



Economic Policy Transformation to Enhance Local Product in Indonesian Neighborhood Community

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ABSTRACT

The objective of this research is to measuring policy implementation of the One Product One RW (OPOR) program and provide recommendations for the sustainability of this program. The research uses a descriptive method with a Mixed Method Sequential Explanatory model approach. The quality of program implementation is measured based on the Three Box Method with details included in the Low implementation quality, Medium implementation quality, and High implementation quality. Results show that policy implementation of the OPOR Program have high implementation quality. Many respondents agree that the OPOR program should be evaluated with certain improvement, such as a grouping of participants based on business clusters, fair in terms of assessment

score, and follow-up with development program for the participants in the same fiscal year. The economic impact of this research is to increase family income. Each region has superior business products that can generate income for community groups.

Keywords: Economic policy, policy implementation, one product

1. INTRODUCTION

The Indonesian government has provided opportunities for people to become entrepreneurs. Entrepreneurship is a global phenomenon which makes a significant contribution to economic growth, maintaining social stability and reducing unemployment (Lam et al. 2024). Local governments are aggressively rolling out economic recovery and revival programs for their communities. Each region is required to roll out its innovations to restore economic stability. Cimahi City is one of the cities that has several regional economic, employment and poverty problems that touch several aspects of life such as reducing welfare, poverty and unemployment rates in Cimahi City. In fact, based on data from the Cimahi City Labor Service obtained from the Central Statistics Agency (BPS), the percentage of unemployment in Cimahi City in 2019 was only 8.09%, but the figure rose in 2020 to 13.30%. In 2021 the unemployment rate was successfully reduced to 13.07 percent and a year later it fell again to 10.77 percent. Meanwhile, the fact is that the poor population in Cimahi City in the period 2015 to 2022 has always been in the range of 4 - 5% with the latest figure in 2022 being 5.11% which can be said to have increased as in 2021 of 5.35%. The poverty rate experienced a downward trend until 2019 when it reached 4.39%, however the poverty rate for Cimahi City increased again in 2020, reaching 5.11% and in 2021 it reached 5.35%. It can be interpreted that this number is equivalent to 31.2 thousand poor people in Cimahi City.

To overcome this challenge, the Government of Cimahi City has made various efforts to reduce the level of open unemployment in its area. However, the government's limited capacity in handling social welfare problems requires the effectiveness of the social protection system through social rehabilitation services, social assistance and security as well as compensation programs for poor people who are negatively impacted by various social disasters and economic policies. Cimahi City Regional Government's intervention regarding the problem of unemployment and poverty, one of which is by issuing a policy package in the form of the One Product One RW program. The One Product One RW program was established through the Cimahi Mayor's Decree No. 500/kep.994-ekosda/2023 concerning Procedures for Implementing One Product One RW Activities. OPOR is the Cimahi City Government's flagship program in restoring the economy of its citizens. This program, which is based on micro, small and medium enterprises (MSMEs), was initiated in an effort to improve the community's economy after the Covid-19 pandemic. The OPOR (One Product One RW) Program concept is an approach to developing regional potential in a region to produce global class superior products that are unique to that region by utilizing local resources. OPOR is conceptually inspired by OVOP (One Village One Product). OPOR itself is organized by the government where its implementation is handed over to the local community on a voluntary basis. The implementation of OPOR is based on the concept of building a region by prioritizing at least one superior product from that region

which can become a unique regional flagship, or a tourism resource that is not only accepted locally but also throughout the world. (Igusa, 2015). The difference between OVOP and OPOR in Cimahi City is that activities (Placeholder1) are carried out with a competition approach between Rukun Warga (Citizen Community) groups in each sub-district. The competition compares superior products from each group which are assessed by a team of judges. However, there is no picture regarding the quality of implementation of the OPOR Program.

The importance of measuring the quality of implementation to provide input, study and consideration in determining whether the program is worth continuing or stopping. Measures of implementation quality of the OPOR Program. The Global Crisis has at least had a significant impact on various aspects of the global economy. This is because international competitiveness and the economic crisis are intermingling with each other. Countries, regions, companies and households are experiencing unexpected and dramatic events due to the ongoing global crisis. Various events occurred starting with events that occurred in the financial markets and continued in the real economy (Matysek-Jędrych, 2014). The government seeks to measure economic uncertainty related to policy. This measurement is made into an index based on three basic components. The first component measures how much newspaper coverage reports economic uncertainty related to policy. Another measuring component is the measurement of the amount and projections affected by income based on the provisions of the federal tax code which will expire in the coming year. The third component is used through disagreements that occur between economic forecasters regarding relevant policy variables. This policy is a proxy for economic policy uncertainty (Baker et al., 2013). One country's fiscal policy, fiscal risk and economic development cannot be used as a sample of other countries' policies. Therefore, fiscal risk assessments and the effectiveness of public spending for economic development in other countries cannot be used as a benchmark (Guliyeva et al., 2021). Sustainable development is a policy goal that is a shared commitment from governments throughout the world for a generation. Sustainable development is supported by a series of new policies starting from international agreements, national strategies, environmental laws at various levels of government, regional programs and local planning. (Howes et al., 2017). The development of entrepreneurship by the government certainly requires high entrepreneurial passion. The existence of entrepreneurial passion and self-efficacy will certainly have a positive impact on people's entrepreneurial pursuits. This shows that good communication from the government strengthens the relationship between people's passion and entrepreneurial intentions (Hoai, 2023). Individual entrepreneurs and group entrepreneurs certainly have different motivations. For entrepreneurs who have their own business, the important motivations needed (in order of importance) are 1) work has freedom, 2) knowledge and skills are used, 3) ideas are put into practice, and 4) time with family is available (Natsuda et al, 2011). This study uses an approach from in this research, the program implementation model used is the implementation model expressed by David C. Korten. Korten explained that this model is based on a learning process approach. This model is better known as the program implementation suitability model. The implementation of the program can be carried out well if there is conformity with the three elements of program implementation. First, compatibility between the program and its users. Suitability is what the program offers according to what the target group needs (beneficiaries). Second, compatibility between the program and the implementing organization, namely the compatibility between the tasks

required by the program and the capabilities of the implementing organization. Third, compatibility between user groups and implementing organizations. In this case, there needs to be appropriate conditions for the organization in deciding to obtain program expenditures and what results the program target group will get. At the end, the quality of OPOR program implementation will be determined at low, medium or high levels using the three-box method calculation. In connection with the description above, in this study the author wants to compile a study with the title "Quality of Implementation of the Cimahi City Opor Program". Based on the background description above, the author prepared a problem formulation, namely first, what is the quality of the implementation of the OPOR program in Cimahi City in 2023. The aim of preparing this study is to provide a description and analysis of the Quality of Implementation of the OPOR Program with the aim of identifying a picture of the quality of implementation of the OPOR Program.

2. LITERATURE REVIEW

As previously explained, this research uses the model presented by David C. Korten. The model presented by Korten is known as the program implementation suitability model as a program approach. The success of program implementation is based on the suitability of three elements of program implementation. The first element is the compatibility between the program and its users. The second is the suitability of the program and its implementers and the third is the suitability of program users and program implementers. In the first case, what benefits does the program provide to program users, whether it meets the user's expectations or not. The second compatibility is between the program and the program implementer, so that there should be no overlap with other programs that are not appropriate. Meanwhile, the third suitability is the suitability of program implementers and program users in implementing the program so that it is in accordance with the targets to be achieved by the program.

The program implementation model presented by Korten can be explained that the performance of program implementation will not be successful in accordance with what is set out in the program objectives if there is no conformity with the 3 required elements. This is because if the output from program implementation does not match the needs of the program user group, of course the output from the program cannot be utilized by users. In addition, program implementation will not run if there is no optimal capability of the program implementing organization in carrying out the tasks set out in the program. So, the organization cannot convey program output appropriately. The results expected by program users cannot be fulfilled by the implementing group. Conformity in program implementation of the three elements is very necessary so that the program can run according to the objectives to be achieved.

In the technical approach to measuring the quality of implementation of a program in this study, a conceptual framework is used in the form of "suitability of program implementation". Conceptually, the more the implementation of the program matches the content of the program itself, the better the quality of the implementation. This is because program implementation is the steps in carrying out activities in an effort to achieve the goals of the program itself. To measure the quality of implementation of the Cimahi City OPOR Program, the conceptual tool Program Implementation Conformity Model

developed by David C. Korten was used. The suitability of the implementation model can be seen from figure 1:

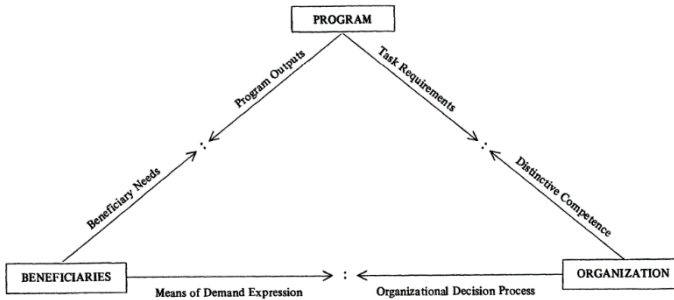


Figure 1: Program Implementation Conformity Model by David C. Korten

Source: David C. Korten (1980)

In an effort to understand and analyze the implementation of the Cimahi City OPOR Program, conceptual tools are needed that measure the quality of implementation. Implementing a program is complex, because many factors influence each other in a system which cannot be separated from dynamic environmental factors. Therefore, a technical approach is needed that is carried out by operationalizing variables or dimensions, so that it is relevant to be used as a measuring tool for implementation quality. The program is the first element that must exist in order to achieve implementation activities after the second element, namely the community group that is the target of the program.

The growth of Group-Owned Small and Medium Enterprises is influenced by several factors, including 1) The use of technology used by local residents is still outdated and inefficient, resulting in poor results. This has an impact on the development of OVOP SMEs owned by the group. They also do not comply with computers to confirm research objectives. 2) The results obtained strongly confirm that groups with KEBS certification tend to receive good comments from customers. This shows that groups that have KEBS certification have a high ranking because of the quality of their products and this has a high influence on the growth of the group. The majority of groups are involved in adding value to their products. Thus, the goal has been achieved. 3) OVOP groups access funding from various sources, most access funding from the government and most groups receives financial support from adequate public bank funding. However, their group activities are low due to lack of funds so they are very supportive of achieving their goals. 4) The growth of group-owned OVOP SMEs is influenced by market availability. The market is available for good quality products which have a positive impact on the marketing of the product (Ngugi and Bwisa, 2013). The implementation of E-commerce by the government is widely established for all groups, both companies and other organizations. The application of e-Commerce is determined to help people reduce production costs and increase production efficiency (Deng et al., 2010)

3. METHODOLOGY

The research design for studying the quality of implementation of the Cimahi City OPOR Program uses descriptive research methods with a Mixed Method Sequential Explanatory model approach. By using a sequential explanatory model, the process of collecting and processing data will predominantly use a quantitative approach, which is supported by explanations from a qualitative approach. The population in this study includes the OPOR Program population, namely 312 RW heads in Cimahi City and 312 accompanying ASN people, so the total population is 624 people. Sampling used the disproportionate stratified random sampling method because looking at the composition of the OPOR Program participants, the distribution of RWs was different for each sub-district. The sample criteria are the implementing parties and beneficiaries in the Cimahi City OPOR Program as well as program implementers. The OPOR Program sample was 86.2 people rounded up to 86 respondents.

Data collection uses three techniques, first the Survey Technique uses a Likert Scale with a range of 1-3 (score 1 describes poor conditions, score 2 describes poor conditions and score 3 describes good conditions); second, In-depth Interview and Literature Study. For quantitative data processing, descriptive data analysis techniques and inferential analysis techniques are used. Table 1 shows that descriptive analysis techniques are used to present data using tables and percentage calculations. From the distribution of respondents' answers, a trend will be obtained from all the answers. To get the tendency of respondents' answers to each variable, it will be based on the average score value (index) which is categorized into a range of scores based on the following three box method calculation:

Table 1: Three Box Method Range

Range	Category
33,00% – 55,00%	Low
56,00% – 78,00%	Medium
79,00% – 100%%	High

Source: Ferdinand (2006)

From this range of values, it will then explain the categorization of the perception of respondents in the sample regarding the quality of implementation of the Cimahi City OPOR Program. Meanwhile, qualitative data processing is carried out in stages, namely data reduction, data presentation and drawing conclusions or verification which is assisted using the NVivo 12.

4. DISCUSSION

Based on the results of the OPOR Program Implementation Quality Questionnaire, Figure 2 shows about the distribution of economic clusters proposed by each RW at the sub-district level. The following is a recapitulation presented in the form of a pie chart:

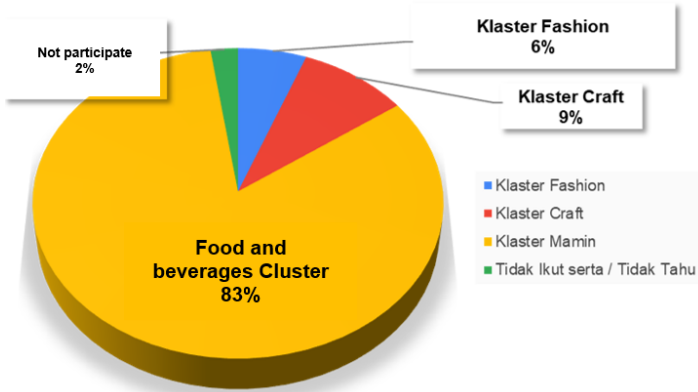


Figure 2: Cluster Distribution in the 2023 OPOR Program
Source: Created by Author based on research, 2023.

Based on the pie chart data above, it can be seen that the Mamin or Food and Beverage Cluster is the largest cluster with 83%. Followed by the Craft or Crafts cluster with 9% and the Fashion Cluster with 6%, while the remaining 2% of respondents said they did not participate or did not know. With the dominance of the Food and Beverage Cluster, the majority of OPOR Program winners in each sub-district come from the Mamin cluster. Based on the results of interviews with village heads, this condition was deemed not to be in accordance with the policy of the Cimahi City Regional Secretary. Moreover, the new establishing of community-based enterprises by OPOR program in the direction of increasing local community’s entrepreneurial activities has also improved social capital in form of network, norm and trust. Social capital also captured by the involvement in the community has a positive impact on economic performance at micro level (Hoang Thanh et al., 2018).

Based on the results of the OPOR Program Implementation Quality Questionnaire, it is known that the majority of indicators have a score of more than 2.50, which means they indicate good implementation quality. If the value is below 2.5, it shows that the respondent's answer tends to be that certain indicators are not suitable / not good and not suitable / not good. Meanwhile, if the value is above 2.5, it shows that the respondent's answer tends to be that certain indicators are appropriate or good. Recapitulation of the quality of implementation of the OPOR program which consists of three dimensions, namely the Dimension of Conformity Between the OPOR Program and the Users, the Questionnaire Dimension of Conformity Between the OPOR Program and the Implementing Organization and the Dimension of Conformity Between the Beneficiary Group and the Implementing Organization of the OPOR is at an implementation quality score of 85. A score of 85 for quality the implementation of the OPOR Program shows high implementation quality based on the distribution of the Three Box Method scores in Chapter IV with details if the value of 33.00% - 55.00% is included in the Low implementation quality category, the value of 56.00% - 78.00% is included in the quality category Medium implementation, and a value of 79.00% – 100% is included in the High implementation

quality category. Figure 3 shows the OPOR Program implementation quality values per Dimension which are visualized through a bar chart:

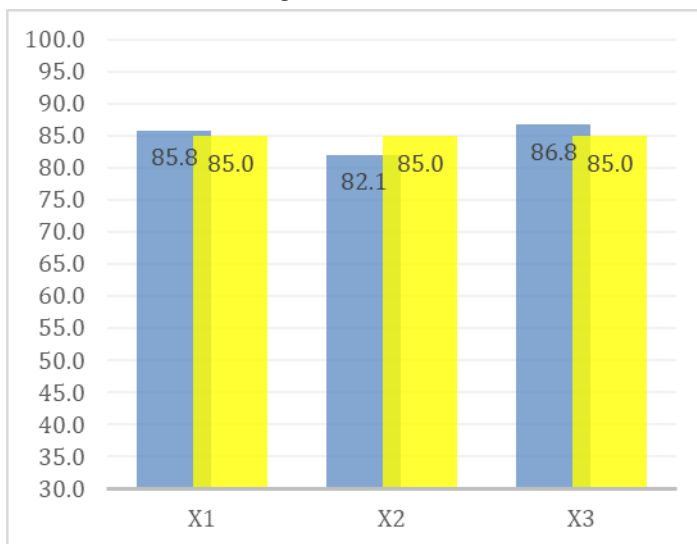


Figure 3: OPOR Program Implementation Quality Value Per Dimension

Source: Created by Author based on research, 2023.

Based on the results of the data processing in Figure 3, it can be identified that X1 represents the suitability dimension between the OPOR program and its users, It can be identified that the highest value is in dimension Meanwhile, the value that is below the average value of the variable, namely in dimension.

4.1. Compatibility Between OPOR Program and Beneficiary Groups.

In order to deal with the economic impact, the Cimahi City Regional Government has issued the One Product One RW program, namely a program to explore regional-based economic potential at the Rukun Warga level which can be remembered as a superior regional product. This program is a follow-up to efforts to implement National Economic Recovery and economic empowering. Economic empowerment is a very important aspect in order to overcome the poverty, an employment and regional economic development (Kurniasih et al, 2023). In more detail, the Dimension of Compatibility Between the OPOR Program and Utilization emphasizes the compatibility between the objectives offered by the program and what is needed by the target group or users or in this case the community participating in the OPOR Program. Respondents assessed that the needs of the participating RW groups were not met through the OPOR Program. This data is relevant to the statement from the sub-district informant who stated that in the OPOR Program, the products proposed tend to be MSME products that are produced at home, meaning that they have not yet massively reached the RW level or become centers at the RW level. From the results of interviews with sub-district officials in 3 sub-districts in Cimahi City, it is known that the MSME groups participating in the OPOR Program have hopes of being able to

facilitate their business, starting from ease of licensing, competency development, promotion facilitation and marketing facilitation. However, the form of activity in a competition format means that this need is not met. The idea of client-informing policy in e-commerce is an entry to this area. The broad approach to the possibility of creating client-informing policy and the possible determinants that should develop this policy. Now we focus our work on detailed specification of the problem and drive our attention to the investigation the effectiveness of created client informing policy. The first experiences show that it can be a promising area to follow but by now it is too early for results presentation (Jakubczyc et al, 2003).

The phenomenon that occurs in Melong Village, Cipageran Village and Setiamanah Village is that at the RW level there is more than one potential product that wants to be proposed. Based on the results of interviews with informants in the sub-district, it was discovered that product identification and development was less than optimal because of the various potential products at the RW level, a decision was made by the residents' consultation that the MSME product that most fully met the requirements was proposed. Apart from that, there are efforts that have been made, such as those carried out by the Cibabat Sub-District which is proactive in identifying and developing products, even facilitating the marketing of MSME products to supermarkets for MSMEs that are in the top 3 at the sub-district level. This effort was initiated by the Head of Exos Empowerment Section as can be seen in the Figure 4:



Figure 4: OPOR Products example from Cibabat Village

Source: Created by Author, 2023.

Figure 4 shows that the conformity Indicator between program and utilization in the statement "There is a compatibility between what the OPOR program offers and the needs of the target group" has an average value below 2.50, meaning that respondents assess that there is no compatibility between what the OPOR program offers and the needs of the target group. The target group, in this case MSMEs at the RW level, has needs in terms of ease of licensing (eg NIB, PIRT and Halal), marketing facilitation, promotion facilitation and facilitation of increasing the capacity of MSMEs. However, these needs have not been accommodated in the OPOR Program. However, all sub-districts have provided technical guidance to OPOR participants. The sub-district party has also submitted a notification, namely:

- 1) Implementation of the First Technical Guidance Activities by selecting Featured Products as OPOR representatives in the RW for those who have not been selected,

checking the completeness of the requirements for MSMEs, NIB, Halal Labels, etc., proposing ideas (Packaging, Product Name, etc.);

2) Head of the RW together with the Head of the RT to coordinate in implementing first Technical Guidance by involving the following elements: Stakeholders (RW/RT administrators, figures, administrators/members of institutions/parties in their respective areas who can provide input on the implementation of the OPOR program).

3) Companion in each RW in Melong Village (Structural Echelon IV in accordance with the Regional Secretary's order No. 800/1690/BKDSMD dated 28 April 2023, list attached) was invited to attend the RW discussion activities in determining superior products in each RW.

Author considers that respondents think their needs have not been met because the format of the activities is carried out in a competition format. This makes some parties feel that their needs are not being accommodated through the OPOR program. Table 2 shows the jury assessment form used in the OPOR Program:

Table 2: Jury Assessment Form for OPOR Products

No	Criteria	Note	Point	Value
1	Business profile (0 – 10) 10 %	NIB	5	
		Legality	0 - 5	
2	Empowerment aspect 40 %	Labor	1 – 4 (10 point)	
			>4 (20 point)	
		involvement of surrounding aspects	Yes (20 point)	
			No (0 point)	
3	Economic aspect 30 %	market potential	0 - 15	
		product potential	0 - 15	
4	Aspects of business planning 20 %	business idea	0 - 10	
		realization	Possible (10)	
			Impossible (0)	
Total				

Source: Cimahi Government, 2023.

The mechanism contained in the assessment is that all the judges agree on the assessment according to the assessment form and interview the business actors at the stand. All the judges visit the stands to assess and determine who will be the champion. After all the judges have visited the stand and interviewed all the forms on the jury, they are counted and entered into the computer to find out the scores produced by the existing participants, and the jury team discusses again to determine the winner based on the results and policies of the jury team, the winner will only be take 3 business actors from all participants

according to the number of RWs in each sub-district, for example in Cipageran Village there are 29 RWs, so the OPOR participants are 29 business actors.

4.2. Compatibility Between the OPOR Program and the Implementing Organization.

Referring to the product requirements proposed in the OPOR, there is a gap between products from the food and beverage cluster, products from the craft cluster and products from the fashion or clothing cluster. The number of food cluster products dominates the OPOR program as seen in the previous diagram, food and beverage cluster products reaching 83%. The jury's assessments for the three clusters combined resulted in an unbalanced competition. For example, the empowerment aspect with a weight of 40% includes the number of workers and involvement of surrounding aspects in the food and beverages cluster, which will be different from the craft and fashion clusters. In this case, craft cluster products tend to have fewer workers. The jury's assessment of the Economic Aspect with a weight of 30% includes market potential and product potential in the food and beverage cluster which will be different from the craft and fashion clusters.

The indicator of suitability between the program and the implementing organization in the statement "There is further guidance from the OPOR program" has an average value below 2.50, meaning that respondents assess that there is no further guidance from the OPOR program. Coaching activities focus more on pre-implementation of activities, where the RW deliberates to determine the superior products that will be proposed. As for the information obtained from the sub-district, the winners will be facilitated from the sub-district in the form of training and participating in Culinary Night bazaar activities, and the winners will be facilitated from regional officials in the form of business development facilitation according to needs to be realized in the next fiscal year.

In the dimension of compatibility between the program and the implementing organization in the statement "I think the OPOR program is in accordance with our (implementing) needs". With an average value below 2.50, it means that respondents assess that the OPOR program is not in accordance with the needs of implementers. From the processed Tree Map Coding Interview Results on the Quality of OPOR Program Implementation, it can be seen that there is no good coordination between OPOR Program implementers. This can be identified from the reports submitted in stages, only 18% of the total 312 ASN Program Assistants assigned through the Regional Secretary's Order Number 800/1590/BKPSDMD dated 28 April 2023. This then needs to be evaluated for the implementation of OPOR in the following year. It can be identified that the preparation of Letters of Assignment to ASN which are combined for several Programs is considered to be ineffective seen from the failure to carry out tiered reporting to the Ecosda Section. In terms of program suitability, this indicator is not appropriate because reporting should be done in stages. The impact of this discrepancy is that the data base for the distribution of OPOR starting from the distribution of business actors, the distribution of nominal turnover, the distribution of clusters is not collected. The next impact is that the intervention for MSMEs who won as RW's favorites is late and has not even been implemented in 2023.

4.3. Compatibility Between Beneficiary Groups and OPOR Implementing Organizations

This dimension emphasizes the compatibility between the conditions decided by the organization to be able to obtain program output and what can be done by a group of program targets, in this case MSMEs and RW actors. The rural community is an essential component of the national economy (Kurniasih and Rusfiana, 2022). The dimension of compatibility between the user group and the organization implementing OPOR has an average value of 2.60, which means that the majority of respondents assess that there is compatibility in the dimension of compatibility between the group of users and the organization implementing OPOR. The correspondence between the user group and the implementing organization in the statement "My RW group has contributed to the achievement of the OPOR program output" has an average value below 2.50, meaning that the respondent assesses that the participating RW group has not contributed to the achievement of the OPOR program output.

The perception of participants who think there needs to be an evaluation of the OPOR program shows that 93% of respondents agree that the OPOR program needs to be evaluated if it is to be continued. Respondents were more likely to want the OPOR program to be evaluated first before continuing. The objectives of the One Product One RW activity are as follows:

- 1) Encourage community empowerment so that they have superior products (goods or services) and are able to be economically independent;
- 2) Making One Product One RW the regional superior product;
- 3) Collaborating between superior business actors to have an impact on the community's economy;
- 4) Encouraging economic potential in areas that can be further developed;
- 5) Producing micro business actors who will support the strong economy of the people of Cimahi City.

Both the RW group and the Echelon VI Civil Servant Companion have a role in the success of OPOR activities. However, in the field there are still discrepancies found, such as there are still companions who do not accompany the RW, and there are still companions who do not report in stages. The accompanying ASN is the party that bridges information about conditions in the RW area with the department. The accompanying ASN is given the task of reporting regularly weekly and at the end of OPOR activities. This report actually needs to be submitted to the office of duty or SKPD Binwil to then be collected by the SKPD and reported to the Regional Secretary. However, based on the results of interviews, it was found that there were still echelon IV who were not optimally accompanying the assisted RWs. From the discussion above, it can be concluded that the implementation quality of the OPOR program cannot be said to have good implementation quality, although it already has conformity in dimension OPOR with the Implementing Organization is considered to be still not appropriate or it could be said that the quality of implementation is not good.

ACKNOWLEDGEMENT

We are grateful to Cimahi City Government for funding this research

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