



## IMPLEMENTASI RPJMD KABUPATEN PAMEKASAN TAHUN 2018-2022 BIDANG KETENAGAKERJAAN

### IMPLEMENTATION OF PAMEKASAN REGENCY RPJMD 2018-2022 FOR MANPOWER SECTOR

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#### **ABSTRACT**

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*Pamekasan Regency has the authority to administer government affairs in the context of regional autonomy in accordance with Law Number 23 of 2014 concerning Regional Government. As stated in the 2018-2023 RPJMD of Pamekasan Regency, what is meant by this priority program are programs that directly touch the public interest, are monumental, cross-functional, large-scale and have high urgency and have a broad impact on the community. One of the priority programs in the field of employment is the New Entrepreneurship. The New Entrepreneurship Program is important because economic management is not yet optimal. Meanwhile, the success of policy implementation can be measured from the process and the achievement of the final results, namely: whether or not the goals to be achieved are achieved. This study will use the theory of George C. Edward III which holds that policy implementation is influenced by four variables: communication, resources, disposition, and bureaucratic structure.*

**Keywords:** Authority, implementation, local autonomy, policy, public interest.

#### **ABSTRAK**

Kabupaten Pamekasan memiliki kewenangan dalam penyelenggaraan urusan pemerintahan dalam rangka otonomi daerah sesuai Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah. Salah satunya adalah yang tertuang dalam RPJMD Kabupaten Pamekasan Tahun 2018-2023. Sebagaimana tertuang dalam RPJMD Kabupaten Pamekasan Tahun 2018-2023, yang dimaksud dengan program prioritas ini adalah program yang bersifat menyentuh langsung kepentingan publik, bersifat monumental, lintas urusan, berskala besar dan memiliki urgensi tinggi serta memberikan dampak luas pada masyarakat. Salah satu program prioritas dalam bidang ketenagakerjaan yaitu program Wira Usaha Baru atau Pembinaan Sepuluh Ribu Wirausaha Baru dan Calon Wirausaha Baru (Sapu Tangan Biru). Program Wira Usaha Baru penting karena belum optimalnya pengelolaan ekonomi inklusif berbasis potensi dan keunggulan lokal yang berpengaruh pada lapangan pekerjaan. Sementara itu, keberhasilan implementasi kebijakan dapat diukur atau dilihat dari proses dan pencapaian tujuan hasil akhir, yaitu: tercapai atau tidaknya tujuan-tujuan yang ingin dicapai. Selain itu, implementasi kebijakan dapat dilihat dari prosesnya dengan mempertanyakan apakah pelaksanaan program sesuai dengan yang ditentukan, yaitu melihat pada action program dari individual project dan yang kedua apakah tujuan program tersebut tercapai. Penelitian ini akan menggunakan Teori George C. Edward III yang berpandangan bahwa implementasi kebijakan dipengaruhi oleh empat variabel, yaitu komunikasi, sumberdaya, disposisi, dan struktur birokrasi.

**Kata kunci:** Implementasi, kebijakan, kepentingan publik, kewenangan, otonomi daerah.

#### **INTRODUCTION**

The Regional Medium-Term Development Plan (RPJMD) of Pamekasan Regency for 2018-2023 is a vital document for the Pamekasan Regency government that determines the direction of development for the next five years. The RPJMD of Pamekasan Regency for 2018-

2023 serves as a detailed explanation of the vision, mission, and programs of the Regent and Deputy Regent of Pamekasan, which is compiled based on National and East Java Provincial policies, namely the RPJMN for 2020-2024 and the RPJMD of East Java Province for 2019-2024, Government Regulation No. 12 of 2019 on Regional Financial Management, and the Minister of Home Affairs Regulation No. 90 of 2019 on the Classification, Codification, and Nomenclature of Regional Planning and Finance. Additionally, the formulation of the RPJMD of Pamekasan Regency is also adjusted to regional development policies influenced by the Covid-19 pandemic, adjustments to the new SOTK, and other new development dynamics in Pamekasan Regency, considering the conditions and achievements of the previous RPJMD period including the stages formulated within it and the analysis of internal and external factors based on the review of the vision, mission, goals, and development targets. The RPJMD subsequently provides the direction for medium-term regional development planning as a guideline for the preparation of the Strategic Plan (Renstra) of Regional Devices and the Regional Government Work Plan (RKPD).

The RPJMD of Pamekasan Regency for 2018-2023 has 10 priority programs. As stated in the RPJMD of Pamekasan Regency for 2018-2023, these priority programs are defined as programs that directly touch public interests, are monumental, cross-sectoral, large-scale, highly urgent, and have a wide impact on the community. One of the priority programs in the employment sector is the New Entrepreneur Program or the Coaching of Ten Thousand New Entrepreneurs and Prospective New Entrepreneurs (Sapu Tangan Biru).

The New Entrepreneur Program is important because the inclusive economic management based on local potential and advantages has not been optimal, affecting job opportunities. This is evidenced by the Labor Force Participation Rate (TPAK) in 2020 which was 69.82% (BPS and Pamekasan in Figures, 2021). The labor force participation rate is the ratio of the labor force (all those currently working or seeking work) to the total working-age population. Additionally, the Open Unemployment Rate (TPT) in Pamekasan Regency in 2020 was 3.49%. The TPT in Pamekasan Regency is caused by the global crisis that peaked in 2015, significantly impacting all countries worldwide, including Indonesia, as shown by the economic growth slowdown. The weakening global economy also caused Indonesia's exports to decline, significantly affecting the investment climate in Indonesia.

Furthermore, the increase in the unemployment rate in Pamekasan Regency is caused by several factors:

1. Lack of information about available labor and business world needs regarding the quality of labor, including the relatively low condition of labor in Pamekasan Regency reflected in their educational qualifications;
2. Lack of skills among the community in their jobs;
3. The gap between the available labor supply and the demand or needs of companies/businesses;
4. Low quality of labor and low demand (market) for labor;
5. High labor conflicts in determining the minimum wage and inadequate protection for workers;
6. Suboptimal supervision of labor (institutions/companies and workers) and weak control over the entry of foreign labor.

Moreover, in addition to unemployment issues, poverty remains a homework that must be addressed by the Pamekasan Regency government. According to the revision of the RPJMD of Pamekasan Regency for 2018-2023, the number of poor people in Pamekasan Regency increased to 129,41 individuals or 13.95% in 2020 due to the impact of the Covid-19 pandemic,

up from 122,43 individuals or 14.6% in 2019. The Covid-19 pandemic, as quoted from the presentation material by the Regent of Pamekasan titled "Policy Direction of Pamekasan Regency Post-Pandemic: Economic Recovery and New Social Order Through Focused Implementation of Regional Priority Programs," impacted several aspects, including:

1. 3,667 small and medium industries ceased production;
2. 1,828 traders/street vendors experienced a decrease in revenue;
3. 1,490 ojek (motorcycle taxi) and becak (pedicab) drivers were affected;
4. 49 individuals were laid off;
5. 237 Indonesian migrant workers (PMI) were repatriated;
6. 9 tourist destinations closed;
7. 540 artists and tourism workers were affected.

In light of these issues, the Pamekasan Regency Government feels the need to create a New Entrepreneur priority program to address them. The priority development of the Pamekasan Regency Government in the employment sector is the coaching of 10,000 New Entrepreneurs (Sapu Tangan Biru) in Pamekasan until 2023. The activities of the New Entrepreneur Program include training, internships, workshops, and mentoring. The fostering of the New Entrepreneur Program is carried out by the Office of Investment and One-Stop Integrated Service and Manpower (DPMPTSP Naker), the Office of Cooperatives and SMEs (Diskop UKM), the Office of Industry and Trade (Disperindag), the Office of Marine and Fisheries (DKP), the Office of Food Security and Agriculture (DKPP), the Office of Women's Empowerment and Population Control (DP4), and the Office of Village Community Empowerment (DPMD).

This article will address several issues, namely the implementation of the RPJMD of Pamekasan Regency 2018-2023 in the employment sector and the challenges faced by the government in implementing the RPJMD.

## METHODS

This study uses a qualitative approach with a descriptive aim. In qualitative research, a researcher uses inductive reasoning. This means that from existing facts or social phenomena, observations are made in the field, and then analyzed to develop theories based on the observations conducted by the researcher. Meanwhile, research with a descriptive aim will describe the existing social phenomena as a depiction of the conditions occurring in the field. Kriyantono explains qualitative descriptive as follows (Kriyantono, 2022):

*"A research activity that involves taking the community as the object of study with the intention of investigating the community's response or level of compliance with the law is called empirical legal research or sociological legal research. The target data in primary data is the data directly found by the researcher in the field. The method used is the same as the general social research method because formulating hypotheses is the best way in this research. The validation analysis is more accurate using quantitative analysis, which of course involves a statistical method approach."*

The data collection techniques in this writing are the methods used by the author to gather data. This article uses both primary and secondary data. Sugiyono (2010) states that:

*"Data collection techniques are the most strategic step in research because the main purpose of research is to obtain data."*

The author will conduct observations related to the facts or phenomena of the implementation of the RPJMD of Pamekasan Regency for 2018-2023 in the employment sector, using the case study of the Pamekasan Regency Government's priority program, the New Entrepreneur Program (WUB).

## RESULTS AND DISCUSSION

### **Analysis of the New Entrepreneur Program as an Implementation of the RPJMD of Pamekasan Regency 2018-2023 in the Employment Sector**

East Java Province is one of the provinces in Indonesia that is administratively among the largest provinces. With this fact, the local government faces many challenges in developing and advancing their respective areas. One of the regencies in East Java Province is Pamekasan Regency. Pamekasan Regency consists of 13 districts, which are further divided into 178 villages and 11 sub-districts. The administrative center is located in Pamekasan District.

Many reclamation activities along the coastline in Pamekasan have been carried out without applying for the necessary permits. It is stated that dozens of unauthorized reclamation activities are still ongoing. Along the coastline in Pamekasan Regency, from the southern to the northern coasts, reclamation is prohibited.

The solution to this problem has been outlined in the Regional Medium-Term Development Plan (RPJMD) of Pamekasan Regency for the Fiscal Year 2018-2023. This section presents the strategies, policy directions, and regional development programs proposed by the elected Regent and Deputy Regent, Baddrut Tamam, as evidence of their strong commitment to creating welfare in Pamekasan Regency. Therefore, they have formulated 10 Main Agendas, which are the political promises of the Regent and Deputy Regent of Pamekasan for 2018-2023. One of the agendas discussed in this writing is the training program for the people of Pamekasan Regency through the New Entrepreneur Training (WUB), which is overseen by the Investment, One-Stop Integrated Service, and Manpower Agency (DPMPTSP and Naker) of Pamekasan Regency.

With this public policy, it is hoped to be a steppingstone to addressing various issues in their respective areas. In various scientific journals, public policy is defined as anything decided by the government. This definition shows how the government has the authority to make binding policies. Ideally, the policy-making process results from a dialogue between the community and the government, making the policy not one-directional. A policy can be said to be a rule from the government that must be followed by everyone without exception, and it is enforced to create a regulation that makes the community comply with the policy.

James E. Anderson defines public policy as a policy established by government bodies and officials. It is recognized that public policy can be influenced by actors and factors outside the government. In this book, public policy is understood as policy choices made by officials or government bodies in specific fields, such as education, economy, politics, agriculture, industry, defense, and so on.

According to Thomas R. Dye, public policy is anything the government chooses to do or not do. This indicates that the formulation of public policy is the prerogative of the central government, whether it be the executive, legislative, or judicial branches. These three institutions should ideally be unified in formulating the policies to be issued.

The New Entrepreneur Program (WUB) in Pamekasan Regency is a priority program under the leadership of Regent Baddrut Tamam. This young leader targets the formation of at least 10,000 new entrepreneurs over five years to improve the community's economy. In its implementation, the priority program abbreviated as "Sapu Tangan Biru/Ten Thousand New Entrepreneurs" involves skill training, business assistance and coaching by the regency government, as well as providing access to capital and business permits. According to reports received by the author, Supriyanto, Head of the Investment, One-Stop Integrated Service, and Manpower Agency (DPMPTSP-Naker) of Pamekasan Regency, stated that the Pamekasan

Regency Government has trained 3,285 new entrepreneurs from various types of business activities through training programs to date. These 3,285 entrepreneurs have received training through the New Entrepreneur Program (WUB) launched by the Pamekasan Regency Government since 2020.

**Table 1 Achievements of the New Entrepreneur Program from 2020 to 2022**

No	Nama OPD	2020	2021	2022
1	DPMTSP Naker	1.550	1.600	3.000
2	DP4	136	96	230
3	DKP	99	90	56
4	DISPERINDAG	40	18	110
5	DISKOP UKM	307	297	392
6	DPMD	429	-	-
7	DKPP	64	39	30
<b>JUMLAH</b>		<b>2.625</b>	<b>2.140</b>	<b>3.818</b>

Source: Presentation Materials from the Investment, One-Stop Integrated Service, and Manpower Agency

The realization of the New Entrepreneurship Program so far can be said to have been successful. This can be seen from the number of residents of Pamekasan who have received business training, totaling 3,285 people over a period of two years. In 2022, 1,532 residents received training, while in 2021, the number was 1,753.

### **Implementation of the New Entrepreneurship Program as the Implementation of the Pamekasan District RPJMD 2018-2023 in the Field of Manpower**

Meter and Horn describe public policy implementation as the activities of executing public policies that have been established or approved using means (tools) to achieve policy objectives. According to Purwanto and Sulistyastuti, policy implementation is the activity of distributing policy outputs to the target groups as an effort to achieve policy objectives. The objectives are expected to be realized if the policy outputs are well accepted and utilized by the target groups in the long run. In this article, policy implementation refers to the implementation of the Pamekasan District RPJMD 2018-2023 in the field of manpower (Case Study of the New Entrepreneurship Program).

From the above explanations, it can be concluded that policy implementation does not begin until goals and targets are established or identified by policy decisions. Therefore, implementation is a process carried out by various actors so that ultimately, results align with the goals or targets of the policy itself.

Meanwhile, the success of policy implementation can be measured or seen from the process and the achievement of final goals (outputs), i.e., whether the objectives intended have been achieved or not. Moreover, policy implementation can be seen from its process by questioning whether the program implementation is in accordance with what is stipulated, namely, looking at the program action from the individual project, and secondly, whether the

program objectives are achieved. Of the various policy implementation models available, this study will use the George Edward III model.

George C. Edward III's theory views policy implementation as influenced by four variables: communication, resources, disposition, and bureaucratic structure.

#### 1. Communication

Communication is essential for the success of policy implementation. Implementers must know what needs to be done, and the policy goals and targets must be transmitted to the target groups to reduce implementation distortions. In other words, the first variable that influences the success of policy implementation, according to Edward III, is communication, because it determines the success of achieving the objectives of public policy implementation. Effective implementation occurs when decision-makers know what they are doing. Knowledge of what they will do can occur if communication is effective so that every policy decision and implementation rule must be transmitted (communicated) to the appropriate personnel. Furthermore, communicated policies must be appropriate, accurate, and consistent. Communication (information transmission) is needed so that decision-makers and implementers become more consistent in implementing every policy that will be implemented in society.

In relation to the implementation of the Pamekasan East Java regency government program, namely the New Entrepreneurship Program, synchronization in this first variable is through the Pamekasan Regent Regulation Number 18 of 2021 concerning the Position, Organizational Structure, Tasks and Functions as well as the Working System of the Investment and Integrated Services Office One Door and Labor, specifically contained in chapter IV, Perbup Pamakesan Number 18 of 2021 article 35 which discusses working arrangements that read:

- a. In carrying out duties and functions, each leader of an organizational unit within the Department and Functional Group must apply the principles of coordination, integration, and synchronization both within their respective government environments and with other agencies outside the District Government.
- b. Each unit leader is required to supervise his subordinates and take necessary steps in accordance with legal regulations if there is any deviation.
- c. Each unit leader is responsible for carrying out the duties of his subordinates and providing the necessary guidance and instructions.
- d. Each unit leader must comply with and comply with instructions and be responsible to his superiors and prepare periodic reports on time.
- e. Every report received by the unit leader from his subordinates must be processed for use as material in further reports and as material for coaching to his subordinates.'
- f. Copies of the reports to the superiors must be delivered to other organizational units that functionally have working relationships.

#### 2. Resources

In a policy within a country, the availability of resources is very important to support the policy to run according to the plans and directives that have been established.

Resources in this case are the availability of policy implementers who are competent according to their fields and duties of each implementor. Although the policy content has been communicated clearly and consistently, if the implementers lack resources to implement, the implementation will not be effective. These resources can be in the form of human resources, such as the competence of implementers, and financial resources.

To realize the New Entrepreneurship Program, before the implementation of this WUB program, in 2020 the Pamekasan Regency Government formed an Activity Implementation Team and formed WUB Facilitators. The task of the Activity Implementation Team is to plan, implement, monitor, and evaluate. The person in charge of the Activity Implementation Team is the Head of the Manpower and Transmigration Office. Registration of WUB Facilitators was conducted from January 13-17, 2020, with a total of 317 people. Selection was carried out on January 25, 2020, by PT Valdo Surabaya. The number of WUB Facilitators is 42 people. The task of the WUB Facilitators is as follows:

- a. Assist in socializing and recruiting prospective WUB training participants in collaboration with District Heads, Village Heads, and Community Leaders;
- b. Accompany/facilitate training activities for prospective WUB candidates in their working areas in collaboration with District Heads, Village Heads, and Community Leaders;
- c. Assist/facilitate prospective WUB candidates in obtaining capital, equipment, permits, and marketing to related agencies/institutions;
- d. Report the results of activities to the Activity Implementation Team at the Manpower and Transmigration Office every week.

In addition to the above explanations, the Head of Planning at the Manpower and Transmigration Office (Disnakertrans) of Pamekasan Regency, Mukhlisin, explained that among them, there have been successes in running businesses, so that the priority program of the Pamekasan Regent has been felt beneficial by the community.

In a public dialogue, he also revealed:

*"The mentoring provided by the mentors, numbering 42 people, includes guidance on business permit application techniques, business management training, and how to obtain business capital loans from microfinance institutions in Pamekasan."*

Previously, the Coordinator of the New Entrepreneurship Mentoring Team (WUB) Pamekasan Taufiqurrahman in an online public dialogue event held by the Indonesian Journalists Association (PWI) explained,

*"Each district has three mentors, and they provide mentoring from before to become entrepreneurs, until they become entrepreneurs and their businesses are running,"*

In other words, the resource dimension in the policy implementation process of the new business program has been able to carry out their duties well. Another way that shows the role of resources in the successful implementation process of the New Entrepreneurship Program is as follows:

- a. The Pamekasan Regency Government collaborates with 42 facilitators or assistant workers. The facilitators are tasked with mentoring, from before becoming entrepreneurs, until they

successfully become entrepreneurs. The mentoring provided by the mentors, numbering 42 people, includes guidance on business permit application techniques, business management training, and how to obtain business capital loans from microfinance institutions in Pamekasan.

- b. Inviting expert speakers and business actors in their fields.
- c. Including prospective WUB candidates as interns in several companies.
- d. New entrepreneurs are trained directly by expert speakers and business actors in their respective fields. For example, if the desired business type is producing songkok hats, the government sends the new entrepreneurs to undergo an internship program at a songkok hat company. Similarly, for prospective entrepreneurs who have skills and interests in shoe craftsmanship, the government includes these prospective new entrepreneurs in an internship program at a shoe company.

### 3. Disposition

Disposition is the nature and characteristics possessed by implementers, such as commitment, honesty, democratic nature. If implementers have good disposition, they can carry out policies well as desired by policy makers. When implementers have different attitudes or perspectives from policy makers, the policy implementation process also becomes ineffective. Therefore, disposition or the attitude of officials in implementing a policy is very important and must be possessed by implementers such as commitment and discipline of officials in carrying out their duties. Thus, the Disposition dimension or the attitude of policy implementers in implementing the New Entrepreneurship Program policy must have enthusiasm in carrying out their duties and be committed to implementing the New Business Enterprise Program.

To assess the indicator of the disposition of New Entrepreneurship Program implementers, it can be measured from the enthusiasm and discipline of the implementers in supporting the success of the program. This can be seen from several aspects as follows:

- a. Responsibility: This can be seen from the efforts of the Acting Chief of the Cooperative and SME Agency of Pamekasan in providing a budget of more than IDR 5 billion to support the New Entrepreneurship Program (WUB) initiated by Pamekasan Regent Baddrut Tamam.
- b. Supportive: This category of disposition assessment can be seen from the support of implementers in providing the necessary needs for participants in the New Entrepreneurship Program.
- c. Flexible: In the New Entrepreneurship Program, the flexibility disposition possessed by implementers can be seen from the requirements made by implementers that do not burden program participants. This can be seen in interviews conducted with sources who are also program implementers, where in an interview, the source revealed that:

*"New entrepreneurs (WUB) who have received training will obtain loans with an interest rate of 1 percent instead of the usual 6 percent. Why only*



*pay a 1 percent loan interest? Because the local government subsidizes the remaining 5 percent."*

a. Fair

The New Entrepreneur Program is not confined to a single region but extends evenly across various areas in Pamekasan Regency. Promoting balanced economic development is seen as a key effort in strengthening the economy.

b. Innovative

The expansion of this new entrepreneur program isn't limited to one business sector but encompasses many aspects through this initiative. Pamekasan Regency is striving to foster the growth of the batik industry by providing mentoring, enhancing human resources, developing technology tools, and expanding market access through systemic promotional activities.

c. Strategic

This approach enables MSME products and other flagship products to be competitive in international markets.

#### 4. Bureaucratic Structure

The organizational structure responsible for policy implementation significantly influences its execution. Key aspects include Standard Operating Procedures (SOPs) and fragmentation. An overly complex organizational structure tends to weaken oversight and create bureaucratic red tape, making organizational activities less flexible. Even with available resources or willingness among implementers to execute policies, inadequate bureaucratic structures can hinder effective policy implementation. Implementers must know what needs to be done and adhere to SOPs during policy implementation.

According to Edward III, improving bureaucratic or organizational performance involves:

- a. Creating more flexible Standard Operating Procedures (SOPs), which are planned routine procedures enabling employees (or policy implementers such as officials, administrators, or bureaucrats) to carry out their daily activities in accordance with established standards (or minimum standards required by residents).
- b. Implementing fragmentation, aimed at dispersing responsibilities for various activities, tasks, or programs across several units according to their respective fields. With fragmented bureaucratic structures, implementation becomes more effective as it's carried out by competent and capable organizations.

Therefore, the bureaucratic structure dimension in implementing the New Entrepreneur Program policy must understand what needs to be done, and implementation must adhere to standard operating procedures in policy implementation. These operational procedures are developed with adjustments to new organizational structures and other dynamics in Pamekasan Regency, considering the achievements of the previous Medium-Term Development Plan (RPJMD), including its formulated stages and analyses of internal and external

factors based on the study results of vision, mission, development objectives, and targets. These are outlined in:

- a. Regent Regulation No. 18 of 2021 concerning the Position, Organizational Structure, Duties and Functions, as well as the Work Procedures of the Investment Service Office, Integrated One-Stop Services, and Labor.
- b. Regional Regulation of Pamekasan Regency No. 9 of 2019 concerning the Medium-Term Development Plan for Pamekasan Regency 2018-2023.
- c. National Medium-Term Development Plan (RPJMN) 2020-2024 and East Java Province RPJMD 2019-2024. Government Regulation No. 12 of 2019 concerning Regional Financial Management, and Ministry of Home Affairs Regulation No. 90 of 2019 concerning Classification, Codification, and Nomenclature of Regional Planning and Finance.

Therefore, the implementers tasked with policy implementation have a significant influence on its execution. One crucial structural aspect in every organization is the presence of Standard Operating Procedures (SOPs). In the implementation of the New Entrepreneur Program in Pamekasan Regency, the government states that, during the program execution with both written and unwritten SOPs, the implementers understand their respective roles and functions.

Various government policies and development programs, when implemented, often fail to meet the expectations of the public. Such implementation failures must not be allowed to persist. Factors contributing to policy implementation failures stem from both external and internal sources within the policymaking entities. To understand the phenomenon of public policy implementation in Indonesia, this study focuses on three main areas related to public policy: the focus of policy implementation studies, theories explaining policy implementation, and policy implementation study methodologies.

However, not all government programs operate seamlessly, and there's always a possibility of encountering obstacles or issues, whether stemming from internal program dynamics or external factors. These issues can arise from external factors such as societal conditions and human resources.

According to the observations and research findings, here are several challenges encountered in implementing the New Entrepreneur Program:

### 1. Covid-19 Pandemic

Throughout 2020, there was an economic contraction of -2.54% in Pamekasan Regency compared to the previous year, which had experienced economic growth of 4.92%. In other words, Pamekasan's economic growth in 2020 slowed by 7.46% compared to 2019. This was due to the extraordinary impact of the Covid-19 pandemic across various sectors in Indonesia overall and specifically in Pamekasan Regency. Consequently, many government programs, including the New Entrepreneur Program, were unable to achieve their intended goals. The implementation impact included delayed regional development plans and unmet targets by implementers.

### 2. Human Resources

In the governance system, besides bureaucratic officials and public institutions, there needs to be a formulation of public policies that represent the government's goals. In

formulating these policies, attention must be paid to both the government's objectives and social phenomena within the community. One identified challenge in the New Entrepreneur Program is public institutions, where the community may not fully understand or enthusiastically embrace the program.

### 3. Technological Advancements

Technological advancements can be a double-edged sword with both positive and negative sides for human life. One activity included in the training for the New Entrepreneur Program is online marketing, which poses a challenge due to limitations in the community's ability to use digital technology effectively in marketing their business products.

### 4. Low Purchasing Power

According to Hausmann, Rodrik, and Velasco, their framework explains why investment and entrepreneurship struggle to thrive in certain countries. The primary reasons include low returns on economic activities and high capital costs. Capital costs are influenced by two critical factors: low domestic savings and poor international and local financial conditions due to low competition, leading to high risks and costs. In the context of implementing the New Entrepreneur Program, one challenge is the community's low purchasing power, which affects both production levels and the distribution outcomes of products made by program participants, not meeting predefined targets.

## KESIMPULAN

The Regional Medium-Term Development Plan (RPJMD) of Pamekasan Regency for the Fiscal Year 2018-2023. This section presents the strategies, policy directions, and regional development programs initiated by the elected Regent and Deputy Regent, namely Baddrut Tamam, as evidence of their strong commitment to creating prosperity in Pamekasan Regency. The implementation of RPJMD in Pamekasan Regency has indeed been carried out by implementers but has faced several challenges such as the Covid-19 pandemic and perceived low community enthusiasm.

There is a need to reorient policy directions to define appropriate goals and the most effective methods to realize RPJMD in Pamekasan Regency, particularly in the New Entrepreneur Program. This is crucial for fostering entrepreneurship spirit among the people of Pamekasan Regency promptly. Assistance in low-interest business capital loans is seen as one program that can serve as a pilot to demonstrate its field-tested effectiveness.

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