

Evaluation of Surabaya MSMEs Empowerment through the Jatim Bejo Program

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Abstract

Jawa Timur Belanja Online (Jatim Bejo) program is present as an effort of the East Java Provincial Government to support the empowerment of Micro, Small, and Medium Enterprises (MSMEs) as providers through the East Java Provincial Government's goods/services procurement program in the digital era. In the digital era, MSMEs are required to adapt to information technology to increase their competitiveness. However, many MSME players still face obstacles in understanding and implementing digital technology for marketing and business operations. Although this program has been running since 2021, there is still a gap between the number of MSMEs in Surabaya and those registered in Jatim Bejo. This study examines the evaluation of MSME empowerment in Surabaya City through the Jatim Bejo program, using quantitative methods with a descriptive statistical approach. Data collection techniques were obtained from the results of distributing questionnaires to MSMEs in Surabaya as providers in Jatim Bejo with a total sample of 100 respondents, as well as conducting participatory observations related to the implementation of Jatim Bejo related to MSME empowerment efforts. The results showed that the empowerment of MSMEs in Surabaya through the Jatim Bejo program was considered to have received a positive response from respondents, with 79% of respondents stating that the Jatim Bejo program helped them in increasing product sales through Jatim Bejo.

Keywords: Digitalization, Jatim Bejo, Empowerment, Procurement of Goods/Services, MSMEs.

INTRODUCTION

Rapid development of technological science, and to support the development of e-government in the goods/services procurement sector to realize transparency in public services, one example of e-government that can be realized in public services is the

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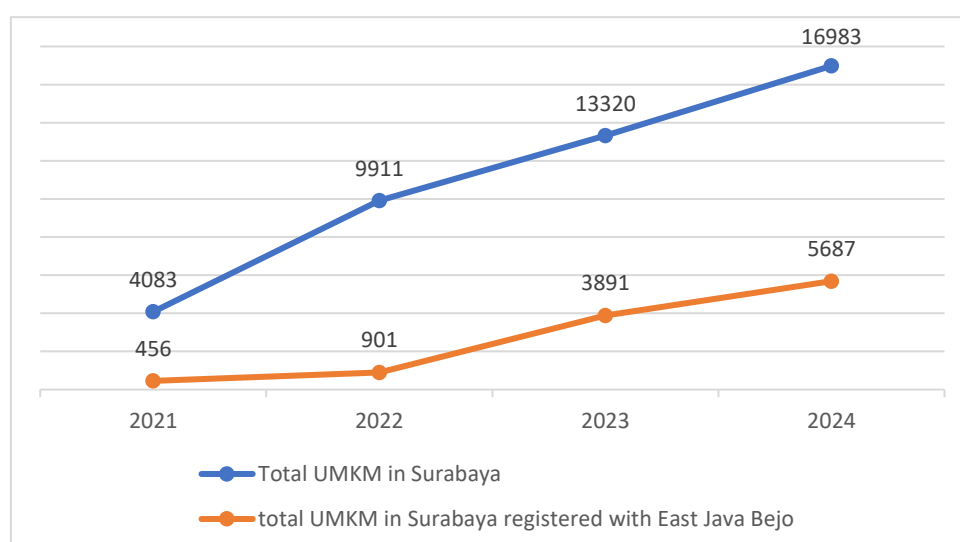
implementation of electronic procurement of goods/services in government agencies (Iqbal, 2020). According to Pramudita & Megawati (2023) The government, both central and regional, continues to strive to facilitate the fulfillment of the need for procurement of goods/services by creating innovations in electronic procurement of goods/services that can meet procurement needs up to the regional level, but are still connected to the center.

Jawa Timur Belanja Online (Jatim Bejo) program was officially launched by the Governor of East Java on November 19, 2020. The Jatim Bejo program is an integrated internalization effort towards a work culture towards the electronic procurement of goods/services by optimizing the use of e-marketplaces in the form of online stores in the procurement of goods/services of the East Java Provincial government. Not only as a program that aims to optimize the procurement of goods/services in the digitalization era but it is hoped that the Jatim Bejo program is also an effort to increase the participation of Micro, Small and Medium Enterprises (MSMEs) and increase transparency, accountability of goods/services procurement (Jatim Bejo, 2022).

Based on the Circular Letter of the Governor of East Java Number O27/2337/O22.1/2021 concerning the Implementation of the Jatim Bejo Program, one of the objectives of Jatim Bejo is to make a positive contribution in increasing the participation of MSME actors, as well as to provide business protection which is realized in the form of providing business opportunities as Goods/Services Providers in Government Procurement of Goods/Services to MSMEs. The form of application of this program is where Regional Apparatus Organizations (OPD) within the East Java Provincial Government will help to buy MSME products. Transactions are directly transferred in a program by marketing MSME business products (Nafiah, Viola, Yanuardani, & Faisol, 2021).

Mbizmarket, Gratis Ongkir, Indotrading, and Toko Gramedia are four marketplaces that work with Jatim Bejo. So that the Jatim Bejo program is an East Java government program in collaboration with the private sector as a platform provider for the procurement of goods/services within the province of East Java. Each platform has different facilities offered, such as differences in features, such as loan features, payment methods, to the amount of admin fees.

Jatim Bejo is included in the "Toko Daring" type of E-Procurement, based on data at <https://tokodaring.lkpp.go.id/> the total number of transactions carried out through "Toko Daring" in Surabaya City shows that the role of the Surabaya City Government in using "Toko Daring" is quite large and this will also attract Surabaya MSMEs to join electronic goods/services procurement platforms such as Jatim Bejo. However, the lack of knowledge and skills of MSME players in utilizing the servicescape environment to increase marketing reach results in suboptimal sales turnover of the products produced, so the development of MSMEs needs to be digitized (Kriswibowo, Khothimah, & Ardhana, 2020).



Graph 1. Total of Surabaya MSMEs & Total of Surabaya MSMEs Registered in East Java Bejo

Source: Processed from primary data (2025)

The data in graph 1 is the total number of MSMEs in Surabaya and the total number of MSMEs in Surabaya that are incorporated as sellers in Jatim Bejo. It can be seen that there is a significant gap between the total number of Surabaya MSMEs and the total number of Surabaya MSMEs that have registered with Jatim Bejo. Of all the total MSMEs in Surabaya, not all MSMEs are effective in joining Jatim Bejo, there are MSMEs that do not fit the category, namely MSMEs that have a business category that does not match the category of goods/services transacted on Jatim Bejo, because Jatim Bejo has its own category of goods/services which is indeed a necessity for the government.

However, based on data on the number of district/city providers in East Java as of December 31, 2022, Surabaya City occupies the first position with the largest number of providers compared to other districts/cities in East Java. This indicates that many MSMEs in Surabaya have high awareness of their business development efforts by following the growing e-marketplace digitalization technology. According to the opinion of Pramudita & Megawati (2023) the lack of socialization and the lack of perceived impact cause sellers not to feel that these provisions were formed to empower and increase the opportunities for providers to work with the government.

The gap that can occur is if there are MSMEs that have just joined Jatim Bejo; of course, these MSMEs do not have a good store rating, so it is difficult to get orders for those MSMEs that have just joined and do not have a good store rating. And of course, there is price competition among sellers by selling the same products. Based on research by Binti Azizatun Nafi'ah, Beta Viola, Diajeng Putri Yanuardi, Muhammad Faisol (2021) entitled Implementation of Jatim Bejo as an Effort to Increase the Role of Micro, Small and Medium Enterprises Due to the Covid-19 Pandemic, shows the results that interpretation is realized through socialization carried out through socialization, even though the implementation is less effective. According to Kriswibowo (2020) The lack of knowledge and skills of MSME players in utilizing the service environment to increase marketing reach results in suboptimal sales turnover of the products produced.

So to achieve the research objectives, the theory of policy evaluation from William N. Dunn (2003) will be used. The indicators that will be measured consist of six policy evaluation indicators according to William N. Dunn (2003) consisting of effectiveness which is measured based on the extent to which the Jatim Bejo program achieves its main objectives, namely providing wider access to MSMEs to enter the digital market and increase their competitiveness amid increasingly fierce competition. Efficiency measures how resources, including time, energy, and costs, are optimally utilized in the implementation of the Jatim Bejo program. Adequacy measures the program's ability to meet the basic needs of MSMEs to thrive in the digital ecosystem. Equity measures the extent to which the program provides fair benefits to MSMEs in all areas of Surabaya City, including MSMEs from various business sectors and economic scales. Responsiveness is measured through the program's ability to respond to the needs and complaints of

MSMEs quickly and appropriately, and accuracy measures the extent to which the JATIM BEJO program is in accordance with the objectives set and the specific needs of MSMEs in Surabaya City.

From the above problems, researchers are interested in conducting research related to the evaluation of MSME empowerment through the Jatim Bejo program in Surabaya City using the theory of policy evaluation by William N. Dunn (2003). Through this evaluation, it is expected that recommendations can be found that can improve weaknesses in efforts to empower MSMEs through Jatim Bejo. Thus, Jatim Bejo can be more effective in supporting the development of MSMEs in Surabaya and provide a real impact on society.

RESEARCH METHOD

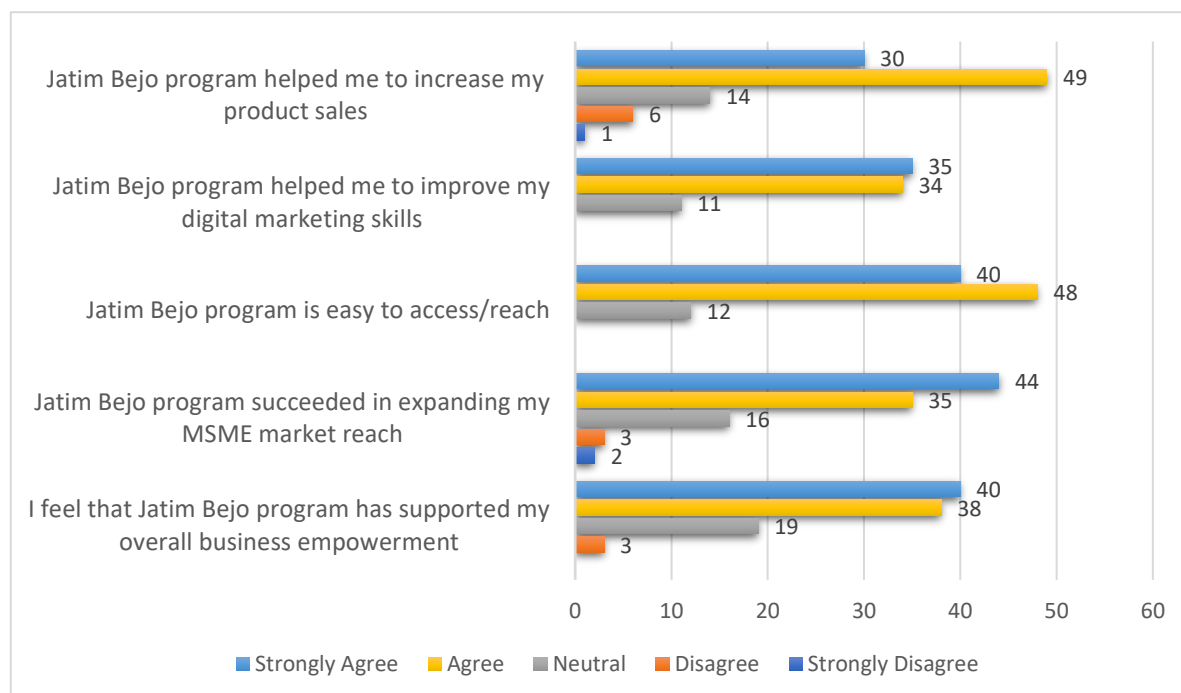
In this study, quantitative research methods were used. The use of questionnaires as a data collection method involves asking several kinds of questions related to research problems. According to Sugiyono in Prawiyogi et al. (2021), a questionnaire is a data collection method that is carried out by giving several questions or written statements to respondents to answer. Using a closed type questionnaire distributed to MSMEs in Surabaya who are members of Jatim Bejo through the WhatsApp Group for implementing MSMEs, which consists of four WhatsApp Groups according to their respective platforms, the Mbizmarket platform, the GratisOngkir platform, the Toko Gramedia platform, and the Indo Trading platform, which was carried out within a period of two weeks starting February 20, 2025, to March 6, 2025. In addition, researchers will also collect data using participatory observation techniques that involve researchers going directly to the field with participants/informants to make observations by participating in Jatim Bejo socialization and training activities attended by MSMEs and assistants. In this study, the research variables were measured using a Likert scale. The Likert scale, according to Sugiyono (2019) is used to measure the attitudes, opinions, and perceptions of a person or group about social phenomena. With questionnaire measurement indicators using a Likert scale consisting of 5 (five) instruments, namely, strongly agree, agree, neutral, disagree, and strongly disagree.

The variables in this study consist of six indicators of policy evaluation theory by William N. Dunn, namely effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. The population in this study is MSMEs in Surabaya that are registered in Jatim Bejo, which is 5,687 MSMEs. To determine the sample, this study uses probability sampling with the Simple Random Sampling technique to ensure that the sample taken is representative of the population, so that the results of the analysis can be generalized to the population as a whole. To determine the number of samples from a total population of 5,687 MSMEs in Surabaya registered in Jatim Bejo, a sampling technique was used using the Slovin formula with an error rate of 10%. By using the Slovin formula, a sample size of 100 MSMEs in Surabaya was obtained as a representative of the population. Researchers have conducted a validity test, and the result is that all questionnaire questions are considered valid because the value of $r \text{ count} > r \text{ table}$. The results of the Reliability Test of the questionnaire are considered reliable because the Cronbach's Alpha value is > 0.60 . The data analysis technique uses descriptive statistical analysis. According to Sugiyono (2020), descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as is, without intending to make general conclusions or generalizations. This is done by describing the data that has been collected, including making graphs and tables to represent the research results from the questionnaire. The limitation in this study is that the sample size is small from the total population; of course, it is still not generalizable to describe the actual situation to a wider population.

RESULT AND DISCUSSION

Effectiveness

The effectiveness of MSME empowerment through the Jatim Bejo Program is measured by the achievement of its main objectives, namely expanding MSME access to digital markets and increasing competitiveness. The measurement indicators include increased transactions and income, market expansion, assisting digital marketing skills, and the success of the program in easy accessibility for MSMEs (graph 2).



Graph 2. Research Result Effectiveness Indicator

Source: Processed from primary data (2025)

According to William N. Dunn (2003), effectiveness is concerned with whether an alternative achieves the expected results (consequences) or achieves the objectives of the action, in this case, achieving the objectives set by the policy. The effectiveness of the Jatim Bejo program in empowering MSMEs can be seen from the achievement of its goal to expand market access. 79% agreed that the Jatim Bejo program increased their business sales and increased the competitiveness of business actors in the digital market. The majority of respondents agreed with the effectiveness indicator, which indicates a positive perception of the program's success. This is in line with the concept of effectiveness from Dunn (2003) which states that a policy is said to be effective if it is able to achieve its objectives in real terms, because the majority felt a positive impact in accordance with one of the objectives of the Jatim Bejo program, namely empowering MSMEs through the procurement of goods/services of the East Java government. The results of the study are in line with previous research by Nafiah et al., (2021), showing that the expected results/impacts of the implementation of Jatim Bejo have more or less been felt by the target group, namely Jatim Bejo MSME vendors, with increased demand for products offered at Jatim Bejo.

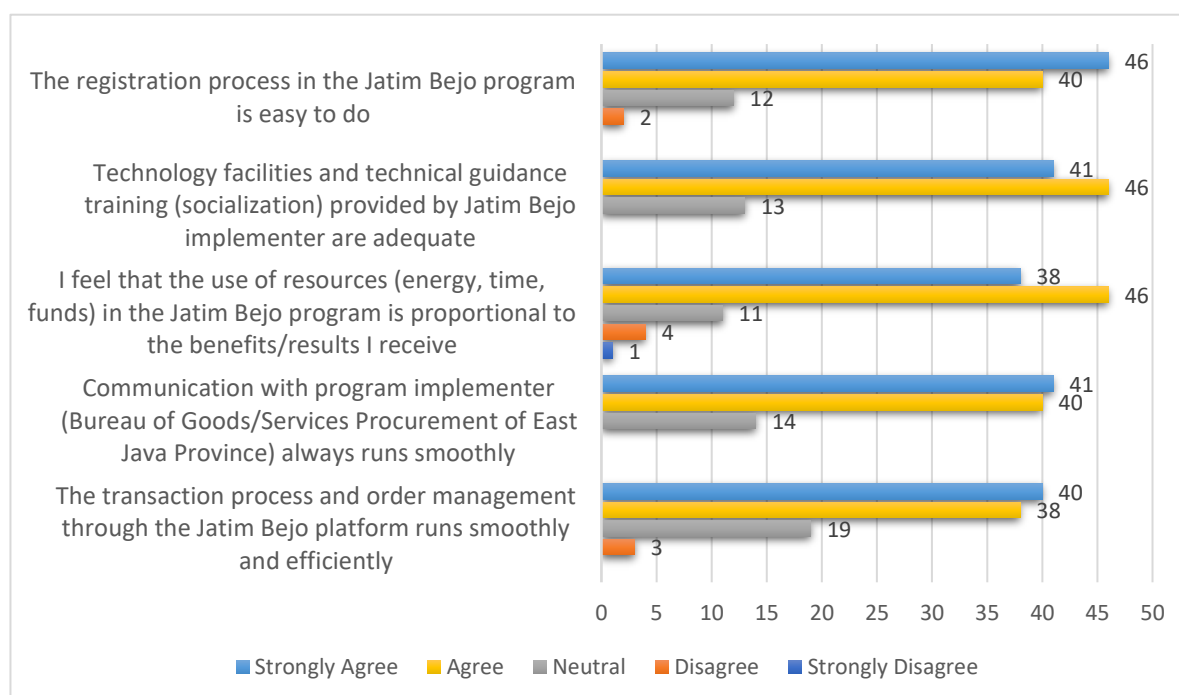
However, as many as 7% of MSMEs have not felt the maximum benefit in increasing sales because they have not often received orders from Jatim Bejo so that there has been no increase in turnover, due to shop rating factors, high competition, or limited marketing strategies, and marketing coverage that has not been extensive, which indicates the need for more inclusive assistance. Based on the results of the researcher's interview with the owner of Elmara Catering MSMEs, he stated that the Jatim Bejo program has succeeded in expanding their market reach. The owner of Elmara Catering is one of the MSMEs that felt the positive impact of participating in the Jatim Bejo program. As a result, his MSME has gained many relationships with agencies in East Java. In order to be equitable to all MSMEs, the Jatim Bejo program must provide access to a larger market network, either through cooperation with marketplaces or trade shows. If the program goes well, MSME players will see increased demand for their products and have the opportunity to work with new business partners. There were 3% of MSMEs who disagreed that the Jatim Bejo program has supported their overall business empowerment. This is because there is no increase in the number of orders, or the market reach is not growing. MSME players must have access to training, as well as capital assistance. If this works optimally, MSMEs will experience more stable and sustainable business development, so that they can be more independent and competitive.

Access to the program was also positively assessed. In addition, the effectiveness in expanding the market has not been felt evenly because there are still 5% of MSMEs who disagree, based on the researcher's interview with the owner of La Chi Chi Bakery MSME, that the agency as a buyer more often buys from MSMEs that have become regulars, this will cause uneven positive impacts and benefits that should be evenly received by MSMEs in Jatim Bejo. Synergy is needed from the implementers to socialize to the buyers so that the MSME empowerment program can really be felt by MSMEs. In general, the majority of Jatim Bejo programs are considered effective in accordance with Dunn's (2003) theory because the majority are considered successful in supporting MSME business empowerment through increased production, marketing, and MSME development. However, there are a small number of respondents who have not felt a positive impact, which indicates an imbalance in program implementation. For this reason, Siagian et al. (2025) stated that MSME empowerment should focus on

strengthening business capacity and competitiveness, including access to capital, skills training, and market network development. The government provides various programs, such as capital, training, and mentoring, to help MSMEs access capital and improve their business capacity so that they are able to compete and be independent.

Efficiency

Efficiency is measured from the optimization of the use of resources such as time, energy, and costs against the results achieved, such as the quality of training socialization, the balance of resources spent with the results received. Efficiency also includes ease of registration, smooth communication with implementers, and the smoothness of the transaction process (Graph 3).



Graph 3. Research Result Efficiency Indicator

Source: Processed from primary data (2025)

Efficiency is concerned with the amount of effort required to produce a certain level of effectiveness. Policies that achieve the highest effectiveness at the least cost are called efficient (Dunn, 2003). Based on the research results, 87% of MSMEs stated that the technology facilities & training socialization organized by the Jatim Bejo implementer were adequate. This is valid because researchers participated in participatory

observation in the training socialization activities held on 19 March 2025, that the training facilities provided were adequate, starting from the monitors provided for MSMEs to practice directly, mentors who were reliable in explaining the material and helping MSME registration problems, to interactive question and answer sessions with MSMEs. This is in line with research by Satria (2023), Based on the results of the study, it shows that the application of JATIM BEJO already has an adequate technological infrastructure. In line with Firdausya's view (2023) that the use of digital technology helps MSMEs improve operational efficiency, reach a wider market, and increase business competitiveness. 81% of MSMEs agree that communication with implementers is good and two-way, indicating that efficiency in communication has been effective. However, 2% of MSMEs found it difficult to register for the Jatim Bejo program because they did not have the required NIB, as felt by the owner of La Chi Chi Bakery. In line with research by Satria (2023), although not all MSMEs registered with the Ministry of Cooperatives and SMEs can meet the criteria to become a vendor at JATIM BEJO, such as having a company Deed of Establishment. This shows the need to strengthen technical assistance services so that the efficiency of the program can be felt evenly.

The problem of efficiency can be seen from the different experiences of MSME players in accessing the program's services and features. According to 5% of respondents, the efficient use of resources has not been fully achieved in accordance with the results that should be. Some MSMEs feel that they have not received significant benefits from this program, especially those who have just joined and have not received many transactions. In addition, obstacles were also found in the aspect of the transaction process in Jatim Bejo running efficiently and smoothly. According to 3% of respondents stated that they still experienced delays in the disbursement of payments in receiving their funds because the agency did not immediately complete the order after the order was received. This contradicts Osborne and Gaebler's (1992) efficiency theory, which emphasizes the importance of smooth processes in supporting business continuity, especially for small businesses that depend on cash flow. The use of digital payment systems is very helpful for MSME players in the business transaction process, providing convenience, speed, and security in payments. This convenience encourages increased sales turnover, a variety of payment methods for consumers, easier transaction tracking,

and increased payment effectiveness and efficiency (Nugrah Leksono Putri Handayani & Poppy Fitrijanti Soeparan, 2022).

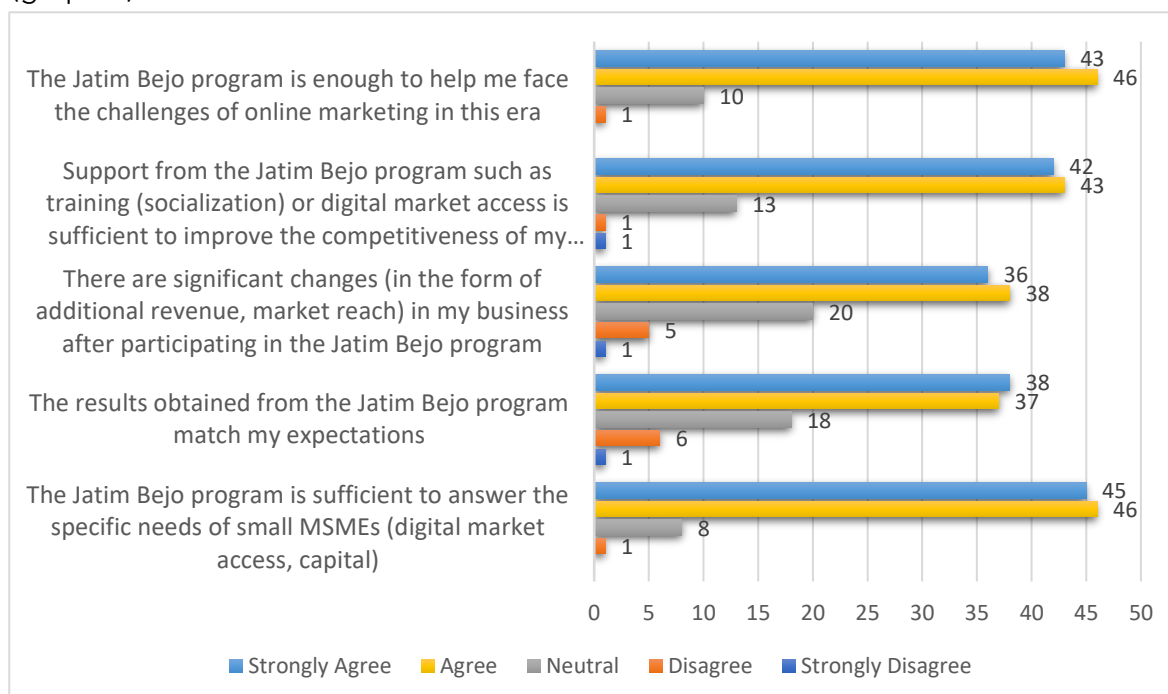
Overall, the Jatim Bejo program has demonstrated the application of efficiency principles in accordance with the theory of William N. Dunn (2003), as seen from the responses of MSMEs who stated "agree" as the majority answer for this indicator. Especially in the aspects of training, use of technology, and digital communication through WhatsApp, which are considered responsive. However, there are still problems in the technical aspects, such as a slow disbursement system and an imbalance in the use of resources, with the results received by MSMEs. For this reason, technical operational evaluations and regular monitoring of MSME complaints are needed so that the benefits of the program can be enjoyed equally by all MSMEs. With comprehensive improvements, the efficiency of the Jatim Bejo program implementation is expected to be maximized and sustainable in providing a positive impact on MSMEs.

Adequacy

Measures the extent to which the MSME empowerment program through Jatim Bejo is able to meet the basic needs of MSMEs in the digital ecosystem, such as the adequacy of digital marketing training facilities, significant changes in efforts to increase competitiveness, conformity to expectations and the adequacy of the Jatim Bejo program to answer the needs of MSMEs.

According to William N. Dunn's evaluation theory, sufficiency measures the extent to which a policy is able to meet the basic needs of the target group (Dunn, 2003). In the context of the Jatim Bejo program, sufficiency relates to supporting the needs of MSMEs in adapting to the digital ecosystem, such as training, payment systems, market access, and strengthening management capacity. A total of 86% of MSMEs agreed that the Jatim Bejo Program is sufficient to help MSMEs in facing the challenges of online marketing today. Based on data on respondent characteristics, the average age of MSME respondents is 54% aged 35 years and above, which is not among the younger generation who are familiar with digitalization. So it can be said that technical guidance

plays an important role in helping digital marketing problems for MSMEs aged > 35 years (graph 4).



Graph 4. Research Result Adequacy Indicator

Source: Processed from primary data (2025)

The Jatim Bejo program was considered sufficient by 85% of MSMEs for the availability of facilities such as digital training, to the adequacy of the Jatim Bejo program in helping MSMEs overcome problems related to access to digital marketing and the problem of small MSME capital. Isnatul Huda (2024) revealed that empowerment has not been optimal in meeting the needs of MSME actors due to a lack of coordination and access to training and distribution of assistance, which has an impact on the limited market access of MSMEs. Nevertheless, the training conducted has not been fully effective for all MSMEs, especially for participants who are not actively involved.

Another issue arises from the disparity in perceived impact among MSME actors. While 38% of respondents agreed that they had experienced significant changes, 5% had not yet felt the impact, as stated by the owner of La Chi Chi Bakery, who stated that he had only once received an order from Jatim Bejo. This shows that the success of this program is not felt equally by every MSME; there is a gap between one MSME and another, and this depends on the digital readiness, scale of business coverage, and initial

branding of the MSME. Because MSMEs that already have good ratings and reviews on their stores will be superior to MSMEs that have just joined. In line with Isnatul et al. (2024), the study states that there are still imbalances in the distribution of MSME empowerment assistance, which is caused by a lack of monitoring and limited resources. However, the implementer already has a solution to this problem, namely by implementing a Business Matching program that provides subsidies to newly joined MSMEs so that their shops have good ratings and reviews as initial capital to compete with similar MSMEs.

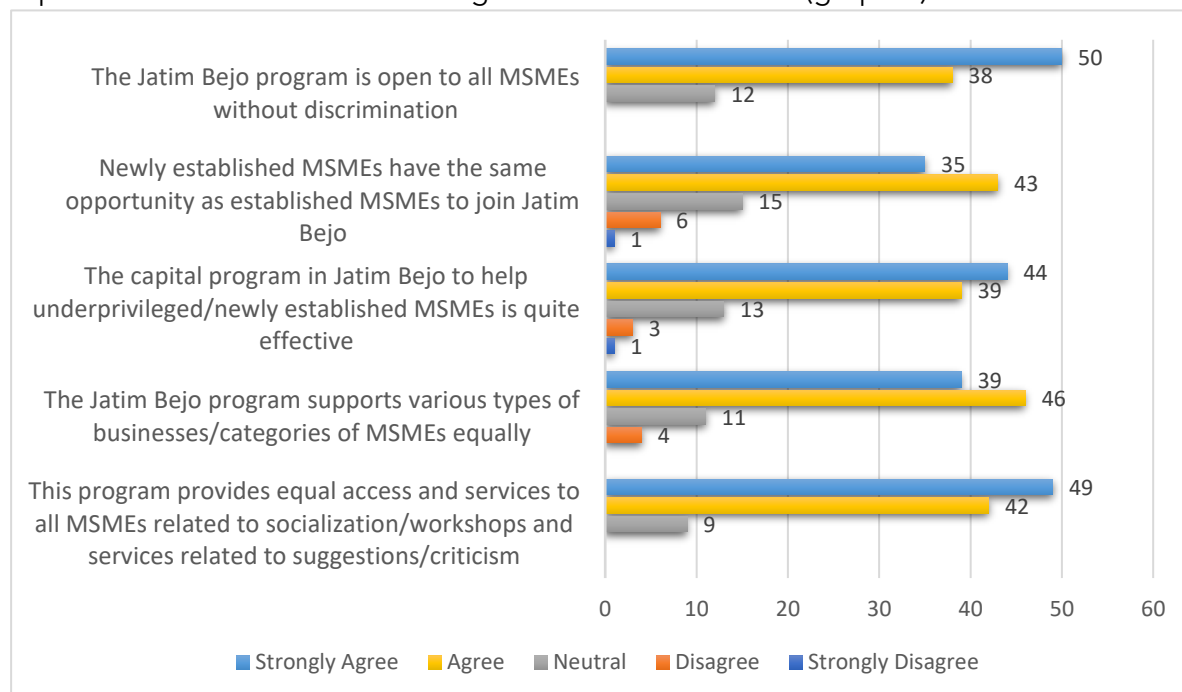
Adequacy relates to how far a level of effectiveness satisfies the needs, values, or opportunities that create the problem. Adequacy is still related to effectiveness, which measures how far existing alternatives can satisfy needs, values, or opportunities in solving existing problems (Dunn, 2003). Similarly, in the indicator of conformity of results with MSME expectations, 6% of MSMEs showed results that did not meet expectations, indicating a gap between the effort that MSMEs had expended and the feedback on the results of the Jatim Bejo program. The gap in the distribution of benefits among MSMEs is also due to the fact that agencies will prefer to buy goods that are cheap but of good quality, which they can get from MSMEs that have already collaborated with agencies (Pramudita & Megawati, 2023). So, MSMEs that do not yet have partners with the agency will experience difficulties due to competitive pricing.

Overall, 91% felt that the Jatim Bejo program was sufficient to answer the needs of small MSMEs, such as digital market access and capital assistance. Thus, the Jatim Bejo program has been running in accordance with the adequacy theory of William N. Dunn (2003), which states that policies provide sufficient benefits for the targeted group. However, the distribution of results and regular intensity in business matching activities still need to be strengthened so that the benefits are felt as a whole for MSMEs.

Equity

Equity measures the extent to which the Jatim Bejo program provides benefits fairly to MSMEs from various sectors and regions in Surabaya, including MSMEs with limited access. This includes open access for all MSME actors, the effectiveness of the capital

program, equal opportunities and support for new and established MSMEs, and equitable services to MSMEs through critics and comments (graph 5).



Graph 5. Research Result Equity Indicator

Source: Processed from primary data (2025)

Equity is when policies reach out fairly to all targeted groups of society (Dunn, 2003). In the context of the Jatim Bejo program, equity includes open access for all MSMEs, support for start-up MSMEs, capital assistance, and equal access to information. On the other hand, not all categories of MSMEs are relevant to government procurement needs. 4% of MSMEs disagree because, in reality, agencies have routine types of spending such as food, office stationery, or electronic categories. So that MSMEs with other categories may be less competitive with MSMEs that are included in the routine government spending category. The government also has a responsibility to protect and strengthen the small and medium enterprise sector in order to survive and thrive, where the policies and support provided must be well-targeted and not differentiate between sectors or business scales in providing access to economic resources and opportunities (Alchudhory, Lessy, Islam, & Sunan, 2024).

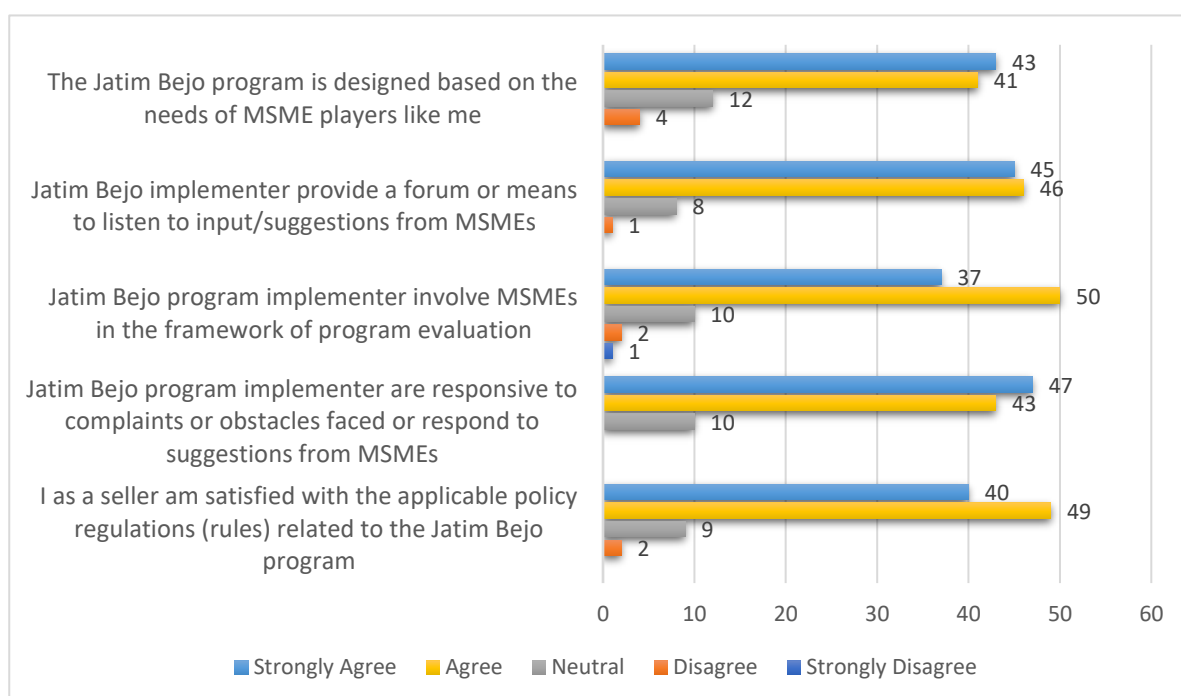
Although 88% of MSMEs agree that Jatim Bejo is open to all categories of MSMEs without discrimination, the reality is that there is still a gap in the equitable distribution of results. Although access and support have been open to all small MSMEs, differences in

networks and experience mean that more established MSMEs more quickly get opportunities. So 7% of respondents disagreed because they felt left behind. The intention of this indicator is that differences in experience and business scale should not be an obstacle for MSME start-ups in utilizing the program as a means to grow and expand their business. There is an experience gap, so the expectation from this indicator is that newly established MSMEs can easily register, understand the system, and get the same support as established MSMEs. The ideal situation is when the program provides specific guidance, training, and technical assistance that helps MSME start-ups compete fairly. With equal opportunities, it is expected that MSME startups will not feel left behind and can develop faster in the competitive digital business ecosystem.

In addition, constraints in access to information and the lack of regular and thorough socialization regarding the capital features through Bank Jatim also affect the equitable distribution of benefits felt because the capital features are only facilitated by one marketplace, namely the gratisongkir platform. 91% of MSMEs agreed that the Jatim Bejo program provides equal access and services in socialization and complaint handling. This is an important aspect of equalization because if the implementer provides equal access and services, the theory of William N. Dunn (2003) has been achieved, namely, reaching all policy targets. Although there are still shortcomings in its implementation, Ariani et al. (2024) emphasized that a sustainable and inclusive MSME empowerment policy is an effective solution to overcome MSME challenges. In conclusion, although the principle of equity has been pursued in the policy, the implementation still faces challenges in the form of inequality of results and prioritization of certain sectors.

Responsiveness

Responsiveness measures the ability of empowering MSMEs in Surabaya through the Jatim Bejo program to respond quickly and appropriately to the needs and complaints of MSMEs, including satisfaction with policy regulations, the existence of a forum for criticism, and responsive handling of complaints, and involvement of MSMEs in program evaluation (graph 6).



Graph 6. Research Result Responsiveness Indicator

Source: Processed from primary data (2025)

Based on the theory of William N. Dunn (2003), responsiveness measures the extent to which a program is able to respond to the needs, complaints, and aspirations of the target group. The results showed that 84% of respondents felt that the Jatim Bejo program had been designed according to the real needs of MSMEs, but there are still challenges in terms of program adaptation to variations in business types, especially for MSMEs whose business types are less relevant to government procurement. This shows that although the program design is responsive and opportunities are always open, the implementation still needs to be improved in terms of flexibility and inclusion of all types of businesses, followed by adaptation on the part of MSMEs to be able to add variations to their business categories.

On the other hand, 91% of MSMEs confirmed that the existence of communication forums such as WhatsApp groups has opened a two-way communication channel between implementers and MSMEs in responding to questions and criticisms from MSMEs, which is considered responsive. However, the effectiveness of this communication has not been fully tested, given the absence of a structured participatory evaluation system. Implementers are considered open to inputs, but have not provided

a specific agenda that involves MSMEs in program evaluation. It would be better if it could meet the participatory principle as a whole, and there are improvements through opinions from the experience of MSMEs as providers that can be used as a reference in decision-making regarding regulations related to the Jatim Bejo program.

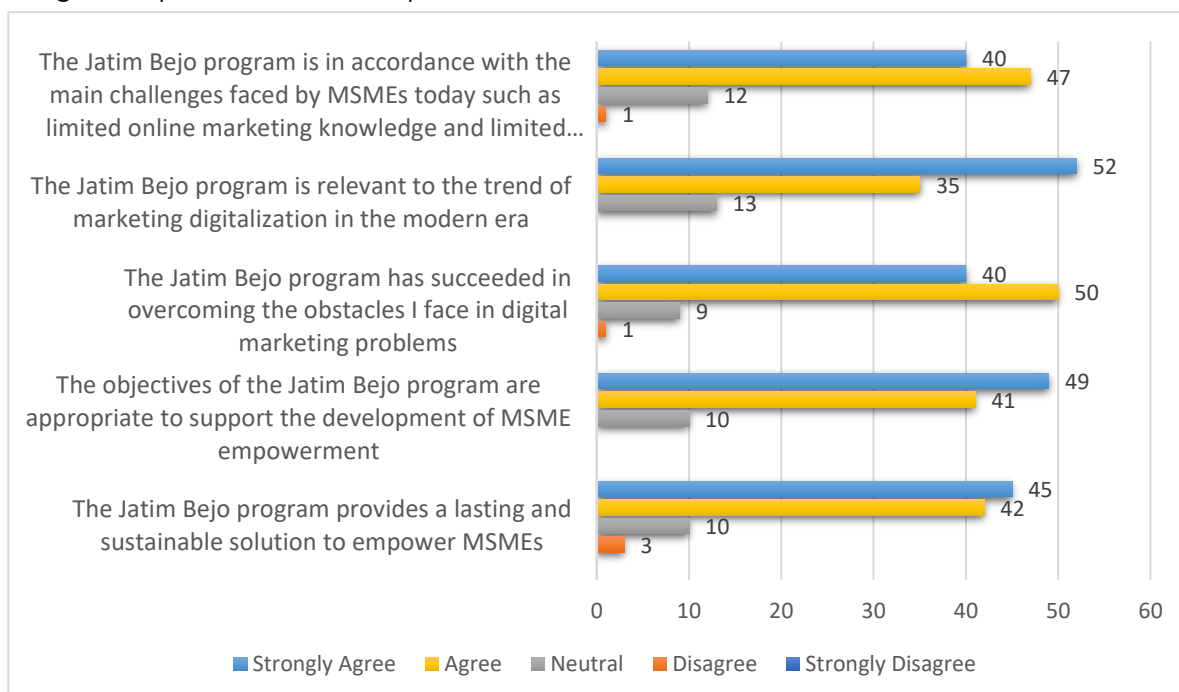
The fifth indicator regarding satisfaction with regulations shows that 89% of MSMEs agree with the applicable policies, but 4% of MSMEs gave a disagreeing response because they criticized the payment deadline, which was considered to complicate the cash flow of small MSMEs. Of course, MSMEs need an ongoing capital turnover to keep their business stable. In Dunn's (2003) theory, responsiveness also includes the ability of policies to adapt to changing conditions and needs. So, technical aspects such as disbursement still need to be adjusted so as not to make it difficult for small businesses that have a high dependence on fast cash flow. Regarding services and regulations, the data shows that the majority of MSMEs assessed the handling of complaints to be quite fast, in line with the results of the study, where 90% responded positively, which is a good added value because communication goes both ways from the MSME side and the implementer. The fast handling of technical complaints and the satisfaction of most respondents with program regulations, although accompanied by notes related to cash flow, further confirms that this program is quite adaptive to real needs.

The success of a policy can be measured through the community's response to its implementation after first predicting what effects will occur if a policy is implemented. The community's response after the impact of the policy has begun to be felt in a positive form, in the form of support, or a negative form, in the form of rejection (Dunn, 2003). Although the majority of MSMEs gave positive responses, indicating a fairly high responsiveness result, aspects of regulatory adaptation and systematic improvement of complaint handling mechanisms still need to be strengthened so that all MSMEs benefit optimally. Thus, it can be concluded that the implementation of the Jatim Bejo program has shown conformity with Dunn's theory on policy responsiveness.

Accuracy

Accuracy measures the suitability of the Jatim Bejo program with the set objectives and specific needs of MSMEs, relevance to marketing digitalization trends, success in overcoming marketing barriers, including appropriate solutions for the

development of MSME empowerment, as well as the suitability of solutions that can last long to empower MSMEs Graph 7.



Graph 7. Research Result Accuracy Indicator

Source: Processed from primary data (2025)

Based on William N. Dunn's (2003) evaluation theory, program accuracy is measured by the extent to which the implemented policy is able to answer the needs of certain targets in a rational and comprehensive manner. The Jatim Bejo program is considered to have shown this accuracy, as evidenced by 90% of respondents who agreed with the indicators of Jatim Bejo's objectives in accordance with the empowerment of MSMEs. For example, digital marketing training and access to capital through cooperation with Bank Jatim are considered a concrete solution to the limited knowledge and capital of MSMEs. MSMEs agreed that they felt helped by the Jatim Bejo program in dealing with digital marketing problems. In addition, 87% of MSMEs agree regarding the relevance of the program to digitalization trends and technical conveniences such as transaction tracking also strengthen the accuracy of the program, as revealed by Ramadhan (2023) MSME empowerment is directed at overcoming various major problems faced by MSMEs such as access to capital, technology, competitiveness, and partnership networks. These empowerment efforts must be able to overcome these

obstacles systemically and sustainably so that MSMEs can play an optimal role in poverty reduction and economic development.

Based on the results of the researcher's interview with the owner of the Elmara Catering MSME, they revealed that they found out about the Jatim Bejo program through a colleague from the East Java provincial office, who recommended joining Jatim Bejo. In line with research by Nafi'ah (2021) that MSMEs know the Jatim Bejo program not because of local government socialization, but recommendations from their colleagues who work in the Government. Research by Pramudita (2023) reveals the same thing, that the fact that government preparation is still lacking is evidenced by the number of providers who know the Jatim Bejo application from colleagues who work in government, and not by information or socialization activities carried out by the government. So that the aspect of accuracy related to program socialization should be able to reach the target, namely MSMEs, but there are still some MSMEs that do not know about the socialization, but through colleagues who work in the government.

Although the majority of respondents gave positive responses, there were still 3% who expressed discrepancies related to platform admin fees from one of the platforms, which shows that there are still minor obstacles to the long-term sustainability and inclusiveness of the program. This shows that adjustments to the financial capabilities of small MSMEs still need to be considered. In order for the Jatim Bejo program to be the right solution for MSMEs for the long term, it is necessary to evaluate the criticism from MSMEs as providers so that there will be improvements that can support the empowerment of MSMEs in accordance with the objectives of the Jatim Bejo program. Overall, the Jatim Bejo program has met the indicators of policy accuracy as proposed by Dunn (2003) through policy integration, implementation, and the resulting impact. Policy direction that is in line with the needs of MSMEs, adaptive ability to digital developments, and integration of training, capital, and marketing support make Jatim Bejo an example of a program that has high accuracy in the context of empowering MSMEs. This finding is also reinforced by Pahrijal (2024) This program has succeeded in encouraging sustainable economic growth with continuous evaluation and adaptation, given the importance of policy flexibility to maintain effectiveness and equitable distribution of benefits.

CONCLUSION

The results of the evaluation of MSME empowerment through the Jatim Bejo program as perceived by MSMEs as providers in Surabaya which includes six indicators of effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy show the conclusion that the majority of MSMEs give a positive response that the Jatim Bejo program is considered to be running according to and in line with William N. Dunn's theory, in supporting MSME empowerment efforts in accordance with one of the objectives of the Jatim Bejo program. The impact felt by MSMEs while participating in the Jatim Bejo program, with 79% of respondents stating that the Jatim Bejo program helped them in increasing product sales through Jatim Bejo., and is able to improve digital marketing capabilities, but there are some MSMEs that have not felt a positive impact due to differences in receiving benefits so that there has not been a significant difference in their business after participating in the Jatim Bejo program as they expected.

The implementer has provided a solution to support MSMEs to get positive benefits evenly by holding a Business Matching program which presents MSMEs that have never received transactions and presents agencies to directly see the products that MSMEs offer to subsidizing product purchases from the implementer for MSMEs so that MSMEs get good store ratings and reviews as initial capital to compete. It is hoped that the Business Matching program can be implemented more frequently for more equitable and effective empowerment for MSMEs. Regarding MSME criticism about the length of disbursement of funds that enter the seller's balance, this disrupts the cash flow of small MSMEs that need a quick turnover of money. Changes are needed to the SOP rules so that the transaction completion process can be made faster, namely, a maximum of 7 working days, thereby accelerating the cash flow of small MSMEs. Some MSMEs criticized because they objected to the considerable platform admin fees. Jatim Bejo implementers also expected to collaborate with the Surabaya City Government to provide subsidies for platform administration costs that are considered burdensome for MSMEs. Successful collaboration with the Surabaya City Government is expected to increase the income and welfare of MSMEs evenly, as well as fully support the empowerment program through Jatim Bejo.

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