

STRATEGIES FOR EMPOWERMENT OF FOSTERED MICRO ENTERPRISES DURING THE PANDEMIC PERIOD AT THE OFFICE OF COOPERATIVES AND MICRO BUSINESSES IN SIDOARJO REGENCY

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**STRATEGIES FOR EMPOWERMENT OF FOSTERED MICRO
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OF COOPERATIVES AND MICRO BUSINESSES IN SIDOARJO
REGENCY**

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ABSTRACT

As a result of the Covid-19 pandemic that hit all countries including Indonesia, it has an impact on all business sectors including MSMEs. The condition of the Micro Businesses in Sidoarjo Regency is not much different from the Micro Enterprises in other areas. The purpose of this research is to describe the Micro Business Empowerment Strategy Fostered during the pandemic at the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. The research method used in this research is descriptive qualitative research method. The location of this research is in the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. The focus of this research is on the Strategy for Empowerment of Fostered Micro Enterprises in the Pandemic Period at the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. Sources of data used in this study are primary data and secondary data. Data collection techniques used in this study, namely observation, interviews, and documentation relating to existing information in the field. The results of the research can be said that the empowerment of Fostered Micro Enterprises during the pandemic carried out by the Sidoarjo Regency Cooperatives and Micro Enterprises has been running by following the applicable rules. And there is a need for better data collection for the Micro Businesses that exist in each sub-district in Sidoarjo Regency.

Keywords: *Empowerment strategies, Assisted Micro Enterprises, Pandemic Covid-19*

A. INTRODUCTION

Early 2020 to the end 2020 is a very worrying year because there is the spread of the virus Corona or commonly known as Covid-19. This virus first occurred in Wuhan, China on December 31, 2019. And this virus has quickly spread throughout the world, including in Indonesia. The Covid-19 virus first entered Indonesia on Monday, March 2, 2020. At that time, President Joko Widodo (*Jokowi*) announced there are two Indonesians positively infected by the Corona virus, namely a woman aged 31 years and 64 years old mother (DetikNews, 2020). To reduce the spread of the Covid-19 virus which is spreading rapidly, the Government of Indonesia has implemented Large-Scale

Social Restrictions (PSBB). Large-scale Social Restrictions (PSBB) implemented by the Government Indonesia can have a deadly impact on all activities of MSME actors. The government is aware that the PSBB policy implemented has a major impact on the economy in Indonesia. The PSBB policy made by the government does not only limit activities UMKM players, but almost have an impact on all business fields. The length of time the policies implemented by the Government are in the form of which has the PSBB effect of killing various business activities of UMKM players and make the fate of MSME entrepreneurs uncertain, so that it can make UMKM that previously survived to close their businesses.

The resilience of MSMEs to survive in the midst of a pandemic is the main capital to bring the national economy survived the crisis and will slowly but surely recover. On during the 1998 monetary crisis and the global financial crisis in 2008, many large-scale companies closed their businesses, but at that time, MSMEs were able to moving the economy and maintaining people's purchasing power. MSME exports increased by 35%. However, now the conditions are much different when the Covid-19 pandemic hit Indonesia. Starting to narrow the daily needs of society, both clothing and food. Even though there are still some who can survive, such as market traders who sell various things staple food and those who switch to selling Personal Protective Equipment (PPE), but only partially small number of tens of millions of MSMEs (Investor.id, 2020).

In 1998, in the midst of the financial crisis, MSMEs were the saviors of the economy national. One of them is the strengthening of the United States Dollar which can provide benefits for SMEs to export their products. UMKM exports the most furniture, sea products, agriculture, mining, spices increased by 350%. As a result of the impact of the Corona virus making demand for export products weaken. The downturn in the global economy opened up an opportunity for national MSME players to replace the position of imported market products domestic bigger. For example vegetables, fruits, spare parts raw materials imports are disrupted.

In the midst of the Covid-19 virus pandemic that is happening in Indonesia, the government is trying to ensure that Micro, Small and Medium Enterprises (MSMEs) in each region remain last. Given that MSMEs are the driving force for the economy and development in Indonesia, it is necessary to carry out a strategy in the empowerment process in the MSME sector during the Covid-19 pandemic. The development of MSMEs in Indonesia is also still being confronted with various problems that exist. As constrained by business capital, strategy marketing, lack of innovation to access to digital technology. Apart from technical problems, it is also because these SMEs are still unable to compete competitively with other economic actors (Solang et al., 2019:3).

The government has provided various incentive and stimulus facilities with a total value of IDR 123.4 trillion to support MSMEs to survive during the Covid-19 pandemic. Apart from providing various incentive and stimulus facilities with a total value of Rp. 123.4 trillion, the Government is also preparing a 'Defend Procurement' application for the procurement of government goods and services with a value of under Rp. 50 million. The "Defend Procurement" application collaborates with MSME aggregators such as market places *e-commerce*. The

government will also create SME electronic catalogs or UKM e-catalogs that are in the process of being made.

Sidoarjo Regency consists of 18 Districts with a total of 353 Villages/Kelurahan. Sidoarjo Regency is a regency in East Java Province. Referring to The Undang-Undang Nomor 23 Tahun 2014 concerning Regional Government, the Sidoarjo Regency Government is given the rights, powers and obligations of the autonomous region to regulate and manage their own Government Affairs and interests of the local community in the system of the Unitary State of the Republic of Indonesia. In The Peraturan Daerah Nomor 02 Tahun 2016 Article 14 letter c, which focuses on poverty reduction based on empowering micro-economic enterprises, aims to provide access to and economic strengthening for micro-scale business actors. Through the Office of Cooperatives and Micro Enterprises, the Sidoarjo Regency Government is trying to make Micro Enterprises in every village/sub-district in Sidoarjo Regency become superior Micro Enterprises. Micro enterprises or abbreviated as MUs are individual business entities that are sufficiently developed, but have an entrepreneurial nature and have not been able to accept subcontractor jobs and are not yet able to carry out export activities. Micro enterprises are an important part of the economy and development in Indonesia and the existence of micro enterprises is one of the potentials for each region in Indonesia, including micro enterprises in Sidoarjo regency. The data below shows the number of Micro Enterprises in Sidoarjo Regency.

Table 1.1 Number of Micro Businesses Assisted by the Office of Cooperatives and Micro Enterprises of Sidoarjo Regency in 2020

| No. | District | Number of Micro Businesses |
|-----|-------------|----------------------------|
| 1. | Balongbendo | 72 |
| 2. | Buduran | 61 |
| 3. | Candi | 101 |
| 4. | Gedangan | 52 |
| 5. | Jabon | 6 |
| 6. | Krembung | 30 |
| 7. | Krian | 38 |
| 8. | Porong | 34 |
| 9. | Prambon | 21 |

| | | |
|--------------|--------------|------------|
| 10. | Sedati | 29 |
| 11. | Sidoarjo | 157 |
| 12. | Sukodono | 59 |
| 13. | Taman | 58 |
| 14. | Tanggulangin | 33 |
| 15. | Tarik | 6 |
| 16. | Tulangan | 48 |
| 17. | Waru | 50 |
| 18. | Wonoayu | 23 |
| Total | | 878 |

Source: Department of Cooperatives and Micro, Sidoarjo regency, 2020

Data table above is data that has been getting Micro Enterprises coaching from the Department Sidoarjo Cooperative. Of the 154,891 Micro Enterprises in Sidoarjo Regency, only around 878 Micro Business actors who have received guidance from the Office of Cooperatives and Businesses Micro Sidoarjo Regency. Most of the micro business actors in Sidoarjo district are get guidance from the Office of Cooperatives and Micro Businesses in Sidoarjo Regency. Meanwhile, Jabon sub-district and Tarik sub-district received the least guidance from the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency.

Micro Business actors cannot open their business as before it happened the Covid-19 pandemic, this is due to the existence of PSBB, social distancing, until closure of the premises. This of course has a serious impact on Micro Business actors, because the income they get is very minimal. The lack of community activities in Sidoarjo Regency has made the economy in the Sidoarjo region decline. The following is the Turnover of Micro Businesses from 2019-2020.

Table 1.2 Decrease in Turnover of Micro Businesses in Sidoarjo Regency during the Pandemic Period Covid-19 for the period 2019-2020

| | |
|---------------------------------------|-----------------------|
| Turnover of Micro Enterprises in 2019 | IDR 52,655,995,901.00 |
| Turnover of Micro Enterprises in 2020 | IDR 33,039,223,010.00 |
| Total Decreased Turnover of | IDR 19,616,772,901.0 |

| | |
|----------------------------------|--------|
| Percentage of Decreased Turnover | 37.25% |
|----------------------------------|--------|

Source: Data processed by the author , 2021

From the table above, there is a decrease in Micro Business Turnover, the previous turnover was IDR 52,655,995,901.00 but at the time of the pandemic in 2020 the Turnover of Micro Businesses decreased to around IDR 19,616,772,901.0 or decreased by around 37.25%. This shows that the Covid-19 pandemic has a huge impact on the turnover of Micro Business actors in Sidoarjo Regency.

The strategy carried out by the Cooperatives and Micro Businesses Service for Micro Enterprises is by carrying out business shifts and cross-cutting businesses during the Covid-19 pandemic. The empowerment process is intended so that Micro Business actors can still sell their products during the Covid-19 pandemic. In the empowerment that is carried out by the Cooperative and Micro Business Office on Micro Enterprises in the form of marketing Micro Business products through social media such as Instagram, Facebook, Twitter and others. It is hoped that the motivation and assistance provided by the Cooperatives and Micro Businesses Service can enable Micro Business actors to maintain their business during the Covid-19 pandemic.

B. LITERATURE REVIEW

a. Strategy

Definition of Strategy has actually been expressed by many experts by providing different definitions. The different definitions are obtained because the backgrounds possessed by the experts are also different. Strategies are used by companies when the company has to find a way out of the problems or obstacles faced both from within the company and from outside the company. Strategy can be said as a way to direct the manpower, funds, power and equipment owned to achieve the goals set.

According to Mardikanto & Poerwoko (2018:168) Strategy is a process as well as an "important" product related to the implementation and control of activities carried out to win the competition, in order to achieve goals. In realizing the goals of empowerment, the important thing is in the implementation of a program or the implementation of an activity process to achieve the goal. A strategy can be said to be a long-term plan followed by demonstrated action in achieving a common goal.

b. Empowerment

Empowerment according to Haris (2014: 52) that the purpose of community empowerment is intended so that individuals, groups and communities have power, besides that community empowerment activities can be directed to increase human dignity so that they are able to get out of the trap of poverty, powerlessness, and all forms of underdevelopment. Empowerment is defined as an effort to increase the professionalism and performance of local development actors, including government officials, social community organizations, non-

governmental organizations (NGOs), the business world, and community members to overcome various problems faced and realize the aspirations and hopes of the community to realize an improvement in the quality of life. community welfare (Rochjadi Hafiluddin et al., 2014: 71). Community empowerment includes all elements of society to improve the welfare of the quality of life of the community.

Community elements of society to improve the welfare of the quality of life of the community. Meanwhile, according to Sumaryo (1991) in Hadiyanti (2008: 91) The meaning of community empowerment itself is a process that develops and strengthens the community's ability to continue to be involved in a development process that takes place dynamically so that the community can solve the problems faced and can make decisions freely. (independent) and independent. Community empowerment is intended to develop the potential of the community so that the community is expected to be able to solve the problems faced and be able to make their own decisions. Thus, empowerment is an effort to increase the professionalism and performance of building actors that emphasizes the strength of the individual and social levels to increase independence, participation, networks, and social justice.

According to Sjaifudian (1995: 66), there are at least 4 (four) empowerment strategies, including:

a. Increasing Financial Capability The

Development of several models of financial strengthening for micro-entrepreneurs shows that the government's commitment has been increasingly strengthened, the government's efforts are realized by helping small business development through "provision of temporary capital".

b. Marketing Development Marketing

Development shows that where the world becomes without borders there is an integration of the domestic market with the international market.

c. Human Resource

Human Resource Development occurs through improving the formal education system, increasing the linkage of the world of education to the job market and fostering small industries through improving the quality of human resources on a regular and sustainable basis must be included in every government work program.

d. Regulatory and Control Strategies

1. Licensing Arrangements

2. Institutional Functions

Meanwhile, according to Ismawan (1995) in Prijono & Pranarka (1996: 240) stipulates that there are 5 (five) empowerment strategy programs consisting of:

1. Human Resources Development Strategy covering various types of education and training for both group members and administrators, including education and training in group institutional management skills, technical production or business.

2. Group Institutional Development Strategy, namely preparing organizational, management, administrative, and household regulations mechanisms.

3. Cultivation of Community Capital Strategy (private) capital with a member savings and credit system and link the group with local financial institutions to get benefits for further capital accumulation.
4. Development of Productive Business Strategy, namely by increasing production (and service) businesses, marketing accompanied by business feasibility studies, and market information.
5. Provision of Information Appropriate Strategy in accordance with the level of group development, such as exposure programs, book publishing and magazines that can provide input that encourages inspiration towards further business innovation.

Empowerment aims to alleviate poverty, and has been widely disseminated by the government, social organizations / community organizations / professional organizations. Through improving education, improving accessibility, improving action, improving institutions, improving business, improving income, improving the environment, improving life and improving the community, it is hoped that it can improve a better quality of life for every family and community. With a better quality of life, it is hoped that it will be able to create a prosperous life for every family and community.

c. Micro, Small and Medium Enterprises

In The Undang-Undang Nomor 20 Tahun 2008 concerning Micro, Small and Medium Enterprises **Micro, Small and Medium Enterprises** are businesses carried out by companies with the aim of expanding employment and can contribute to increasing national economic growth, equitable distribution and increase in community income, and can provide national stability. MSMEs are the main pillars in national economic growth and employment by creating jobs.

According to Tulus (2002) in Fatimah (2011: 50) Micro, Small and Medium Enterprises in developing countries are often associated with domestic social economic problems, such as high levels of poverty, large numbers of unemployed, especially from low-educated people, the development process. unevenness between urban and rural areas, as well as urbanization problems with all the negative aspects that arise. So with that **the** need for the role and strategy of the Government and Regional Government **in empowering Micro, Small and Medium Enterprises**.

According to The Undang-Undang Nomor 20 Tahun 2008 Article 6 concerning the criteria for MSMEs, namely:

1. The criteria owned by Micro Enterprises are as follows:
 - a. Micro enterprises have a net worth of not more than Rp.50,000,000.00 (fifty juta) does not include land and buildings where the business is carried out.
 - b. Micro Enterprises have annual sales results of not more than IDR 300,000,000.00 (three hundred million rupiah).
2. The criteria owned by Small Businesses are as follows:
 - a. Small Businesses have a net worth of more than Rp.50,000,000.00 (fifty million rupiah) up to Rp. 500,000,000.00 (five hundred million rupiah) excluding land along with business premises.
 - b. Small Businesses have annual sales of more than IDR 300,000,000.00 (three

hundred rupiahs) to IDR 2,500,000,000.00 (two billion five hundred million rupiah).

3. The criteria owned by Medium Enterprises are as follows:
 - a. Medium Enterprises have a net worth of more than IDR 500,000,000.00 (five hundred million rupiah) a maximum of Rp.10,000,000,000.00 (ten billion rupiah) no including land and buildings for business.
 - b. Medium Enterprises have annual sales of more than IDR 2,500,000,000.00 (two billion five hundred million rupiah) to Rp.50,000,000,000.00 (fifty billion rupiah).

There are 3 main challenges faced by Micro Enterprises (MUs) during the Covidpandemic 19in Indonesia, namely:

- a. In terms of supply
Since the implementation of Large-Scale Social Restrictions (PSSB) which is almost enforced in all regions of Indonesia, many Micro Business actors having difficulty getting raw materials. PSBB also makes distribution will logistics are disrupted so as to make the shipment of goods ordered long received.
- b. From theproblem, *cash flow*
Many micro-entrepreneurs feel that their income has decreased. This matter due to the absence of customers who have purchased Micro Enterprise products since enactment of PSSB and *psychological distancing*. Micro entrepreneurs also have difficulties in obtaining capital loans for his business.
- c. From falling levels of demand
Market uncertainty since the Covid-19 pandemic has made the needs of the public consumers change. So as to make a demand for goods sold by customers Micro Business actors become influential. This is because the community prefers buy health products such as *hand sanitizers* and masks instead of necessity other.

C. METHOD

Research methods can be interpreted as steps taken by researchers in order to obtain data or information. In obtaining data or information, it is necessary to carry out investigations on that data. So the research method can be said as a procedure or steps that must be taken in conducting research, which includes research time, data sources and other steps to be processed and analyzed. Therefore, research methods have an important role to play in achieving the goals of researchers in conducting research.

The research method used in this research is descriptive qualitative research method. According to S. Aminah (2019: 57) qualitative research is a type of social science research in general that collects and works with non-numerical data and seeks to interpret the meaning of this data which helps researchers understand social life through population studies or targeted places. Qualitative research concerns the concepts, behavior and problems to be studied. Because the problems in the field are usually far different from the data obtained by researchers. The location of this research is in the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. The focus of this research is on the Strategy

for Empowerment of Fostered Micro Enterprises in the Pandemic Period at the Office of Cooperatives and Micro Businesses in Sidoarjo Regency, using theoretical bases according to Ismawan (1995) in Prijono & Pranarka (1996: 240), namely Human Resource Development, Group Institutional Development, Cultivating Community Capital, Developing Productive Businesses, and Provision of Appropriate Information.

Sources of data used in this study are:

1. Primary data Primary

Data is data obtained from the first source both from individuals such as the results of interviews or the results of filling out a questionnaire that is usually done by researchers (Umar, 2004: 42). Primary data is data that is collected directly by researchers from both individuals and individuals, such as the results of interviews with informants who are directly involved with the research.

2. Secondary Data Secondary

Data is data that comes from indirect sources providing data to data collectors, which is relevant to this research at the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. According to Lofland and Lofland in Moleong (2016: 157), the main data sources in qualitative research are words and actions, the rest is additional data such as documents and others.

Data collection techniques used in this study, namely:

1. Observation

To present a realistic picture of behavior or events, to answer questions, to help understand human behavior, and for evaluation, namely measuring certain aspects of conducting feedback on these measurements (Saryono & Anggraeni, 2011: 77).

2. Interview

With interviews, the researchers will find out more in-depth things about the participants in interpreting the situation and phenomena related to how the Assisted Micro Business Empowerment Strategy in the Pandemic Period at the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency, where this was not found by researchers. on observation or observation.

3. Documentation relating to information in the field. Documents can be written text, artefacts, pictures or photographs. Written documents can be in the form *oflife histories*, biographies, written works, and stories.

D. EXPLANATION

The Covid-19 pandemic has a significant impact on all business actors from various sectors including MSME players throughout all regions in Indonesia. The empowerment of MSMEs during the pandemic in Sidoarjo Regency is a reference for the Regional Government of Sidoarjo Regency so that all MSMEs in Sidoarjo Regency can survive the pandemic and do not close their businesses. Almost all MSMEs in Sidoarjo Regency have been affected by the Covid-19 pandemic. The empowerment strategy during the pandemic was carried out by the Sidoarjo Regency Cooperative and Micro Business Office spontaneously, because the nature of the Covid-19 pandemic was sudden. So that makes the Office of Cooperatives and Micro Enterprises of Sidoarjo Regency need to make changes in

its strategic plan, and it must be fast in empowering Micro Businesses in the Pandemic era so that the Fostered Micro Business actors can survive and do not close their businesses.

Empowerment of Fostered Micro Enterprises during a pandemic is a movement that is interconnected between one party and another. The Regional Government of Sidoarjo Regency has an important role in empowering Micro Enterprises in Sidoarjo Regency. Sidoarjo Regency is nicknamed "The City of Indonesian MSMEs". The Cooperatives and Micro Enterprises Office of Sidoarjo Regency has tried various ways to make Micro Businesses under the auspices of the Cooperative Office and Sidoarjo Regency still be able to sell their products. In the empowerment of Fostered Micro Businesses during the pandemic in Sidoarjo Regency, the Sidoarjo Regency Cooperatives and Micro Businesses Office continues to strive to establish commitments with various parties, from vertical to the Regent of Sidoarjo Regency as a policy maker. With each office in 18 Districts of Sidoarjo Regency. As well as horizontally with other Regional Apparatus Organizations.

In order to know the implementation of the empowerment carried out by the Cooperative and Micro Business Office of Sidoarjo Regency to the Micro Businesses of Sidoarjo Regency during the pandemic, an analysis of empowerment strategies was carried out using the theory of Ismawan (1995) in Prijono & Pranarka (1996: 240) determining the existence of 5 strategies empowerment which includes

- (1) Human Resources Development Strategy
- (2) Group Institutional Development Strategy
- (3) Cultivation of Community Capital Strategy
- (4) Development of Productive Business Strategy
- (5) Provision of Information Appropriate Strategy

In accordance with the purpose of this study is to identify and analyze the Micro Business Empowerment Strategy in the Pandemic Period at the Office of Cooperatives and Micro Businesses in Sidoarjo Regency, so in this section the authors will analyze the findings, data and information that the authors get from the research location from informants tailored to the focus of the study. Here will be further elaborated strategy of empowerment Department of Cooperatives and Micro Sidoarjo Regency is in accordance with the circumstances in the research location related to the research focus.

1. Human Resource Development Strategy

Human resources are the main asset of the advancement of an organization. According to Rivai (2004: 290) that development is a process of increasing individual work ability achieved in order to achieve the desired career. Mathis & Jackson (2006: 3) revealed that HR is a design of various formal systems in a organizations with the aim of ensuring the effective and efficient use of human expertise to achieve the goals of the organization / company as desired. Handoko (2000: 104) H argues that education and training have a broader scope for improve and enhance knowledge, abilities, attitudes and personality traits.

Human Resource Development Strategies carried out by the Office of Cooperatives and Micro Enterprises Sidoarjo Regency is facilitating various kinds

of training both for members and group administrators. These trainings include certification training, E-Commerce training, business management training, product design training, training in training curation to introduce its products to customers for customers become interested in buying products sold by the Fostered Micro Entrepreneurs. However during this pandemic, many Fostered Micro Businesses did business experts with marketplaces It is advisable to cross each other's efforts. Since the Covid-19 pandemic has made the needs of consumers change. So that it makes a demand for goods sold by Micro Business actors become influential. This is because people prefer to buy health products such as *hand sanitizers* and masks than other necessities. Because of that, many Micro Business actors have crossed paths to keep them going can sell their products on the market.

From the interview that the author conducted the technical form of production or business there were parties from The Micro Business Association of Sidoarjo Regency which previously worked as a volunteer is now a co-worker during the pandemic. Volunteers are selected at each sub-districts in Sidoarjo Regency, these volunteers are Micro-Businesses that are built where the business was not too affected by the Covid-19 pandemic. This volunteer later will be a speaker in training and to provide motivation to all Fostered Micro Enterprises in Sidoarjo Regency so as not to close their businesses. Training in the future The current pandemic is very much needed as a forum or a place to advance Micro Enterprises Fostered to maintain their business during the Covid-19 pandemic.

2. Group Institutional Development Strategy

According to Koentjaraningrat (1997: 16) that an institution is a stabilization of behavior (*ways*) that live in a group of people, so that the institution is something that is stable, stable, and patterned, functioning for certain purposes in society; determined in traditional and modern social systems, or can take traditional and modern forms; and serves to streamline social life. Meanwhile, according to Hendropuspito (1989) in Wibowo (2011: 57) it is a form of organization that is regularly composed of patterns of behavior, roles and relationships as a binding way to achieve basic social needs. Meanwhile, according to Taneko (1993) in Wibowo (2011: 57) defines institutions as the existence of norms and needs of society in that situation.

Development of group institutions related to Empowerment of Fostered Micro Enterprises during the Pandemic at the Sidoarjo Regency Cooperatives and Micro Businesses with the parameters of assistance in preparing organizational mechanisms, management, administration, and household regulations, it can be seen that during the Covid-19 pandemic group development activities were carried out. by the Office of Cooperatives and Micro Enterprises by appointing one of the assisted Micro Business actors in the Paguyuban to become a companion in providing empowerment to other Assisted Micro Enterprises. The Office of Cooperatives and Micro Enterprises always tells us to form groups or associations in formulating organizational mechanisms, both management, administration, and household regulations in marketing their products or sharing information with others. The importance of forming a community or association or paguyuban is to make it easier to communicate. There are also no rules to form

a community or association or association, and assisted Micro Entrepreneurs are allowed to form a community with other Fostered Micro Business actors who are liked and are expected to provide mutual support. In forming a group, of course, there is a chairman, the chairman will be appointed and monitored for a year by the Sidoarjo Regency Cooperative and Micro Business Office and can be appointed as District Coordinator.

The Sidoarjo Regency One Stop Investment and Integrated Service Office officially launched the Integrated Online Licensing System, known as *Online Single Submission* (OSS). *Online Single Submission* (OSS) is the latest innovation from the Government in the field of business licensing services, which is integrated electronically. The OSS system is expected to be able to simplify the licensing system for doing business in Indonesia, both central and regional. Fostered Micro Business actors can register their business during the Covid-19 pandemic through *Online Single Submission* (OSS) via the web <https://oss.go.id>.

3. Cultivation of Community Capital Strategy

Capital is an important factor or main asset in running a business, which is generally in the form of funds, assets, or debt. That way, the production to marketing processes can run smoothly. According to Basyid (2006: 63) group capital accumulation is a fund channeled to groups which is a capital strengthening to continue to be nurtured and subsequently rolled out in order to expand the target beneficiaries. Meanwhile, according to Fatchudin (2002) in Winarto & Rapini (2014: 2) in the perspective of micro-businesses, capital formation is an important and strategic factor and is one of the keys in the economic process, one of the steps that must be taken so that the process can run is the need the existence of credit and financial institutions to channel and promote funds to micro-enterprises.

The accumulation of capital before 2021, in obtaining venture capital to develop their business, Micro-entrepreneurs in Sidoarjo Regency are provided with the facilities provided by the Sidoarjo Regency Government to obtain capital loans through revolving funds. Revolving funds are deemed capable of assisting capital financing compared to interest rates at other banks. The source of funding for revolving funds comes from the state budget, so it must be right on target. However, as of January 2021, this revolving fund had been eliminated because there were many unpaid credits. However, in 2021, the funds will be given entirely to the People's Credit Bank Delta Artha as a bank owned by Regional Owned Enterprises (BUMD) Sidoarjo Regency.

For capital, the Office of Cooperatives and Micro Enterprises provides banking synergy services through the Delta Artha People's Credit Bank owned by the Sidoarjo Regency Government in the form of regional business credit (kurda). The purpose of this Kurda is to assist the Micro Businesses in Sidoarjo Regency in making it easier to provide capital to the Micro Businesses in Sidoarjo Regency with an interest of 0.25% per month or 3% per year. Through this Kurda, it is hoped that it can ease Micro Business actors in maintaining their business during the pandemic because the interest given is very low.

4. Development of Productive Business Strategy

Development is any effort made by a group of people in order to increase income. According to George J. Washin in Arsyad (2015:5) Productivity contains two main concepts, namely efficiency and effectiveness. Efficiency is used to measure the level of resources, both human, financial, and natural resources needed to meet the desired service level. Meanwhile, effectiveness is used to measure the results of service quality achieved. According to Sedarmayanti (2001: 72) productivity is the desire (*the will*) and effort (*effort*) of humans to always improve the quality of life and livelihood in all fields.

That at the time of the Covid-19 pandemic, the conditions of Micro Enterprises in Sidoarjo Regency were not much different from those of Micro Businesses in other areas. Of the several Fostered Micro Business actors at the beginning of the Covid-19 pandemic, most of the Fostered Micro Business actors had difficulty finding raw materials for their products, difficulties in marketing their products, difficulties in finding buyers due to the PSBB (Large-Scale Social Restrictions) in effect. So that this has an impact on their business turnover.

In developing productive businesses by increasing production (and service) businesses, efforts are made by the Sidoarjo Regency Cooperatives and Micro Businesses Service by assisting in online marketing through existing marketplaces such as Facebook, Instagram, Whatsapp, and others. And given an understanding of how to sell online. Before the Covid-19 pandemic, about 75% of marketing was done offline and about 25% done online. But now the conditions are different, after the Covid-19 pandemic, marketing was carried out online around 75% and offline around 25%. This method is also considered to be quite effective in increasing the sales of products of the Fostered Micro Businesses during the pandemic. This effort was carried out by the Sidoarjo Regency Cooperative and Micro Business Office so that the Micro Businesses in Sidoarjo Regency would not close their business.

5. Provision of Information Appropriate Strategy

Information according to Anggraeni & Irviani (2017: 13) is a collection of data or facts organized or processed in a certain way so that it has meaning for the recipient. Susanto (2004: 46) states that information is the result of data processing that provides meaning and benefits. Meanwhile, according to Jogiyanto (2004: 8) argues that information is data that is processed into a form that is more useful for those who receive it.

During the pandemic, the Exposure program, which was usually held by the Sidoarjo Regency Cooperative and Micro Business Office by bringing in speakers from outside, was eliminated, because it was affected by refocusing budget and the funds were cut and focused more on tackling the pandemic. The exposure program was replaced by bringing in a representative from the Assisted Micro Businesses whose business was not affected by the Covid-19 pandemic or experienced an impact but only around 20%.

Submission of information to Fostered Micro Business actors is carried out online through the Business Clinic through the Whatsapp group, notified by individuals or groups or communities, both horizontally between Regional

Apparatus Organizations (OPD), and vertically with the Regent of Sidoarjo Regency as the policy maker.

The information provided by the Business Clinic is in the form of training held by the Sidoarjo Regency Office of Cooperatives and Micro Enterprises. Book publishing has not been carried out by the Office of Cooperatives and Micro Enterprises in Sidoarjo Regency because book publishing usually advances from Micro to Small Business. During this pandemic, activities that did not have a major impact on the empowerment of Fostered Micro Enterprises were temporarily eliminated. Based on interviews conducted by researchers to the Micro Businesses of the Cooperatives and Micro Businesses of Sidoarjo Regency, not all Micro Businesses assisted by Sidoarjo Regency get updated information about the training held by the Office of Cooperatives and Micro Businesses of Sidoarjo Regency and not all Micro Businesses are included in Sidoarjo Regency. Whatsapp group association for each sub-district in Sidoarjo. This of course can have an impact on his business.

E. CONCLUSION

Based on the results of the research conducted, analyzed, and interpreted by the researcher. The following conclusions can be drawn:

1. Human Resource Development that not all Micro Businesses that have been registered at the Office of Cooperatives and Micro Enterprises in Sidoarjo Regency receive education and training from the Office of Cooperatives and Micro Enterprises, Sidoarjo Regency. Some of the Micro Businesses in Sidoarjo Regency are even independently looking for things that must be done in order to continue to sell their products. Training during the current pandemic is very much needed as a forum or a place to advance Fostered Micro Businesses in order to maintain their business during the Covid-19 pandemic.
2. Group Institutional Development that in forming a community or association or association there are no rules, the Fostered Micro Business actors are allowed to form a community with other Fostered Micro Business actors who are liked and are expected to provide mutual support. In forming a group, of course, there is a chairman, the chairman will be appointed and monitored for a year by the Sidoarjo Regency Cooperative and Micro Business Office and can be appointed as District Coordination.
3. Cultivation of Community Capital which was previously through revolving funds, now through BPR Delta Artha Sidoarjo Regency by giving interest of 0.25% per month or 3% per year to the Micro Businesses.
4. Development of Productive Businesses when the beginning of the Covid-19 pandemic occurred, most of the Micro-entrepreneurs found it difficult to find raw materials for their products, difficulties in marketing their products, difficulties in finding buyers. During the Covid-19 pandemic, about 25% of online marketing was carried out and around 75% online through the marketplaces
5. Provision of Appropriate Information that when providing information is done online through the Business Clinic through the Whatsapp group, it is informed either individually or in groups. The publication of information media is deemed less optimal and evenly distributed to all the Assisted Micro Enterprises, the

Office of Cooperatives and Micro Enterprises of Sidoarjo Regency due to the pandemic and the inactivity of the Assisted Micro Enterprises.

F. SUGGESTIONS

- Based on observations found directly by researchers in the field, the authors can provide suggestions that might be useful for the Office of Cooperatives and Micro Businesses in Sidoarjo Regency in empowering Micro Businesses, namely
1. Increasing training to make production more innovative. The empowerment strategy that will be carried out must be better and more on target in the future.
 2. There needs to be assistance in developing group institutions such as assistance in formulating mechanisms, management, administration and formation of household regulations.
 3. It is expected to expand access to capital for the Fostered Micro Enterprises.
 4. Further develop training in digital marketing. As well as having to make a continuous approach to the Micro Businesses that are Fostered so that all the Micro Businesses can receive information about the market.
 5. Increasing the optimization of social media in disseminating information to Fostered Micro Enterprises, so that the information provided by the Office of Cooperatives and Micro Enterprises in Sidoarjo Regency can be more evenly distributed and none of the Fostered Micro Businesses are left out of information.

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