

RECOVERY PLANNING PROGRAM FOR MSME IN THE COVID-19 PANDEMIC SITUATION (Case Study of Human Resource Development in Cianjur Regency)

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Abstract: *The COVID-19 pandemic has presented various problems and has an impact on business actors, especially those engaged in the Micro, Small, and Medium Enterprises (MSME) sector. There was a decrease in sales, purchases, and even business capital which resulted in a decrease in Gross Domestic Product (GDP) in the region. Therefore, this study seeks to describe the recovery plan for SMEs in Cianjur Regency using the contingency model during the COVID-19 pandemic, to develop human resources for business actors in Cianjur Regency. This study uses a qualitative approach with data collection through in-depth interviews, observation, and documentation studies. Research informants came from a) the Department of Cooperatives, MSMEs, Trade and Industry of Cianjur Regency; b) Center for Integrated Services of SMEsCo in Cianjur Regency; c) Directorate of Domestic Trade, Ministry of Trade of the Republic of Indonesia; and d) SMEs in Cianjur Regency. This work presents an overview of the design for the recovery of MSMEs in Cianjur Regency through a contingency plan model, the results show that although there has been an increase in the budget for the recovery of Cianjur MSMEs. However, there are still programs that have not been able to be realized in the recovery of human resource development in 2021.*

Keywords: *Covid-19 Pandemic; Contingency Plan Model; Human Resource Development; MSMEs in Cianjur Regency*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are individual-owned businesses or individual business entities that are productive and meet the criteria stipulated by law. The minimum asset for MSMEs is IDR 50,000,000.00, while the minimum turnover is IDR. 300,000,000.00. In the Indonesian economy, MSMEs are the business group with the largest number. In addition, this group has proven to be resistant to various kinds of shocks from the economic crisis. So, it has become imperative to strengthen many groups of MSMEs. The criteria for businesses that are included in MSMEs have been legally regulated by law (UU). Meanwhile, SMEs (small and medium enterprises) are businesses run by individuals or business entities that are not part of micro or large enterprises. SME assets range from Rp. 50,000,000.00 to Rp. 500,000,000.00 with a turnover of Rp. 300,000,000.00 – Rp. 2,500,000,000.00 (Republik Indonesia, 2008).

The existence of MSMEs has the largest contribution to the Indonesian economy, including First, the number of business units MSMEs as of 2018 was 64.1 million (99.9%) out of a total of 64.2 million business units. Second, MSMEs contribute to the workforce by absorbing 116.9 million (97%) of the total 120.6 million Indonesian workers in 2018. Third, MSMEs contribute to Indonesia's GDP of 8,573,895 billion (61.07%) of the total GDP contribution to the business world of 14,038,598 billion in 2018. Fourth, for non-oil and gas exports the contribution of MSMEs was 293,840 billion (14.37%) of the total number of Indonesia's non-oil and gas exports in 2018 which was 2,044,490 billion. Fifth, MSMEs also contributed to investment, which amounted to 2,564,549 billion (60.42%) of total Indonesia's investment in 2018 which was 4,244,685 billion. (Thaha, 2020).

Unfortunately, MSMEs have become the business sector that has experienced the most economic shocks due to the COVID-19 pandemic. Lockdown policies have brought economic activity to a sudden halt, lowering demand and disrupting supply chains around the world. An initial survey from the Ministry of Cooperatives and MSMEs stated that more than 50% of MSMEs are indicated to be out of business in the next few months. The impact of the COVID-19 pandemic

on the MSME sector has greatly affected the condition of the Indonesian economy. The decline in community activities, whether due to the PSBB regulation or voluntarily staying at home, had a broad impact on the business sector: 8 out of 10 companies tended to experience a decrease in income due to a decrease in purchases; 6 out of 10 companies face obstacles due to business partners who are also affected. (Ayuni, et al., 2020).

In this regard, several challenges have emerged that have been faced by MSMEs during the COVID-19 pandemic, such as (Purwanto & Paramita, 2020): Low quality of human resources (HR); the role of the support system is less than optimal; and less effective policies and regulations. In terms of the quality of human resources, this is usually caused by low education, skills, and experience, as well as access to information. Most MSMEs also do not have the adequate entrepreneurial capacity, as can be seen from the MSME business pattern which is focused on production, not on market demand. Not only that, most Indonesian MSMEs still rely on offline marketing compared to online, so many business actors have difficulty learning sales with the online system.

As the government has issued a national economic recovery program (PEN) which is a series activity to reduce the impact of COVID-19. Following Government Regulation No. 23 of 2020, there are several national economic recovery programs to restore the MSME sector, namely: First, there is a budget for handling COVID-19. Second, there is social protection through social assistance to low-income communities. For example, the existence of BPUM. Third, the existence of interest subsidies for MSMEs, for example, credit relaxation. Fourth, provide financing for corporations, for example, LPDB capital assistance. Fifth, there are business incentives in the form of tax cuts and deferrals (Dinas Koperasi UMKM Perdagangan dan Perindustrian Kabupaten Cianjur, 2021).

Cianjur Regency is an area with the lowest human development index (HDI) in West Java. This can be seen from the average HDI of West Java Province which reached 72.09, while Cianjur Regency was in the lowest position with a value of 65.36. This value also decreased when compared to 2019 which was 65.38 (Badan Pusat Statistik Kabupaten Cianjur, 2021). In this regard, to achieve the third objective of the Regional Government of Ciajur Regency, namely by improving the HDI, what needs to be focused is on aspects of education, health, and people's purchasing power. The Cianjur Regency Government is trying to increase the HDI by empowering business actors. However, the MSME empowerment program listed in the Government Agency Performance Report (LKIP) of the Department of Cooperatives, MSMEs, Trade and Industry in Cianjur Regency in 2019 only has two MSME empowerment activities, namely: an exhibition of small and micro business products with a budget of Rp. 150,000,000 and the development of marketing facilities for MSME products with a budget of Rp. 150,000,000. (Dinas Koperasi, UMKM Perdagangan dan Perindustrian Kabupaten Cianjur, 2019).

However, the current MSME empowerment program in Cianjur Regency has not been able to overcome other problems that have arisen due to the pandemic, namely: First, the low quality and capacity of MSMEs as seen from the low spirit of entrepreneurship, market access, regional potential competitiveness, financial literacy, business management, and product standardization. Second, there has not been a business climate for MSME actors, because most MSME actors are only oriented to the domestic market and not export-oriented to increase Indonesia's GNP and Cianjur Regency's GDP. The Department of Cooperatives, MSMEs, Trade, and Industry, Cianjur Regency also stated that there were around 10 thousand MSMEs that had to stop temporarily. Even though some survived, they had to switch production due to the pandemic outbreak which had an impact on sales and production levels (Slamet, 2020). Therefore, by using the contingency plan model in local government policies, which are complemented by human resource development, this study seeks to see the MSME recovery program plans in the COVID-19 pandemic situation, to improve the human resources of business actors in Cianjur Regency.

LITERATURE REVIEW

Contingency Plan

Contingency plan is a form of planning model in anticipating a crisis, as well as developing strategies, arrangements, and procedures to address the humanitarian needs of those badly affected by the crisis. Contingency plan makes a plan to respond to an emergency, this can be done by developing scenarios, target group goals, and determining what is needed to achieve these goals. As the existence of contingency planning is used for various situations including natural disasters, conflicts, and economic collapse, epidemics, and others (Choularton, 2007). Therefore, the existence of the COVID-19 pandemic is one of the aspects discussed in carrying out contingency planning that results in various forms of disasters such as poverty and hunger, and economic collapse.

As the elements of contingency planning can be explained as follows (Choularton, 2007): First, a Scenario is a collection of informed assumptions about situations that require humanitarian action, as included in the most common scenario assumptions, namely: causes of humanitarian crises (natural disasters, conflicts, economic collapse), effects of events and types of humanitarian needs that arise. will be generated. Second, a strategic response is a step that planners take to define what they expect and how they intend to achieve it. In this case, there are two main elements in the strategic response, namely the goals set based on the anticipated conditions of the existing scenario and the responses or interventions developed to meet these goals.

Third, Implementation Plan, at this stage the planner makes various stages in implementation including targets, partnerships, monitoring and evaluation, reporting, logistics, and security. At this stage, planners will begin to define how a program or response will be implemented. Fourth, the Operational Support Plan, which is a plan in case of a crisis and ensures that administration, finance, human resources, information, and telecommunications are adequate.

Fifth, Preparedness plans are plans that identify actions that can be taken before a crisis occurs to facilitate and see an effective response after a crisis occurs. As such, preparedness actions can be identified at each stage in planning or coordination with other stakeholders. Finally, the budget is used to provide a clear picture of the scale of operations required in different circumstances (Choularton, 2007).

Entrepreneurship

The concept of entrepreneurship according to Thomas Begley and David P Boyd in (Rusdiana, 2018) which in this case finds the concept of the need for achievement, namely: the desire to achieve a very high achievement, a condition to be able to control their lives, the existence of tolerance for risk which in this case is seen through the role of business actors and entrepreneurs who take risks to be able to achieve greater results and business actors require high performance. In this case, entrepreneurship can also be interpreted as the ability to create added value through resource management through the development of technology, new scientific discoveries, and improvements in a product. (Rusdiana, 2018).

The general characteristics of the business sector are as follows (Anoraga, 2010): *First*, most business actors do not understand the bookkeeping system following standard bookkeeping administration rules. This is usually found in micro-enterprises which most MSME actors do not understand in bookkeeping and other administration, sometimes business money and personal money are often combined. *Second*, the lack of product differentiation in MSME products considering the high competition between business products where the business margin tends to be thin. *Third*, limited capital, the existence of capital problems is the most common problem for MSME actors. As MSME actors start business capital, most of them come from personal capital or borrow from the bank and non-bank institutions

Fourth, experience to manage a business is still very limited, most MSME actors do not have managerial skills and experience in managing a business. Therefore, it is not surprising that most MSME actors do not know how to recruit workers and the main tasks and functions of each

employed workforce. *Fifth*, the scale of the economy is too small, this usually happens for MSMEs located in the regency or city area whose article only sells products for local and domestic needs. Sixth, marketing capabilities are still very limited, this can be seen from the decline in the number of MSMEs in Indonesia and the region. Most MSME actors only market products offline with the presence of shops or kiosks compared to sales in the realm of online marketplaces. Last, the ability of MSMEs to obtain funds from the capital market. As this is due to the inability of MSME actors to understand financial, managerial, marketing, and product adjustment issues properly, it is not surprising that many MSMEs find it difficult to obtain financial assistance as they must follow the rules of a standard and transparent administrative system.

Local Government

Local government policy can be said as something that is done and the actions of local leaders to decide various alternative policies. For example, the role of local governments in empowering MSMEs can be seen from the development of the decentralized system in Indonesia in the political changes that occurred in 1990 which became a backflow and changed the relationship between the central and regional governments to become more democratic with the existence of decentralization. (Chalid, 2005). Thus, the existence of Law no. 23 of 2014 concerning Regional Government as a replacement for Law No. 32 of 2004 is a milestone in the existence of regional autonomy and a decentralized system.

Decentralization is defined as the delegation of all affairs, both regulation in the sense of making laws and regulations, as well as the administration of government itself, from the central government to local governments, which in turn become the household affairs of local governments. With the aim that the government can further improve the efficiency and effectiveness of service functions to all levels of society in the form of regional autonomy policies (Syafiie, Sistem Pemerintahan Indonesia, 2002).

Stakeholder Model

The triple helix model in this case is a transformation model between universities, private companies, and government agencies. The theory in the triple helix idea emphasizes the need for a blurred boundary between the three different roles of participants. As for their interests, they often move in three different directions, and the blurred boundaries support common aspect spaces for collaboration and shared learning. The three groups contained in the triple helix model are Universities, Private, and Government (Brink & Madsen, 2016).

The three groups that join the triple helix model can be said to have different interests in the development of MSMEs, as the university is interested in the existence of 'new production' and existing knowledge. While the companies are interested in the profits from the products they sell, while in this case, the private companies are interested in the economic process compared to how to produce the products they market. This also applies only to medium-sized and large-scale businesses, something different is seen from the role of government agencies which in this case focuses on public control, social welfare in society. (Brink & Madsen, 2016).

Training

Training is a continuous and continuous learning process because it allows the workforce, both business actors and employees, to master new work methods and techniques. The training can be in the form of mastery in knowledge, improving skills, as well as changes in attitudes and behavior. Thus, the training objectives according to the definition are divided into three parts, namely (Suparyadi, 2015): *First*, increasing productivity, in this case, the skills and motivation aspects will increase the productivity of employees or even business actors.

Second, increasing effectiveness and efficiency, the existence of mastery of knowledge to improve skills following the field of work and the current situation is intended so that even employees and business actors can work more effectively and efficiently, especially in increasing sales and turnover during the COVID-19 pandemic. *Third*, increasing competitiveness, while

trained employees are not only able to increase productivity and work more effectively and efficiently which in this case is then able to increase the company's competitiveness.

Marketing

Marketing is a social process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products and services of value with others. (Kotler & Keller, 2012). The marketing mix strategy is the materials and methods used as training materials for MSMEs. The marketing mix strategy, which was first coined by Jerome McCarthy, is part of a marketing strategy that is used to detail four marketing decision factors consisting of the 4Ps: product, place, prices, and promotions.

First, products. Product is anything that is offered by a company to the public to be used as a means of satisfying needs. Philip Kotler and Kevin Lane Keller (Kotler & Keller, 2012) argue that several things can be marketed, namely: physical products, services, events, experiences, people, places, properties, organizations, information, and ideas. In a product, especially a product of goods; several components define a product and differentiate it from other similar products, namely: variety, quality, features, design, branding, packaging, labeling, and customer service.

Thus, product training for MSMEs in the food and beverage sector is to ensure what kind of product will be marketed, how the product idea can be sparked, and how the diversity, design, brand, and packaging make buyers interested in buying the product. So do not be surprised if the MSMEs who take part in this training gain more insight by bringing the products they sell and paying attention to packaging, labeling so that these products can be marketed properly. The development of product training is very necessary for MSMEs who have not been able to develop, especially micro-enterprises so that they can market their products to the market well.

RESEARCH METHODS

This study uses a qualitative approach that aims to produce findings that cannot be obtained by using scholastic procedures or using quantification. (Neuman, 2018) for SMEs in Cianjur Regency to develop human resources for business actors in Cianjur Regency in the COVID-19 pandemic situation by using the contingency plan model. The type of research used is descriptive research, while the reports in this study can be in the form of an overview of the answers to research questions, data sourced from interviews, and secondary data, such as other official documents. This research is located in Cianjur Regency with the consideration that Cianjur Regency has abundant natural resources and production in the fields of food and agriculture; the region with the lowest HDI in West Java; and the low development of competitiveness and quality of human resources for business actors.

The main informants in this study came from the local government of Cianjur Regency, namely the Head of Cooperatives and MSMEs from the Department of Cooperatives, MSMEs, Trade, and Industry of Cianjur Regency, Head of Center for Integrated Service of SMEsCo Cianjur and HR Consultant Center for Integrated Service of SMEsCo Cianjur. While the informants from the central government as a triangulation material amounted to one person, from the Directorate of Domestic Trade of the Ministry of Trade of the Republic of Indonesia, who was in charge of holding various product development training, collaboration with retail, and marketplaces for MSMEs throughout Indonesia. The last is the informant who comes from MSMEs in Cianjur Regency, which is also used as a triangulation material. This MSME informant has been recorded as a group affected by COVID-19 in Cianjur Regency.

RESULTS AND DISCUSSION

1. Overview of the Opportunities and Challenges of MSMEs in Cianjur Regency

Most of the business actors affected by COVID-19 come from large companies that must bear losses to close their businesses during the pandemic while still financing the workforce and paying the rent for shophouses. This can be seen in the percentage of business actors who consider the

pandemic as a positive impact, although this figure is only 17.9% compared to those who consider the pandemic as a disaster and a negative impact, this means that it is not entirely a pandemic that has a negative impact. Although the percentage of MSMEs affected was able to reach 90% with losses reaching 60%. There are several aspects of the opportunities and challenges faced by Cianjur MSME business actors during the COVID-19 pandemic, which can be used as a basis for recovery planning on Cianjur MSME empowerment, namely:

1. **Business Skills and Motivation:** The skills of business actors in Cianjur Regency should be able to bring profits and increase the regional economy. As explained by the local government of Cianjur Regency which stated that business actors have skills in making various types of products and goods that are produced and can be traded. However, MSMEs are still not ready to face the existing risks, this is in line with Begley and Boyd's five entrepreneurial concepts in (Rusdiana, 2018).
2. **Decreased turnover:** The decline in turnover and sales of a product and even cancellation of orders is a problem that threatens the sustainability of business actors, especially in the trade and food sector, which in terms of still using offline marketing techniques compared to online. As (Anoraga, 2010) explained one of the factors that caused the decline in sales, namely the marketing scale and target buyers were too small and marketing capabilities were still very limited.
3. **Raw Materials:** Problems in meeting access to raw material fulfillment can be seen in the percentage of 57.8% of MSMEs being hampered in fulfilling raw materials. These difficulties make business actors save on the production of goods and the existence of product diversification to continue to produce the value of the selling price of an item which is the right step to prevent a decline in sales. (Anoraga, 2010).
4. **Production and Distribution of Goods:** The problems of business actors are also seen in the production and distribution of goods, as many as 68.7% of MSMEs experience problems in the logistics and distribution of goods. This situation worsens the current state of MSMEs. So, the role of stakeholders is needed in facilitating this access which can be seen through the triple helix model, namely the role of local government, academics, and the role of business. (Brink & Madsen, 2016).
5. **Marketing:** Problems in the field of marketing can be seen from the majority of business actors who are still oriented towards offline sales, as can be seen from the number of MSMEs that still sell offline as much as 39.4%. However, there has been an increase in marketing carried out by MSMEs in Cianjur, namely: as many as 70.6% have started using social media and another 32.1% have started using the marketplace. Thus, this is in line with the promotion aspect in the marketing mix as seen by the development of technology and the emergence of social media to be able to market digitally. (Kotler, Amstrong, Wong, & Saunders, 2017)

2. Implementation Plan of Human Resource Development Program in Training Aspect

Human resource development in the form of training aims to improve various aspects, namely: (Suparyadi, 2015): First, increase productivity through skills and motivation to be able to increase the productivity of these business actors. This can be seen from the various training developed to improve the skills of Cianjur Regency business actors such as digital marketing training, bookkeeping, packaging, and others. Second, to increase effectiveness and efficiency, the existence of training aimed at improving skills under the field of work and the current situation aims to make employees and business actors able to work more effectively and efficiently, especially in increasing sales and turnover even in a situation of social restrictions due to the COVID-19 pandemic. 19. Third, increasing competitiveness. Indeed, the existence of training is intended to increase the competitiveness of business actors such as aspects of marketing, network, product, and financing. The training activities launched by the local government of Cianjur Regency are as follows:

1. Digital Marketing Training

Digital marketing training is one form of initiative that comes from the Department of Cooperatives, MSMEs, Trade, and Industry of Cianjur Regency. The selection of the training program can be seen from the condition of the Cianjur MSMEs which have difficulty marketing their products through digital marketing. The COVID-19 situation, which has not yet shown a bright spot, has made local governments focus on developing digital marketing which aims to maximize the existing market through training that will be developed in the initial four sub-districts, namely Cugenang, Warungkondang, Pacet, and Campaka.

The selection of the main training location is based on the main production produced by the four related sub-districts, Cugenang and Warungkondang are the sub-districts that produce fragrant pandan, while Pacet can produce coffee and Campaka is engaged in horticultural production. Thus, the existence of training and development is aimed at increasing productivity as seen through the skills and motivation of business actors in digital marketing training, increasing marketing effectiveness and efficiency and products marketed through various e-commerce as well as increasing competitiveness. (Suparyadi, 2015).

2. Quality Development of Business Actors

The development of the quality of business actors developed in the training conducted by the Department of Cooperatives, MSMEs, Trade, and Industry of Cianjur Regency, namely by providing various training including First entrepreneurship training which aims to try to maintain existing business actors so that they are able and keep fighting in the world. during the COVID-19 pandemic, despite a decline in sales, turnover, and even losses faced by business actors. Second, Philip Kotler and Kevin Lane Keller (Kotler & Keller, 2012) argue that several things can be marketed, differentiated, and defined a product with other similar products, namely: diversity, quality, features, design, branding, packaging, labeling, and customer service. The existence of packaging manufacturing training is one of the business strategies designed to be able to provide value to customers by looking at the products to be marketed specifically.

Third, bookkeeping training is aimed at business actors who often complain about insufficient capital because of the COVID-19 pandemic. This is not a problem in terms of capital requirements, but there is also a problem in bookkeeping that still combines business capital and personal capital. Finally, the procurement of the MSME Manjur Competition Award program, which is a program in the form of competition for MSMEs in Cianjur Regency to increase productivity, effectiveness, and efficiency, and competitiveness which are the objectives of training according to (Suparyadi, 2015), as for the design program for the recovery of the Cianjur MSMEs in 2022. The total MSMEs that can participate in this competition are 600 MSMEs by being given various training, *business matching*, title exhibition products which will then be re-filtered to become 10 MSMEs to get awards from local governments.

3. SIMADU Data Updating

The SIMADU application (Integrated MSME Data Management System) is a superior application developed by the Department of Cooperatives, MSME Trade and Industry of Cianjur Regency to identify and record business actors in Cianjur Regency, the existence of SIMADU is also the first step in Cianjur Regency's flagship program, namely empowerment of 10,000 MSMEs in their tenure, namely 2021-2026. The establishment of the SIMADU application also aims to synchronize data between MSMEs registered in the service and MSMEs in the field, the data asymmetry can be seen from the number of MSMEs in the MSME Cooperatives, Trade, and Industry Office of Cianjur Regency with MSMEs who volunteered to get productive assistance for micro-business actors (BPUM). (Syafiie, Sistem Pemerintahan Indonesia, 2002).

The implementation plan in contingency planning which come after planning decision and

response strategy (Choularton, 2007) for human resource development in the training aspect is divided into two parts, namely HR development in the 2021 program budget which includes various digital marketing training, improving the quality of human resources, updating SIMADU data with a total budget of Rp 439,178,000. As can be seen in the following table.

Table 1. Implementation Adjustment Plan of Human Development Training in 2021

Target	The target in 2021 is 100 MSMEs located in the initial four sub-districts, namely: Cugenang, Warungkondang, Pacet, and Campaka sub-districts.
Partnership	Elements of Pentahelix (Academics, District Governments, Provincial Governments, related Ministries, Community, Business and Media)
Monitoring and Evaluation	Conduct an evaluation model by conducting a pre-test before the training takes place and a post-test after the training is completed
Reporting	<ul style="list-style-type: none"> • Reports on the results of the pre-test and post-test conducted by the local government on related MSMEs • Attendance reports on training activities and Copy of MSME sales ledgers to see the progress of products and sales after receiving training.
Logistics	Products marketed by MSMEs (packaging), android or iPhone type mobile phones with internet access, product raw materials, training places
Budget	<ul style="list-style-type: none"> • SIMADU Application Data Collection Rp. 149,250,000, with details: <ol style="list-style-type: none"> 1. Mentoring services 8 companions x 6 months: IDR 86.400.000 2. MSME database application: IDR 30,000,000 3. SIMADU Launch: IDR 20,000,000 4. Official Travel Fee: IDR 13.100.000 • Micro-enterprise development with the orientation of increasing the scale of business into small businesses Rp. 289.928.000 with an output of 220 MSMEs

Sumber: *Eviews 10*, (diolah,2021)

Second, the MSME Manjur Competition Award program and the optimization of SIMADU data are included in the 2022 budget draft which includes various training activities, business matching, product titles, and awards are given to the finalists as well as the top 300 MSMEs in the MSME Competition Award as well as the number of MSMEs in Cianjur Regency which can be seen in SIMADU application. As the implementation planning table for the 2022 fiscal year can be seen in the following table:

Table 2. Implementation Adjustment Plan of Human Development Training in 2022

Target	<ul style="list-style-type: none"> • 600 MSMEs participating in the MSME Award program • 500 MSMEs have entered the online data system with a turnover growth rate of 6% of the MSMEs fostered
Partnership	Office of Cooperatives, MSMEs Trade and Industry Cianjur Regency, Facilitators for SMEs and sub-districts and villages in Cianjur Regency
Monitoring and Evaluation	<ul style="list-style-type: none"> • HR training was conducted for 3 days for 600 MSMEs and will be selected by looking at increasing capital, business matching, increasing export skill-ups, and exhibitions. And then will be selected into the top 10 winners • Conduct an evaluation model by conducting a pre-test before the training takes place and a post-test after the training is completed
Reporting	<ul style="list-style-type: none"> • Reports on the results of the pre-test and post-test conducted by the local government on related MSMEs

	<ul style="list-style-type: none"> • Report on the results of the MSME winners with awards and exhibition facilitation • Report on the results of the MSME Manjur Competition Award program accountability • The results of real data on the number of MSMEs at the beginning of the 1st quarter in 2022
Logistics	<ul style="list-style-type: none"> • MSME Manjur Competition Award, Products marketed by MSMEs (packaging), android or iPhone type mobile phones with internet access, training places
Budget	IDR 2,214,600,000 for the implementation of the MSME Manjur Competition Award program for 600 MSMEs - Prizes for Rp. 10,000,000/10 winners and Rp. 2,000,000/320 MSMEs

Sumber: *Eviews* 10, (diolah,2021)

3. Implementation Plan of Human Resource Development in Optimizing Aspects of CENTER OF INTEGRATED SERVICE OF SMESCO Cianjur

The Technical Implementation Unit of the Cianjur MSMEc and Cooperative Integrated Business Service Center is a service and assistance center for MSMEs in Cianjur Regency by one of the programs of the Department of Cooperatives, MSMEs, Trade and Industry of Cianjur Regency in the development of human resources, namely the optimization of Center for Integrated Services of SMEsCo Cianjur seen as one of the developments carried out by the service in optimizing and developing services at Center for Integrated Service of SMEsCo. This was conveyed by the Head of Center for Integrated Service of SMEsCo Cianjur who stated that the existence of optimizing Center for Integrated Service of SMEsCo by increasing it again, was more re-introduced Center for Integrated Service of SMEsCo which has the duties, main and functions to assist business actors. However, the implementation is still not optimal.

The implementation plan in optimizing the Center for Integrated Service of SMEsCo Cianjur is a program that is included in the design of the Cianjur Regency MSME recovery program in 2021. However, in its implementation, the 2021 budget funds are not sufficient in optimizing the Center for Integrated Service of SMEsCo Cianjur in terms of the number of MSMEs participating in the assistance at Center for Integrated Service of SMEsCo. Thus, the optimization program for the Center for Integrated Service of SMEsCo Cianjur is a draft budget for the 2022 program with the construction of lodging for MSMEs, food trucks, and training, the development of which is at the Center for Integrated Service of SMEsCo. The budget used in optimizing Center for Integrated Service of SMEsCo is the regional income and expenditure budget (APBD) of West Java Province. As the table for the implementation planning for the 2022 budget year for optimizing the Center for Integrated Service of SMEsCo Cianjur can be seen in the following table.

Table 3. Implementation Adjustment Plan for Optimization of Center for Integrated Service of SMEsCo Cianjur in 2022

Target	Optimization by covering services for MSMEs in Cianjur which are spread across 354 villages and 6 sub-districts
Partnership	District Governments, Provincial Governments, Business Partnerships, Academics and MSME Communities
Monitoring and Evaluation	<ul style="list-style-type: none"> • Monitoring is carried out on business actors who assist both in the field of product legality, making credit plan proposals, apprenticeships, and entering the e-commerce market, which is usually done after 6 months after the mentoring process with consultants is complete. • Monitoring results of training using pre-test and post-test

Reporting	Reports on the results of business consultations and training conducted by CENTER OF INTEGRATED SERVICE OF SMESCO Cianjur in collaboration with other stakeholders as well as assistance to business actors who need assistance and services in running a business.
Logistics	<ul style="list-style-type: none"> • Food and drink for training • Products marketed by SMEs
Budget	<ul style="list-style-type: none"> - In 2021 (Review DED for the construction of the PLUT dormitory Rp. 75,000,000 and the pilot item for the CENTER OF INTEGRATED SERVICE OF SMESCO Rp. 12,086,000) - In 2022: Provincial APBD budget of IDR 5,000,000,000 for the construction of lodging dormitories for MSMEs in Cianjur Regency <ul style="list-style-type: none"> • IDR 4,000,000,000 for MSME lodging dormitories • IDR 800,000,000 for HR training and development • IDR 300,000,000 for making a foodtruck

Sumber: *Eviews 10*, (diolah,2021)

CONCLUSION

The existence of the COVID-19 pandemic is a problem for business actors, especially micro-businesses. It's no wonder that many business actors end up going out of business due to lack of visitors, decreased income, and having to reduce the number of workers because they are unable to pay employee salaries. This study is intended to describe the design model of policy change for SMEs in Cianjur Regency which is described through the contingency plan model. The contingency plan model in this study seeks to design a recovery planning model for MSMEs in Cianjur Regency caused by the COVID-19 pandemic.

However, in its implementation, there are still some shortcomings that can be seen in the recovery program implementation plan, namely

- The transfer of the optimization program for the Cianjur KUMKM PLUT to the 2022 budget year.
- The Cianjur Regency MSME recovery program which was originally designed until 2021 had to be extended again due to the emergence of the second wave of the COVID-19 pandemic which took place in June 2021, so that various programs experienced obstacles in their implementation.
- The Department of Cooperatives, MSMEs, Trade, and Industry of Cianjur Regency did not prepare a program design in the event of a disaster such as the COVID-19 pandemic. The series of program designs before the occurrence of COVID-19 were seen through the policy program of the Cooperative, MSME, Trade, and Industry Office in 2020

As in making the contingency plan model in this study, we look at several aspects of the elements discussed based on the findings and discussions which can be seen in the following chart.

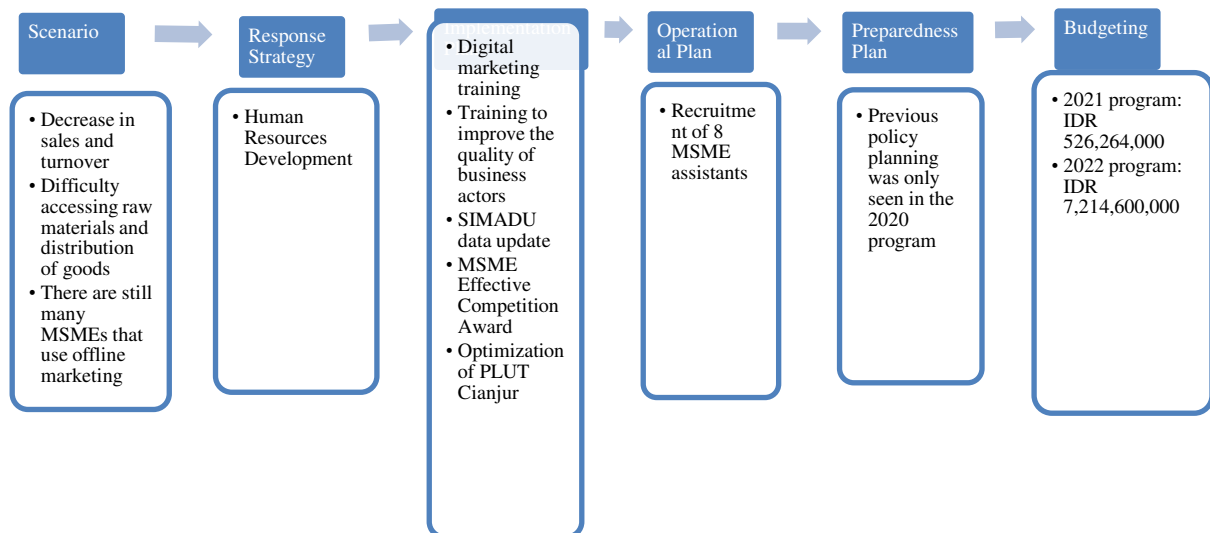


Figure 1. Contingency Plan Model for the Cianjur MSME Recovery Program

The contingency plan model consists of six stages, namely as follows. First, the scenario as the problem identification stage of the Cianjur SMEs. Second, the response strategy is the stage of program selection by the local office. Third, the implementation stage, namely the description of various programs that will be carried out in the HR development program both in 2021 and 2022. Fourth, the operational plan, namely the addition of human resources and funds, as well as the addition of the number of MSME mentors. Fifth, preparedness plan, namely the program planning stage in overcoming the impacts arising from the COVID-19 pandemic. However, in this case the agency did not have a previous plan. Sixth, budgeting is seen through an increase in the budget allocation of the 2021 and 2022 APBD. This increase is also evidence of the goodwill of the local government in empowering MSMEs.

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