalui kuesioner, wawancara, observasi, dan analisis dokumen untuk mengeksplorasi isu-isu tersebut. Teknis analisis data dilakukan dengan uji N-Gain, menguji hasil pre test dan post test dari Tindakan yang dilakukan pada penelitian ini. Kolaborasi dengan Sub-Dinas Perindustrian, Perdagangan, Koperasi, dan UMKM memungkinkan pemahaman yang mendalam tentang perspektif UMKM dan fasilitator program. Layanan Jakpreneur meliputi pendaftaran (P1), pelatihan (P2), pendampingan (P3), perizinan (P4), pemasaran (P5), pelaporan keuangan (P6), dan permodalan (P7). Hasil penelitian menunjukkan peningkatan pemberdayaan UMKM di enam dimensi: pengembangan kewirausahaan, kualitas sumber daya manusia, penanggulangan kemiskinan, ketahanan kewirausahaan, produktivitas dan daya saing, dan dukungan kebijakan. Studi ini berkontribusi memberikan informasi efektivitas penyampaian layanan UMKM dengan mengidentifikasi kesenjangan antara sebelum dan sesudah implementasi pelayanan yang memberikan dampak positif bagi perkembangan usaha UMKM di Jakarta.

**Kata kunci:** Pelayanan; UMKM; Jakprenenur; Pemberdayaan

### INTRODUCTION

According to McKinsey & Company 2018, Indonesia is predicted to emerge as Southeast Asia's largest digital economy powerhouse. Despite having one of the most active netizen populations in the world and a dynamic start-up ecosystem, Indonesia faces challenges such as inadequate information technology infrastructure,

uneven digitalization across different sectors, and low internet penetration rates. In the context of the digitalization of MSMEs, the main challenge lies in enhancing the accessibility of MSMEs to go digital and improving their capabilities to produce competitive products compared to foreign products flooding the Indonesian e-commerce market. This is crucial as most MSMEs are located in rural areas with limited internet access

and many are still not digitally literate. It is time for MSME stakeholders to synergize in addressing this issue (Das et al., 2018).

According to Deloitte Access Economics 2015 data, Indonesia has a growing number of internet users. However, many small and medium-sized enterprises (SMEs) in the country are still not utilizing the Internet effectively. Around 36% of SMEs are offline, while 37% have limited online capabilities like access to computers or broadband. Only 18% of SMEs have intermediate online skills such as utilizing websites or social media, and less than 9% are advanced online businesses with e-commerce capabilities. Increasing digital participation among small and medium-sized enterprises (SMEs) can enhance Indonesia's yearly economic expansion by 2%, which is crucial for the country to attain middle-income status by 2025. Through financial analysis carried out for this study and earlier investigations by the World Bank, it has been established that elevating broadband penetration rates and improving the digital engagement of SMEs could result in a 2% rise in Indonesia's annual economic growth. This additional growth is essential for reaching the 7% growth objective required to transition into a middle-income nation by 2025 (Deloitte Access Economics, 2015).

Researchers have discovered that small and medium enterprises (SMEs) greatly benefit from enhancing the digitalization of their operations, both in terms of output and efficiency. According to the research paper, the number of SMEs has significantly increased, solely due to the advancement of digital technology (DT). In this approach, digitalization automates processes and products, thereby enhancing demand and quality. Considering the untapped potential in the country, the SMEs in India have ample room to expand the utilization of advanced digital technology. The primary scenario for SMEs in India and their contribution to GDP. Therefore, SMEs must promptly enhance their business opportunities by undertaking several initiatives. One of the steps is to adopt a platform equipped with digital technology. The single solution to the challenges faced by these businesses is digital transformation in MSMEs (Anggadini et al., 2023).

The global outbreak of COVID-19 has presented an unexpected and substantial hurdle for the economies of nations worldwide, affecting not only micro, small, and medium enterprises (MSMEs) but also the banking and financial industries. In addition to the immediate consequences of the economic strains resulting from pandemic-related lockdowns and other precautionary measures, we see COVID-19 as a potentially transformative period for different business initiatives, particularly in the area of

MSME funding. Despite the predicted setbacks during the pandemic's decline, there is a prospect for progress and advancement in the future. We are in the process of establishing the foundation for future policy agendas regarding MSME financing in Asia and the Pacific region following a crisis (Freeman & Troilo, 2023).

According to records from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM), in 2022 there are over 64 million MSMEs in Indonesia that have employed 97% of the workforce in the country. The MSME sector contributes 61% to the country's GDP and 16.65% to export income, with 20.76 million MSMEs already onboarded digitally. To stay competitive with corporations, MSME players are also advised to utilize internet technology. In 2023, a minimum of 30 million SMEs will be required to transition to digital platforms. The Ministry of Cooperatives and SMEs even organizes the Digital SMEs Heroes Event as an aggregator that nurtures digital startups (umkmindonesia.id, 2023).

Given the expansion of the digital economy and the promising prospects for small and medium enterprises (SMEs) in Indonesia, the Jakarta Provincial Government has introduced a digital application called the Jakpreneur Program. The concept of this program offers various facilitation services that Jakpreneur participants can access to assist in the development of entrepreneurs of MSMEs. The facilitation provided encompasses a range of services such as registration, training, mentoring, licensing, marketing, financial reporting, and funding, collectively known as the 7P. The application also provides important information related to SMEs. However, it appears that this application has not been optimally utilized by MSMEs, considering that as of mid-September 2024, only 382,905 businesses have joined, compared to the total number of MSMEs in Jakarta according to the BPS Economic Census 2016, which amounted to 1,151,080 units. In terms of the utilization of the facilitation programs provided, based on data as of mid-September 2024, Jakpreneur has conducted at least 243,390 training sessions, 221,019 mentoring sessions, 235,569 licensing assistance, 64,007 marketing assistance, facilitated 66,071 financial reporting, and provided 18,232 capital assistance (Data source: East Jakarta City Government PPKUKM Office).

The empowerment of MSMEs is a critical theme in economic development, particularly in emerging markets like Indonesia. MSMEs represent over 99% of all businesses in Indonesia and contribute to over 60% of the nation's GDP. According to (Supari & Anton, 2022), MSMEs that have adopted digital technologies for over a

year demonstrate greater resilience compared to those that have not. Jakpreneur, as a government initiative, aims to bridge these gaps and promote entrepreneurship as a tool for economic inclusivity. If these gaps are not addressed, the Jakpreneur initiative risks being limited to short-term impacts, as many MSMEs depend heavily on government facilitation. This study is important because it addresses the sustainability of MSMEs, which is crucial for reducing poverty and unemployment in Jakarta.

The research draws on theories of entrepreneurial empowerment and capacity building for MSMEs. The Jakpreneur framework focuses on providing holistic support from training to market access, to improve MSME sustainability. Previous studies have emphasized the importance of such support programs. Based on a study conducted by (Apriyanto & Yola, 2022), the Jakarta local government can devise appropriate strategies in specific locations that require more attention to anticipate and maximize the growth of MSMEs in the future. Jakarta has great potential to be developed as a center for food or culinary MSMEs. MSMEs require well-directed and systematic management strategies to foster more successful business growth. According to (Gloria, 2022), there are several issues regarding the empowerment of Culinary MSMEs in West Jakarta. The challenges faced by MSME players include the need to have a trading business license, minimal capital, lack of extensive knowledge about business, underutilization of technology and digital marketing, lack of knowledge in business development, ineffective business communication, manual bookkeeping, and lack of product innovation. (Suwarni & Handayani, 2021) Suggests that the MSME development strategy is increasing potential and taking advantage of opportunities. One strategy involves leveraging information technology and social media to develop MSME products. Based on the findings of (Laksamana et al., 2024), to improve operational efficiency, increase market reach, and enhance the consumer shopping experience, small and medium-sized leather shoe shops in Pulo Gadung can prioritize excellent service and implement digitalization strategies. Key steps such as improving accessibility and infrastructure, enhancing education and training, empowering technology, market development and promotion, providing financial support, and establishing networks and collaborations can aid in the continuous growth and development of small industrial villages in Pulo Gadung as competitive industrial centers. This growth can generate job opportunities and positively impact the local economy.

According to (Pratama, 2021), the importance of digital transformation lies in the encouragement to implement evidence-based policies to overcome various development problems, including the effects of the COVID-19 outbreak on society. In addition, digital transformation is also an opportunity to strengthen the knowledge and innovation ecosystem by increasing the efficiency of government business processes through the application of digital technology within the governmental sector. Challenges in improving the quality of institutions, governance, and public services are believed to be overcome by applying information technology at all levels of government. On the other hand, it is an opportunity to advance the knowledge and innovation ecosystem by improving government business processes through digital transformation in the government environment.

Based on the discussion above, in essence, it leads to the 7P facilitation efforts in the Jakpreneur Program that have been carried out by the East Jakarta City Government in improving MSME empowerment services through digital transformation, so that MSMEs participating in Jakpreneur can sustainably maintain their businesses. The DKI Jakarta Government through the Jakpreneur Program has taken policy steps to facilitate the empowerment of MSMEs through digital platforms. Jakpreneur is a platform that supports the growth of Micro, Small, and Medium Enterprises (MSMEs) by providing opportunities for creation, facilitation, and collaboration within an entrepreneurial ecosystem. This ecosystem includes various entities such as startups, educational institutions, and financial institutions. Thus, it is very important to evaluate and conduct an analysis of the actions of empowerment services to MSMEs through the Jakpreneur Program so that it will be known how well the development of MSME empowerment and how well the improvement of empowerment services conducted by the East Jakarta City Government through the Jakpreneur Program.

## METHOD

This study uses a quantitative research approach with the Action research method. In this study, the MSMEs sampled are those Fostered by the Department of Industry, Trade, Cooperatives, and SMEs in East Jakarta. A sample of 50 MSMEs was taken in September 2024 by filling out questionnaires and interviews, it's in line with what Kerlinger and Lee (2000) explained, that the minimum number of samples in quantitative research is 30 people. The 50 samples were taken from 382,905 Jakpreneur Participants. The

sampling technique used in this study is purpose sampling, so that in selecting the sample it is determined that MSMEs have been included in the list of providing empowerment services to the East Jakarta Industry, Trade, Cooperatives, and SMEs Department. The data collection in this study was carried out through stages that had previously been carefully arranged with a time agreement from each party involved. In more detail, here are the stages of data collection activities in this study.

First, identify the problem or area that you want to fix. This can come from direct observation, data analysis, and input from various related parties. Second, plan the actions to be taken. This includes the development of clear objectives, strategies for actions to be taken, as well as data collection to evaluate the effectiveness of actions. Third, the implementation of the action plan that has been designed. The researcher makes a planned intervention or change in the context of the practice or situation being studied. Fourth, during the implementation of the action, relevant data must be observed and recorded. This can include direct observation, interviews, surveys, or the use of appropriate measurement instruments.

The next stage, namely the data collected, is then analyzed to evaluate the impact of the actions that have been taken. The measurement in the data analysis uses the N-Gain test. Through the N-Gain test, it will be known how much knowledge and skills have increased after the implementation of the Action. This increase was taken from the pre-test and post-test scores obtained by Jakpreneur participants as survey respondents. Normalized gain abbreviated as N-Gain is a comparison of the actual gain score with the maximum gain score (Hake, 1998). The actual gain score is the gain score obtained by the respondent, while the maximum gain score is the highest gain score that the respondent may obtain. After data analysis, the researcher reflected on the results obtained. They consider the success of the action, the obstacles encountered, and the learnings gained during the process. This reflection is important for evaluating the success of the action as well as identifying changes that may be needed.

## RESULTS AND DISCUSSION

In this study, measurements were made on several dimensions of improving empowerment services through the Jakpreneur Program, namely:

- 1) Developing various entrepreneurial potentials, with indicators: (a) Utilization of Jakpreneur Program facilities, (b) Development of entrepreneurial potential, and (c) impact of the Jakpreneur Program;

- 2) Improving the utilization, especially the quality of human resources, with indicators: (a) Knowledge about the Jakpreneur Program, (b) Utilization of Human Resource Development Programs, (c) Human Resource Quality Development, and (d) Impact of Human Resource Development Programs;
- 3) Seeking to reduce unemployment and reduce poverty levels, with indicators: (a) Knowledge of the Jakpreneur Program, (b) Reduction of Unemployment, (c) Reduction of Poverty, and (d) Socio-Economic Impact;
- 4) Quality, independent, resilient, and reliable entrepreneurs, with indicators of (a) Entrepreneur Quality Development, (b) Independence, Resilience, and Reliability, (c) Impact of the Jakpreneur Program;
- 5) Increasing the productivity and competitiveness of MSMEs and SMEs, with indicators, (a) Increasing Productivity, (b) Increasing Competitiveness, and (c) Impact of the Jakpreneur Program;
- 6) Policy briefing and support, with indicators (a) Utilization of Jakpreneur Program Support, (b) Policy Effectiveness and Support, (c) Policy Impact and Support.

### 1. Data on Improving MSME Empowerment Services through the Jakpreneur Program

#### a. Pretest Result Data

##### 1) Descriptive Analysis

In the calculation of pre-test data, statistical data analysis was carried out to find out some of the necessary data, namely mean, median, mode, standard deviation, minimum score, and maximum score from the distribution of the data obtained. The following is the pretest statistical data:

**Table 1. Pretest Statistical Data**

No	Statistics	Score
1	Mean	50.70
2	Median	46.15
3	Modus	67.37
4	Standard Deviation	17.29
5	Minimum Score	28.33
6	Maximum Score	86.20

Source: Author (2024)

##### 2) Normality Test

According to (Ghozali, 2018) The normality test is carried out to test whether, in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. If a variable is not distributed normally, the results of the statistical test will decrease. The data normality test can be done

using the Kolmogorov Smirnov One Sample test, which provides that if the significance value is above 5% or 0.05, the data has a normal distribution. Meanwhile, if the results of the One-Sample Kolmogorov-Smirnov test produce a significant value below 5% or 0.05, then the data does not have a normal distribution. In the results of the pre-test, a data normality test was carried out to find out whether the distributed data was normal or not. Based on the results of the data normality test, it is known that the data is distributed normally. The following are the results of the data normality test:

**Table 2. Pre-test Data Normality Test**

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	Df	Sig.
Empowerment Services	.151	50	.698

Source: data processing (researcher, 2024)

The results of the normality test used were using Kolmogorov-Smirnov. Based on the results of the normality test, it is known that the significance value is 0.698. That is, the value of  $0.698 > 0.05$  so it can be said that the data is distributed normally.

#### b. Treatment

To increase the empowerment of MSMEs, activities are carried out in the 7Ps of the Jakprenenur Program, namely Registration, Training, Mentoring, Licensing, Product Marketing, Financial Reporting, and Capital. Based on the results of the implementation of the Jakpreneur Program, training activities are carried out by the method of lectures, practice, and discussion, while assisting MSME business actors until they can maximally understand and be able to apply the results of the training, as well as assistance in terms of licensing, making financial reports to assistance to seek capital assistance.

For example, the forms of training activities carried out are collaborating with Jakprenenur and other parties under the materials needed for training and mentoring activities, namely:

- (1) Soft Skills Training Collaboration with Shopee and Jakpreneur Duren Sawit District Online Marketing Strategies for MSMEs and Expanding the Market with Shopee Export

- (2) Softskills Training Collaboration with Bank BTN and Jakpreneur Duren Sawit District, East Jakarta The Importance of Financial Bookkeeping for MSME Actors
- (3) Softskills Training Collaboration with PT PP Persero Tbk and Jakpreneur Duren Sawit District Unique Packaging Design and Attracting Buyers' Interest
- (4) Soft Skills Training Collaboration with Bank Mandiri Duren Sawit and Jakpreneur Mandiri Livin' Up Your SME with Livin' by Mandiri
- (5) Training on the Growth of New Industrial Entrepreneurs (WUIB) for Fashion, Craft, and Culinary Commodities in East Jakarta City.

#### c. Post-test Results

##### 1) Deskriptif Analysis

After taking action in the form of the 7P of the Jakpreneur Program, the statistical data of the post-test results is then calculated, as follows:

**Table 3. Posttest Statistical Data**

No	Statistic	Score
1	Mean	74,24
2	Median	71,58
3	Modus	69,40
4	Std. Deviation	9,83
5	Min. Score	58,30
6	Max. Score	96,67

Source: Author (2024)

##### 3) Normality Test

In the results of the pretest, a data normality test was carried out to find out whether the distributed data was normal or not. Based on the results of the data normality test, it is known that the data is distributed normally. The following are the results of the data normality test:

**Table 4. Posttest Data Normality Test**

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Empowerment Services	.181	50	.062

Source: Author (2024)

## 2) N-Gain Test

The normalized gain test (N-Gain) was carried out to determine the results of improving empowerment services after being given 7P actions through the Jakpreneur Program for fostered MSMEs registered in the Jakpreneur Program. This increase is taken from the pre-test and post-test scores obtained by MSME business actors. Normalized gain abbreviated as N-Gain is a comparison of the actual gain score with the maximum gain score (Hake, 1998). The actual gain score is the gain score obtained by the respondent, while the maximum gain score is the highest gain score that the respondent may obtain. The calculation of the normalized gain score (N-Gain) can be more clearly expressed in the following formula:

$$<g> = \frac{<Sf> - <Si>}{100 - <Si>} \times 100\%$$

Description:

<g> = normalized gain (N-Gain)

<Sf> = Posttest Score

<Si> = Pretest Score

The normalized gain test (N-Gain) was carried out to determine the increase in knowledge about the 7Ps of the Jakpreneur Program after being given training and assistance to all respondents. This increase was taken from the pretest and posttest scores obtained by the respondents. In more detail, here is a table of N-Gain calculation results:

**Table 5. N-Gain Test Results**

Respondent	Pretest Score	Posttest Score	N-Gain
1	28,33	60,66	45%
2	42,06	73,71	55%
3	32,08	63,61	46%
4	30,42	71,61	59%
5	35,34	74,58	61%
6	71,43	78,39	24%
7	64,75	64,40	-1%
8	74,16	73,73	-2%
9	28,88	66,80	53%
10	30,08	66,67	52%
11	28,81	66,52	53%
12	31,13	66,94	52%
13	29,31	67,34	54%
14	29,58	72,13	60%
15	28,75	68,22	55%

Respondent	Pretest Score	Posttest Score	N-Gain
16	33,20	60,17	40%
17	60,34	88,75	72%
18	61,82	95,34	88%
19	63,84	85,83	61%
20	37,92	80,50	69%
21	45,83	70,76	46%
22	66,38	67,54	3%
23	34,91	79,24	68%
24	63,36	67,37	11%
25	60,53	69,40	22%
26	46,18	65,25	35%
27	67,54	69,49	6%
28	61,02	73,73	33%
29	48,28	70,08	42%
30	47,88	58,30	20%
31	36,63	71,55	55%
32	66,10	81,25	45%
33	67,37	65,25	-6%
34	67,37	70,16	9%
35	34,75	69,40	53%
36	67,67	69,40	5%
37	85,59	86,86	9%
38	34,82	96,55	95%
39	40,18	88,19	80%
40	71,92	86,86	53%
41	46,12	72,88	50%
42	42,86	82,63	70%
43	86,20	86,86	5%
44	39,83	69,40	49%
45	65,68	72,84	21%
46	62,50	62,29	-1%
47	79,82	80,41	3%
48	40,35	93,97	90%
49	69,64	71,66	7%
50	45,50	96,67	94%
Average Value of N-Gain Test Results			41,4%

Source: Author (2024)

Based on the results of the N-Gain calculation, the overall value was 41.4%, thus it can be seen that the implementation of service actions carried out by the East Jakarta City Government through the Jakpreneur Program in the form of Registration, Training, Mentoring, Licensing, Product Marketing, Financial Reporting and Capital (7P) carried out through the Jakpreneur Program is running effectively. This data analysis was carried out to test the results of the implementation of

actions or treatment in the form of Registration, Training, Mentoring, Licensing, Product Marketing, Financial Reporting, and Capital (7P) activities. Based on the results of data analysis, it is known that the 7P Action is effective in improving MSME empowerment services.

This is in line with the opinion (of Ng'ora et al., 2022), the results of their research in Tanzania Africa show that the managerial skills of MSME owners and managers have a significant positive effect on the performance of MSMEs, especially financial management, marketing, human relations, and entrepreneurial skills are important skills in running a small business successfully. However, financial management, marketing, and entrepreneurship skills are a major skills gap for many MSME owners and managers. It is suggested that education, mentoring, and training in this field need to be strengthened for MSME owners and managers. The opinion (Martinez & Al-Kassem, 2022) states that business centers and local governments should provide business models that teach them how to create connections, develop entrepreneurial skills, and keep their businesses running. To have strong cooperation with the Taguig Regional Government (LGU) of the Philippines and the Department of Trade and Industry (DTI) through the establishment of the Negosyo Center in assisting MSMEs. Practical implications: In general, it is agreed that the Negosyo Center program can have as many benefits as possible in ease of doing business and access to services for Micro, Small, and Medium Enterprises (MSMEs). It also seeks to strengthen MSMEs to create more job opportunities in the country.

The limitation of this study is related to the schedule of activities for providing actions by the Jakpreneur Team that has been scheduled, and the time this study was conducted was limited according to the intended schedule range. So that the samples taken are by the range of the sample schedule that follows the schedule of providing actions by the Jakpreneur Team. Suggestions for further research related to this limitation are that the research be conducted over a longer and more flexible period so that it can cover more samples from various phases of the Jakpreneur program implementation. Research conducted longitudinally will allow researchers to observe more comprehensive developments of program participants, as well as capture dynamics that occur outside the schedule set by the Jakpreneur Team. In addition, it is recommended to explore the use of more varied sampling methods, such as snowball sampling or purposive sampling, to obtain more diverse perspectives from MSME

actors who may not be accommodated in a structured schedule. In this way, further research can provide a more complete picture of the impact of the program on MSMEs as a whole.

**Managerial Implications:** The results of the study indicate the success of the Jakpreneur program in improving MSME empowerment services. Therefore, the program management needs to maintain an MSME needs-based approach, ensuring that every aspect of empowerment (P1-P7) continues to be adjusted to market needs and economic developments. The training (P2) and mentoring (P3) aspects are very important in improving the quality of human resources and entrepreneurship. Management needs to focus on improving the training curriculum that is more adaptive to changes in technology and business trends. Regular evaluation of the development of MSMEs participating in the Jakpreneur program can help improve deficiencies in program implementation. Given the challenges of access to capital, collaboration with financial institutions or the private sector to facilitate capital (P7) can be a strategic step. Support from the private sector can also expand market access (P5) for MSMEs that are ready to compete.

## CONCLUSION

The Registration, Training, Mentoring, Licensing, Product Marketing, Financial Reporting, and Capital services under the Jakpreneur Program are being implemented successfully. An analysis was conducted to evaluate the impact of these actions on MSME empowerment services. The findings indicate that the Jakpreneur Program has been effective in enhancing support for MSMEs.

The novelty of this study lies in its comprehensive evaluation of the Jakpreneur Program's multi-dimensional approach to MSME support, addressing not just training but also regulatory and financial aspects. This analysis provides a fresh perspective on how integrated services can drive MSME sustainability.

The impact of the study is evident in its ability to demonstrate the effectiveness of a government-led program in empowering MSMEs, providing a model for other regions aiming to foster entrepreneurial growth.

The study contributes to the literature by offering practical insights for policymakers on optimizing service delivery in empowerment programs. It highlights the importance of continuous support across various business needs, paving the way for more sustainable development of MSMEs in the long term.

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