



Village Business Digitization Impact: A Case Study of Panggungharjo Covid-19 Economic Mitigation

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ABSTRACT

Villages are still stigmatized as backward areas, especially with digitization. Human resources are the main reasons villages cannot develop as massively as urban areas. Even though now the village is currently growing well. The COVID-19 pandemic is challenging for all regions. However, several studies show that the village is a survival area in the face of the COVID-19 pandemic. So it needs a reflection on how the village can have such a strong resilience that make it survive. This study aims to dig deeper into this matter. The case study was conducted in Panggungharjo Village, Bantul, D.I. Yogyakarta. This village is considered successful in working on clinical and non-clinical mitigation in handling COVID-19. This research focuses on economic mitigation through the Pasardesa.id platform as a form of village business digitization initiative to meet the needs of the village community. The method used is a case study qualitative method. As a result, Panggungharjo village has resilience values such as trust cooperation which later became the basis for deals to run this Pasardesa.id platform and were accepted by the community. In addition, several innovations result from the collaboration of actors, which foster various ideas and perspectives for the development of Pasardesa.id.

ABSTRAK

Desa masih dicap sebagai daerah tertinggal, apalagi dengan digitalisasi. Sumber daya manusia menjadi alasan utama desa tidak bisa berkembang secara masif seperti perkotaan. Padahal saat ini desa tersebut sedang berkembang dengan baik. Pandemi COVID-19 menjadi tantangan bagi semua wilayah. Namun, beberapa penelitian menunjukkan bahwa desa tersebut merupakan survival area dalam menghadapi pandemi COVID-19. Sehingga perlu refleksi bagaimana desa bisa memiliki resiliensi yang begitu kuat sehingga mampu bertahan. Penelitian ini bertujuan untuk menggali lebih dalam mengenai hal tersebut.

Kata Kunci:

Kebijakan, Permukiman, Sempadan Rel Kereta Api

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Studi kasus dilakukan di Desa Panggungharjo, Bantul, D.I. Yogyakarta. Desa ini dinilai berhasil melakukan mitigasi klinis dan non klinis dalam penanganan COVID-19. Penelitian ini berfokus pada mitigasi ekonomi melalui platform Pasardesa.id sebagai bentuk inisiatif digitalisasi usaha desa untuk memenuhi kebutuhan masyarakat desa. Metode yang digunakan adalah metode kualitatif studi kasus. Hasilnya, desa Panggungharjo memiliki nilai ketangguhan seperti kerja sama kepercayaan yang kemudian menjadi dasar kesepakatan untuk menjalankan platform Pasardesa.id ini dan diterima oleh masyarakat. Selain itu, beberapa inovasi hasil kolaborasi para aktor, yang menumbuhkan berbagai ide dan perspektif untuk pengembangan Pasardesa.id.

A. INTRODUCTION

Although it has spread in various parts of the world for more than two years, COVID-19 has brought us to an unexpected condition, full of rapid changes and influenced by factors that are difficult to control and subjective reality. This condition is also known as the VUCA era (Volatility, Uncertainty, Complexity, and Ambiguity). In facing the VUCA era, transformation must be carried out in all walks of life. The impacts in various sectors also encourage policy actors to make policy innovations. This was reflected when the COVID-19 pandemic began to spread and then had an impact on multiple sectors until when vaccines began to be developed and used as an effort to control the virus.

The Coronavirus Disease (COVID-19) Pandemic in Indonesia in March 2020, which spread rapidly to all regions in Indonesia, caused almost all sectors to be affected or even die. The spread of Coronavirus Disease (COVID-19) occurs quickly and massively because humans can be infected through droplets when coughing, eating, and drinking, then enter through the nose and mouth so that it can be transmitted through direct or indirect contact. This fact is exacerbated by the ability of Coronavirus Disease (COVID-19) to survive on the surface of the air, so the spread rate is increasing. To overcome this, policy actors are then required to take careful policies. They were starting from policy actors at the central level to the smallest class in society, namely the village government. The synergy between actors must be strengthened in making policies because overlapping policies will lead to new, more complex problems. However, this crisis is not easy to go through.

In dealing with COVID-19, the Indonesian government issued a policy regarding Large-Scale Social Restrictions (PSBB) and replaced it with a PPKM policy (Enforcement of Restrictions on Community Activities). The procedure then restricts people from doing activities outside the home, limiting mobility. Communities are directly affected in various sectors, especially the economic sector. During the COVID-19 pandemic, the economy was challenging because all activities had stopped, resulting in many layoffs. In addition, direct buying and selling activities in shops and markets are hampered due to the Coronavirus Disease (COVID-19), so there are obstacles to purchasing daily necessities. For this reason, the government has also issued economic policies as a social safety net for people directly or indirectly affected by the COVID-19 pandemic.

Governments have enforced measures like physical distancing, social distancing, and reduced consumption and travel. As a result, various industries such as shopping centers, restaurants, and markets have been impacted (Chetty et al., 2020). The Covid-19 pandemic has had far-reaching effects on all aspects of human existence. It has also significantly influenced all sectors of business. Particularly, the adoption of technology plays a crucial role in ensuring

the survival of businesses, especially small enterprises, during the Covid-19 crisis (Salma S. Abed, 2021). However, following the onset of the Covid-19 crisis, businesses have become susceptible due to their heavy reliance on the speed of revenue generated from product sales. Consequently, the reduced consumer demand has led to a decline in the flow of funds for these organizations (Priyono et al., 2020).

This program is also further regulated in PP 23/2020 as a form of implementation of Article 11 of Government regulations 1/2020, which is carried out with four modalities and state expenditures, namely PMN, fund placement, government investment, guarantees, state expenditure which is not limited to MSME interest subsidies. . In this case, the collaboration between the executive and the legislature affects how quickly or slowly the handling of the pandemic will be. The Indonesian government then issued the National Economic Recovery (PEN) program, a particular policy to overcome the COVID-19 pandemic. For this reason, Government regulations 1/2020 were given as the legal basis for policymakers, later stipulated as Law 2/2020.

Policy innovations are also implemented by utilizing digital technology, one example of which is the Peduli Protect application initiated by the Ministry of Communication and Information (Kominfo) to facilitate tracking of COVID-19 patients and monitoring the spread of vaccinations. The use of digital technology has indeed become one of the strategic alternatives in overcoming the impact of the pandemic that has limited people's mobility. However, policy programs from the central government related to economic and digitalization programs need support from all policymakers because it is undeniable that government policies often lead to pros and cons when implemented.

In addition to policies by the central government, the impact of COVID-19, which has brought anxiety to the community, has encouraged policy actors at the village government level to create policy innovations that can provide solutions quickly. The social conditions of the people in the village who still uphold the principle of kinship also took part in the movement to overcome the COVID-19 pandemic. The activity also keeps the local wisdom of the local community, for example, the "Jogo Tonggo" community, which emphasizes the principle of gotong royong. Jogo tonggo collects volunteers from the community to carry out the noble task of helping residents. Jogo Tonggo also coordinated directly with the local kelurahan to record the spread of COVID-19 and accelerate the mitigation carried out by the village government. Jogo tonggo then developed into a network of volunteers who play a role in distributing government aid so that the assistance provided is more targeted. Jogo Tonggo is widely applied in Central Java Province. Outside Java, in Rohomoni Village, Haruku Island, Central Maluku, he participated in implementing a strategy in implementing social restrictions directives from the central government by implementing gradual restrictions and utilizing local natural resources to meet their food needs. Local wisdom like this strengthens people's defences in the face of the COVID-19 pandemic, which is full of uncertainty.

A similar movement was also carried out in Panggungharjo Village, Bantul Regency, Special Region of Yogyakarta. Panggungharjo Village is preparing to anticipate the early spread of COVID-19 by developing new social values raised at the hamlet level. The social value in question is how residents respond to COVID-19 sufferers, which in some areas have caused social conflicts that have exacerbated the current crisis. By teaching social values at the village level, social conflicts are expected to be minimized. Panggungharjo Village, through the COVID-19 Response Stage (PTC-19), has also created policy innovations by utilizing digital technology that allows the village government to monitor residents' conditions, communicate, and disseminate correct information. Mitigation carried out by the Panggungharjo Village Government includes clinical, economic, and social comfort. In this case, the village government also tried to overcome the economic impact many complained

about by creating the Pasardesa.id platform. This platform was designed to meet the consumption needs of citizens by applying the concept of innovation which is the answer to every challenge, collaboration which is the key to running social movements, and economic solidarity, which drives all levels of society.

Discussion about how digital technology-based innovation can be applied in rural communities and can survive during unexpected situations, full of rapid changes and influenced by factors that are difficult to control and subjective realities. The COVID-19 mitigation implemented at Panggungharjo will become one of the best practices discussed in this paper. In addition, discussions on the social impacts of grassroots movements will be addressed comprehensively and are expected to provide new insights into the debate on policy innovations.

B. LITERATURE REVIEW

Initiatives & Institutional Change

The Covid-19 pandemic can be a crisis condition that has tested various lines of life, including the strength of institutions and policymakers in dealing with existing impacts. Institutions are social rules that include formal traditions such as constitutions, laws, and regimes and informal rules such as norms and conventions (Tang, 2011). Institutions are designed to provide boundaries and shape human interactions. According to Campbell (2004), institutions are the basis of social life, so institutional change is fundamental to social change. Institutional change is a process of selecting several ideas to be implemented in institutions and the struggle for power to make rules (Tang, 2011). Institutional change does not only occur due to the implementation of innovation, but also occurs due to the institutionalization process (van Niekerk, 2023). One form of institutional change is a social movement that involves notable actors in its success. These actors then play the role of creating and selecting ideas that will later be determined to carry out social movements. During the pandemic, ideas or innovations in making policies are vital so that the policies taken follow the changes. Moreover, during a pandemic, policies need to be taken carefully. Nevertheless, a synergy between actors and policymakers is needed to take strategic policies.

According to Hobley, “institutional change focuses on the rules and processes that govern the relationships between organizations and the public, and between organizations. (North 1990, Ostrom 1990) This refers to the changing relationship between institutions and organizations”. (Hobley 2000, p.15) However, his approach does not consider norms and values. Therefore the definition of institutional change must include changes in value systems, informal and formal norms and rules of behaviour between agents and between agents and organizations. Initiative change is not a change that is needed to achieve the vision of the institution or organization, not to achieve something different and replace it with a new vision that justifies the growing demands of the 21st century. Initiative change is a method used to convey strategy (Shore, 2019). The change can be anything. Whether a change in a leader, a change in management or a change in the process. Initiative change requires an action plan, which is an essential tool for optimizing the organization. However, the more complex the initiative and strategy, the more essential and necessary the action plan for successful implementation to avoid unnecessary spending, poor coordination between departments, resource allocation, non-functioning power, bottlenecks and delays in processes, and duplication of efforts (Davis et al., 2010). In addition, action plans involve understanding results, setting priorities, communicating priorities and results, clarifying new priorities,

generating recommendations, monitoring progress, and measuring results (Davis et al., 2010; Salem, 2008).

Business Survival and Digitization Shift

The conditions during the COVID-19 pandemic are more accurately described as a condition of war, not a bid as a disaster. This is because war requires all lines of entities to be involved in handling it, only when the government handles a disaster. Changes in the governance of the socio-economic system as a result of the rules of physical interaction to accelerate the growth of the number of COVID-19 require adaptation and handling that, apart from being fast, must also be mature because this impact takes a long time to recover. The ability to adapt and think innovatively needs to be improved in facing the crisis during the pandemic, so that a business and marketing model revolution can be achieved (Business resilience in a pandemic, 2023).

Speaking of economic resilience, during the COVID-19 period, the impact of the global to local decline in economic levels was marked by the occurrence of recessions in various countries. The global problem was more directed toward the balance of supply and demand. The COVID-19 condition made many people lose jobs and limited physical and economic transactions. Meanwhile, viewed from the local realm, there is hyperspecialization of problems such as the emergence of clientelism practices, social gaps, and non-formal costs that affect supply and demand (Griffith-Jones & Ocampo, 2009). Finding solutions to these problems to improve the economy during the COVID-19 pandemic cannot be based only on global theoretical-practical considerations but also on local theoretical-practical considerations. Because of this situation, it is necessary to change the focus from the global to the local economic context (Modica & Reggiani, 2015).

The local economy is closely related to supply chains and demand or needs. There needs to be a change in the collective mindset in which the community is the subject at the local level. This change in collective mindset needs to be implemented in the process of handling the pandemic crisis, especially in the aspect of workforce fulfillment. In this case, the lack of labor is one of the consequences that must be borne in facing the pandemic crisis in the food security supply chain (Roubik, 2023). The ability to project potential and utilization can be used as a defense resource. The next step is to sort out the market and how to distribute it into the market according to transactions with low costs.

The local economy in general requires empowerment in developing collective goals. This empowerment will form a multidimensional social community so that people are more independent and have control over their own lives. In addition, there is heterogeneity in institutional change that needs to be taken into account in designing policies to face operational challenges in handling the pandemic (Moy, Antonini, Kyhlstedt, Fiorentini, & Paolucci, 2023). Then, local policies that will be formed can be dynamically adjusted to changes that occur during the pandemic. Changes will make individual and community structures usually increasingly bridged to achieve one goal, namely community development (Yue, Li & Zhou, 2023).

Several other countries have carried out market mapping and distribution through bold platforms, especially applications and social media. Jordan, for example, adapted to the small COVID-19 conditions and then modified business operations conventionally following digitalization (Abuhussein, Barham, and Al-Jaghoub, 2021). To be able to maintain this business, there is also no need for digitalization and optimization is also needed (Caballero-Morales; 2021).

Digital transformation is carried out with three types of strategies, including, first, platform utilization techniques, namely platform selection based on business capacity. Second, the

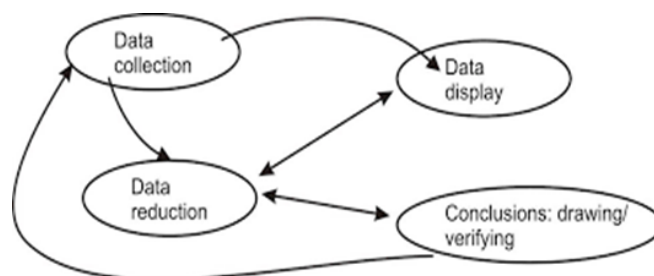
technique of utilizing distribution channels is the formation of distribution channels such as retailers and distributors. Third, bundling techniques based on digital products and services, namely improvising products and services on digital business platforms (Wahyuningsih, 2021).

In the context of a survival strategy for business, Porter's theory can explain how the environment plays a major role as a moderator of innovation and sees product performance. Aspects of this theory are the threat of entry, the strength of competitors, the power to buy, the power to buy, and the threat of substitution. This aspect is considered to see what drives and hinders the business. Strength is an important measurement to see the possibility of competition. This competition needs to be observed as an analogy to the blue ocean strategy theory to identify whether the sea is blue, which means that there are fewer predatory competitors such as sharks that can be used to catch fish, or red, which means that there are shark-eating competitors so that the fish are still caught. Only a few (Kim & Mauborgne, 2004).

C. METHOD

This study will use qualitative methods. The qualitative method or often called naturalistic, is a method to understand and describe phenomena or events experienced by research subjects in depth and comprehensively. This method is inductive by drawing general conclusions on facts or findings of a specific nature (Moleong, 2018, p. 6). The qualitative approach used is a case study. This case study was conducted at pasardesa.id, Panggungharjo Village, Sewon District, Bantul Regency. The subjects in this study were Pasardesa.id Management, Panggungharjo Village Government, Village Owned Enterprises (Bumdes), and the local community of Panggungharjo Village. These subjects were selected based on criteria-based selection, representing the policy stakeholders and policy receivers (grassroots groups who were the targets of the implemented policies). The sample of informants will be selected using the snowball sampling method. Snowball sampling is a technique obtained through a rolling process from one respondent to another (Sugiyono, 2017). Interview respondents were program initiators, Pasardesa.id management, Bumdes who entered or collaborated in selling products using the Pasardesa.id website, academics, the village head of Panggungharjo Village, and communities affected by the initiation of the Pasardesa.id program development. In line with conducting interviews, observations will be made by observing directly the implementers' managerial, working methods, and activities. Literature data were obtained from documents regarding the formation of pasardesa.id, work programs and records of monitoring and evaluation, and tracing of electronic or printed documents related to pasardesa.id.

The procedure in qualitative research includes the research preparation stage and the preparation of a proposal in the form of a description; data collection; data reduction; and the selection stage by outlining the focus that has been set in more detail and then conducting an in-depth analysis of the focus of the problem. Data analysis was carried out using the Miles and Huberman model. Here is the data analysis schema:



Source: Sugiyono (2008)

Figure 1. Miles & Huberman Model

After the data from the interviews were collected, they were transcribed and classified. The data obtained must be verified to obtain the validity of the data by using data triangulation. Data triangulation is a technique of checking the validity of the data by checking and comparing other sources outside the data (Moleong, 2022, p.178). After triangulation, the data is presented with data transposition according to the type of information in it into specification charts, matrices, tables, histograms, and graphs. Verification is done by reviewing and then drawing conclusions according to the problem formulation that has been determined (Maryaeni, 2012, p. 75).

D. RESULT AND DISCUSSION

Condition of Pasardesa.id

Panggungharjo Village is one of the villages in Bantul Regency, directly adjacent to the city of Yogyakarta, the capital city of D.I. Yogyakarta. Administratively, Panggungharjo Village consists of 14 Hamlets divided into 118 RTs which inhabit an area of 560,966.5 Ha. Based on the population aggregate data in 2021, the population of Panggungharjo Village is 28,564 people, consisting of 14,300 male residents and 14,264 female residents. (Panggungharjo Village, 2021)

Panggungharjo Village Community Order has residents who are pretty active and participate in village activities. When the COVID-19 Pandemic came, rural communities were significantly affected in the clinical sector, namely health, and of course, the non-clinical sector, namely the economy. The way for the Panggungharjo Village Government in its efforts to fight the COVID-19 Pandemic is to form a COVID-19 Stage Response team (PTC-19) to collect data on how many village communities are affected both in the clinical sector, namely by having a WhatsApp group and google form to monitor the health of residents. While in the non-clinical sector, namely economic mitigation, the Panggungharjo Village government distributed a google form for data analysis of beneficiaries for the Village Fund Direct Cash Assistance. After filling out the form by the village community, it will be analyzed based on specific criteria, which will be categorized into 4, namely, very vulnerable, vulnerable, quite vulnerable and not vulnerable.

The very vulnerable category has the criteria that villagers have no income or jobs directly affected by COVID-19. Do not have income / have income as much as Rp. 1,000,000 and do not have any social security. The vulnerable category has the criteria for villagers to have jobs affected by COVID-19 or have an income of as much as Rp. 2,000,000/month, have Social Security / BPJS Employment / independent and have economic reserves in the form of goods or money with a value at the end of March equivalent to Rp. 2.5 – Rp. 5 million. Sufficiently vulnerable to have the criteria for villagers to have a permanent job or have an income of at least Rp. 2,000,000/month, BPJS Mandiri/Employment insurance and economic reserves in the form of goods or with a value at the end of March equal to or more than Rp. 5 Million and Not Vulnerable are villagers who do not meet the criteria. (Covid-19 Response Stage Information Data Team, Panggungharjo Village, Bantul, 2020)

After the data is available, those who fall into the very vulnerable, vulnerable and quite vulnerable will receive Village Fund Direct Cash Assistance (BLT DD), channelled through the pasardesa.id platform in the form of deposit funds to be spent on necessities and household needs. This policy was implemented so that money circulated in the village so all parties could benefit from BLT DD.

Pasardesa.id is a social commerce platform engaged in empowering the village economy by selling various needs and MSME products from BUMDES. Pasardesa.id was inaugurated

on April 13, 2020, by the Minister of Villages, Development of Disadvantaged Regions and Transmigration, Drs. H. Abdul Halim Iskandar, M.Pd. via teleconference. The beginning of the founding of *pasardesa.id* could not be separated from the idea of the Commissioner of *Pasardesa.id*, namely the Village Head of Panggungharjo Village, Wahyudi Anggoro Hadi, as an economical mitigation effort. *Pasardesa.id* was a solution to the problems that existed at that time, namely affected residents whose shops were forced to close due to the COVID-19 Pandemic and residents who still had purchasing power. *Pasardesa.id*'s role here is to bridge the interests of the two as a sales platform. The following is a display of the goods marketed on the *pasardesa.id* website:

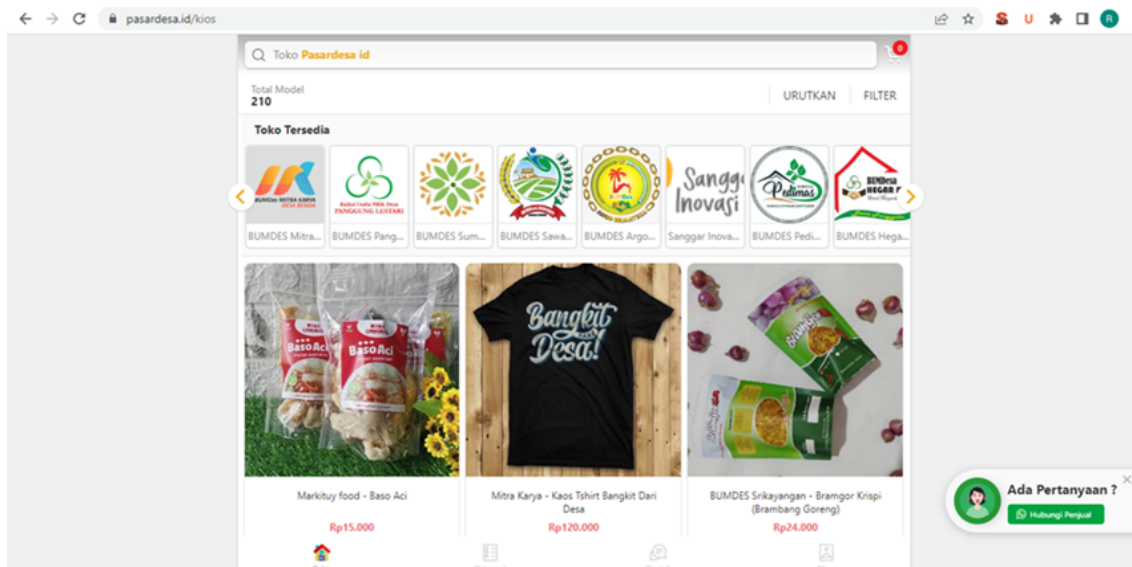
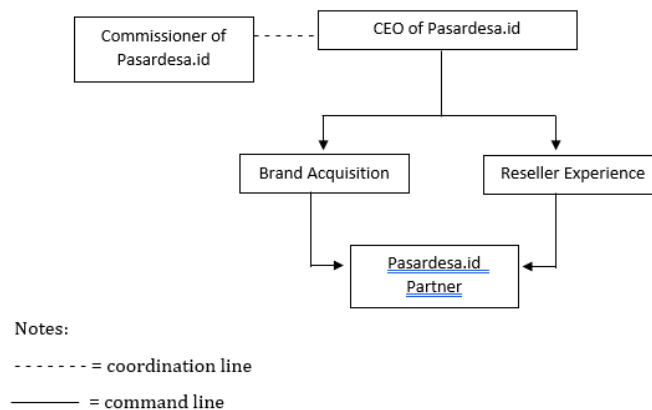


Photo: *Pasardesa.id* (2022)

Picture 1. Display of goods marketed on the *Pasardesa.id* website

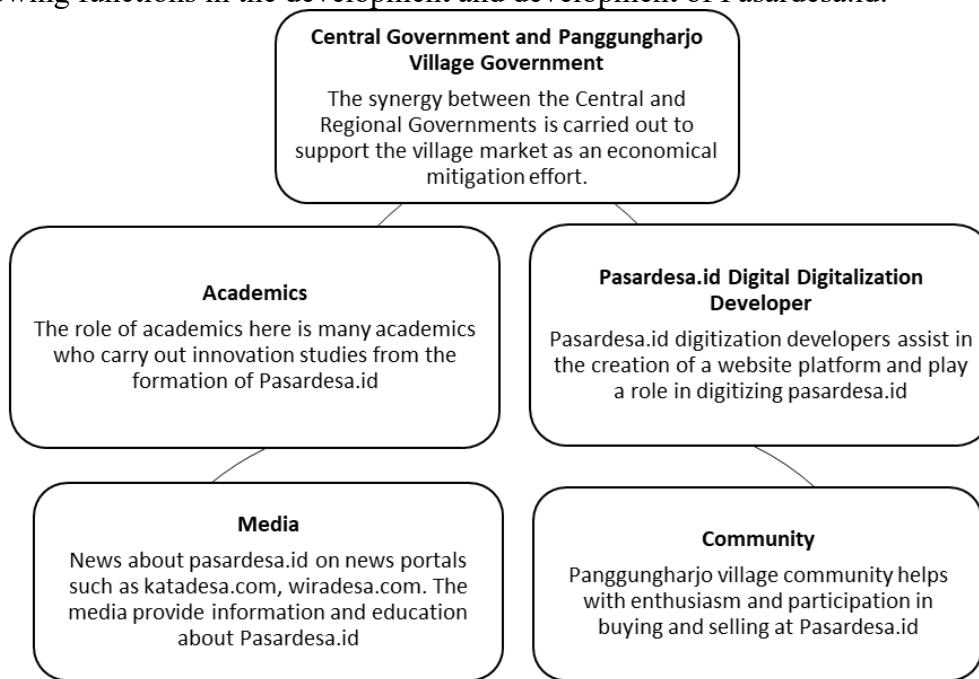
Pasardesa.id in building the platform was assisted by several parties such as the Panggungharjo Village Government and Panggung Lestari BUMDes. To solve the economic mitigation problem, BUMDes collects data at residents' shops and takes photos of the goods marketed through the *Pasardesa.id* website. Although *Pasardesa.id* has a small team because it has a transparent system, employees have Standard Operating Procedures and clear job descriptions of running well. There are several roles, such as the commissioner, who has a function as a supervisor, the CEO of *Pasardesa.id*, who is the company official in charge of brand acquisition and reseller experience, who has duties related to *Pasardesa.id* partners, here is a chart of the flow of the management of *pasardesa.id*:



Source: Researcher Processed (2022)

Figure 2. Pasardesa.id Management

Pasardesa.id can multiply because of the cooperation support from various parties. This collaboration is based on the pentahelix model representing several elements such as the government, academia, media, communities and Pasardesa.id. If mapped, these actors have the following functions in the development and development of Pasardesa.id:



Source: Researcher Processed (2022)

Figure 3. Pentahelix actor in Pasardesa.id Development

With this collaboration and cooperation, the formation and development of Pasardesa.id can accelerate quickly, and these roles will work together and collaborate for the future. These actors will make innovations for the development of Pasardesa.id to mitigate the economy related to meeting needs during the COVID-19 pandemic.

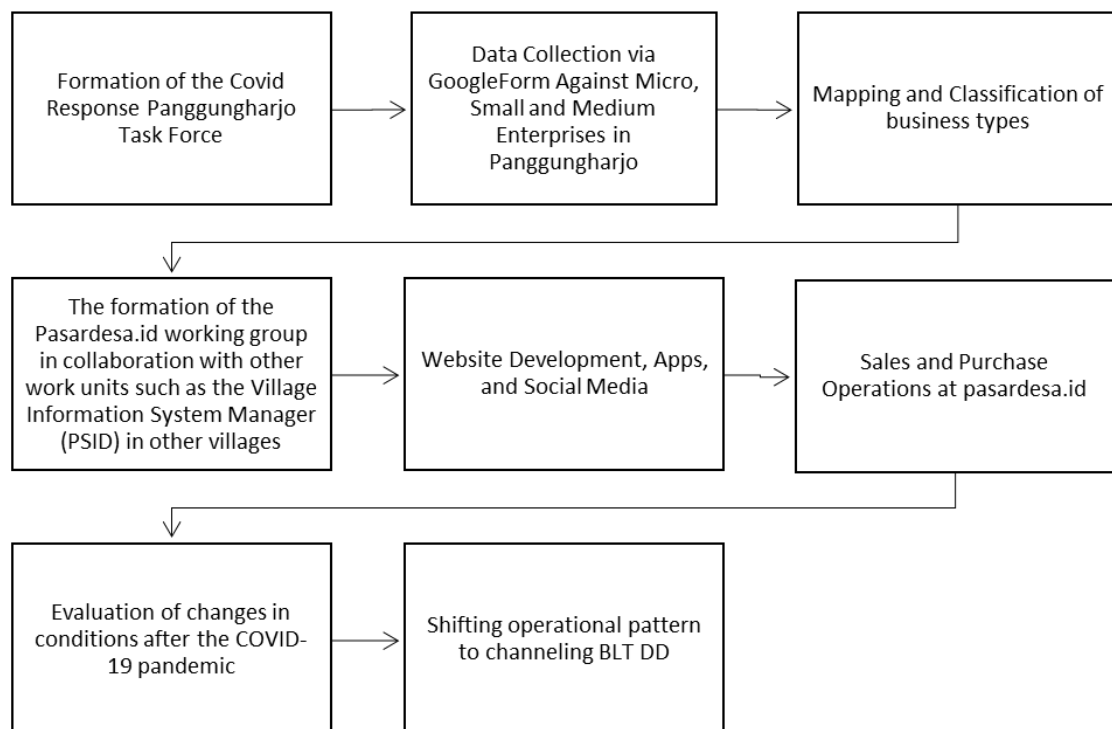
In a short time, Pasardesa.id got 117 MSME partners in 5 sub-districts of Bantul Regency and had a turnover in the first month of Rp. The village government used 218,949,000, and in May, Pasardesa.id to distribute the Village Fund BLT to around five villages which channel it through the Pasardesa.id platform. From there, it expanded to other areas at several

points for BLT DD. Currently, the Pasardesa.id platform is the distributor of BLT DD in villages in Kebumen, Brebes, and Panggungharjo Village. In addition, there is an exciting offer on Pasardesa.id, which makes Pasardesa.id a beneficial platform as an economical mitigation effort. Namely, there is a campaign regarding purchases at Pasardesa.id as much as Rp. Two hundred fifty thousand means donating 5 kg of rice to your needy neighbours. This rice distribution can be channelled through the village or given personally.

Pasardesa.id movements are not only concerned with the value of profit. There are social values that can be learned. This cannot be separated from the support and collaboration of the Panggungharjo Village Government, Panggung Lestari BUMDes and, of course, from pasardesa.id in carrying out this economic mitigation effort, the Panggungharjo Village Government as the originator of the birth of pasardesa.id and delegating pasardesa.id as a distributor of BLT DD and BUMDes Panggung Lestari helps to record residents' shops and goods that will be marketed on the Pasardesa.id website and of course also the role of residents who actively participate in the success of this economic mitigation effort, without collaboration, cooperation and of course the trust of various parties in this economic mitigation effort. It can be implemented successfully.

The innovation process of Shifting Digitization and Survival Crisis

The formation and development of the pasardesa.id platform cannot be separated from the cross-sectoral role of the government represented by the village government, with the grassroots sector represented by the community, especially those active in the business world. There needs to be trust between sectors that this initiation is a good effort in a process toward economic mitigation during the COVID-19 pandemic. In addition, in its initiation, Pasardesa.id applies a value or tagline in the form of "By buying at Pasardesa.id, it is the same as helping your neighbors". The tagline is simple, but by looking at the community's commonality, this kind of thing becomes possible to be used as a reason to buy. COVID-19 is enough to remove the communal space and physical interaction. Therefore having Pasardesa.id is one way to keep doing it. At first, this movement stemmed from anxiety about the economic impact felt by the community as a result of the COVID-19 outbreak. This Economic Impact is mapped and executed for completion, including classification, bridging ideas, and operations. Here is a chart of the process:



Source: Researcher Processed (2022)

Figure 4. Operational Process in Pasardesa.id

From this process, it can be seen that this initiation uses an evidence-based policy. The village government collects problems or what the community needs, which in this case is a business as their main economic source and the existence of their store stock or sales that still exist but must be closed due to rules limiting physical interaction. In addition, during the COVID-19 pandemic, another problem faced by the community was the difficulty of shopping for necessities because of the restrictions on physical interaction. This problem is then reflected on what can be done to overcome it, namely by bringing these two interests together to fill each other's needs.

The goods from MSMEs that have been recorded are then collected through Village-Owned Enterprises (BUMDES). This is done to bridge the distribution effectiveness. BUMDES becomes the third party that collects by recording the types of products owned by each MSME, checking their feasibility, and if later someone orders through the pasardesa.id application, then they are transferred to BUMDES and delivery is made from BUMDES to customers.

After the pandemic subsided and many shops began to be able to reopen their businesses due to the loosening of regulations, then the management of pasardesa.id began to expand its business by innovating its services, namely opening a Village Fund Direct Cash Assistance (BLT) distribution service (DD) which is a social safety net. During the COVID-19 period organized by the Ministry of Development of Disadvantaged Regions and Transmigration, the use of being fully handed over to the village. Panggungharjo Village chose to distribute BLT DD in the form of necessities. This is done to avoid the misuse of BLT DD, and the expansion of benefits occurs. Pasardesa.id took this step because it was an effort to keep transactions on Pasardesa.id running.

When viewed from initiation to operation, there is a learning process that does not stop by pasardesa.id. Pasardesa.id is not necessarily satisfied with existing achievements or services

but continues to expand to maintain sustainability in addition to business and its value. This value then continues to rotate its use as a spirit to survive.

Apart from management, the value of the gotong royong community also makes Pasardesa.id able to survive. The people of Panggungharjo, especially those who have businesses, even though there is an economic crisis that can make the cost of goods rise, do not necessarily think short of collecting them to sell them when there is scarcity and high prices. The people of Panggungharjo not only think about their safety, but they also have thoughts of saving the surrounding community. This value cannot be formed only from one to two years during the COVID-19 pandemic but is nurtured for a long time, and COVID-19 becomes the timing for practical practice.

Based on what has been described above, shifting digitization is a process in which a theoretical arena, innovation strategy, operational technology capabilities and root values move together. Shifting digitization that occurs is a complex form because it involves physical things such as information technology tools and non-physical things such as values and community culture. Even though the peak condition of the COVID-19 pandemic has ended, Pasardesa.id still survives even though it can be said as an organization without a form (OTB) whose profits are indeed not large and only revolves around village communities. Therefore Pasardesa.id can be used as a reference for a business originating from the village to survive in crisis conditions and to answer the needs of the community, and can also be the hand of the government in providing welfare protection for people in rural areas.

Pasardesa.id impact analysis

The existence of Pasardesa.id is a form of economic inclusion. Every community can be involved as a producer, and every community can also be involved as a consumer. The gap in the production-consumption process is not immediately felt because everyone has the same opportunities. In terms of price, because the products are from and for the people, small economic groups can also enjoy them. An inclusive economy that supports creating a shared economy and ownership (Maity, 2023).

Technology in digitizing the local economy will link resource structure, resource flow, and sustainable development elements. The effectiveness and efficiency of digitalization of the economy will help the local economic system to be more optimal and resilient to both the challenges of market competition and the risks of rapid changes in social conditions such as disasters. Every business institution involved in digital transformation has the opportunity to transform products, services, models, and organizations that are more comprehensive and collaborative (Zhong, Zhao & Yin, 2023).

The Pasardesa.id platform is one of the efforts to overcome the COVID-19 pandemic that utilizes digital technology to realize it. In this case, digital technology has become a means of achieving a solution to the status quo during the COVID-19 pandemic at Panggungharjo. To find out the fundamental conditions that are being experienced by the community, the Panggungharjo Government collects data by reporting on seven aspects: income, employment, reserve funds, assets, consumption patterns, social security, and the presence of vulnerable groups. Through the initial data collection, there is data on residents who still have purchasing power and residents who are economically affected every week. Then, discussions between stakeholders continue to be carried out by considering the availability of funds for handling COVID-19, and the availability of human resources, one of which is the ability of the community to access digital technology. This process is the key to achieving the success indicators that have been set since the beginning of the formation of the Pasardesa.id platform.

Pasardesa.id has a space and time different from a physical or offline market. Information can also be accessed easily as long as transactions do not have the risk of violating

health protocols. The characteristics of digital transformation such as Pasardesa.id can provide resilience for individuals and society without having direct contact (Mossberger, Martini, McCullough & Tolbert, 2022).

The impact of the implementation of the Pasardesa.id platform itself can be explained through the digitization process that occurs and the community's response to the platform, as well as the achievement of indicators of Pasardesa.id success. The process of creating innovation that starts from the grassroots can then analyze in depth the main problems experienced by the community and encourage improvements in the provision of platforms so that indicators of success in the form of optimizing the role of providers of basic needs during a pandemic can be achieved.

In carrying out the digitization process, the Panggungharjo government has made it a habit for the public to use WhatsApp as a means of communication and Google Forms as a means of recording data. This habituation also starts with young people first, who then help people who are still unfamiliar with digital platforms. This consistent use of digital platforms drives people to believe that they will get the help they need with digital technology. The community also conveyed complaints through the available platforms, and the village government managed them by prioritizing the principle of transparency. The digital platform used in handling the pandemic is also cleared of troubling news residents by filtering information. In this case, people's trust in digital platforms can increase and create a healthy mental environment.

Pasardesa.id then came at the right momentum, when the community was getting used to digital platforms and digitization on various lines was ready to be carried out in Panggungharjo Village. When the community has difficulty mobility due to the PSBB and PPKM policies, the Pasardesa.id innovation is expected to be a bridge between people who still have purchasing power and traders who have difficulty marketing the goods being sold. The Pasardesa.id platform is also managed by a special team that can manage digital technology so that the implementation of this policy innovation can be controlled between actors according to their respective roles.

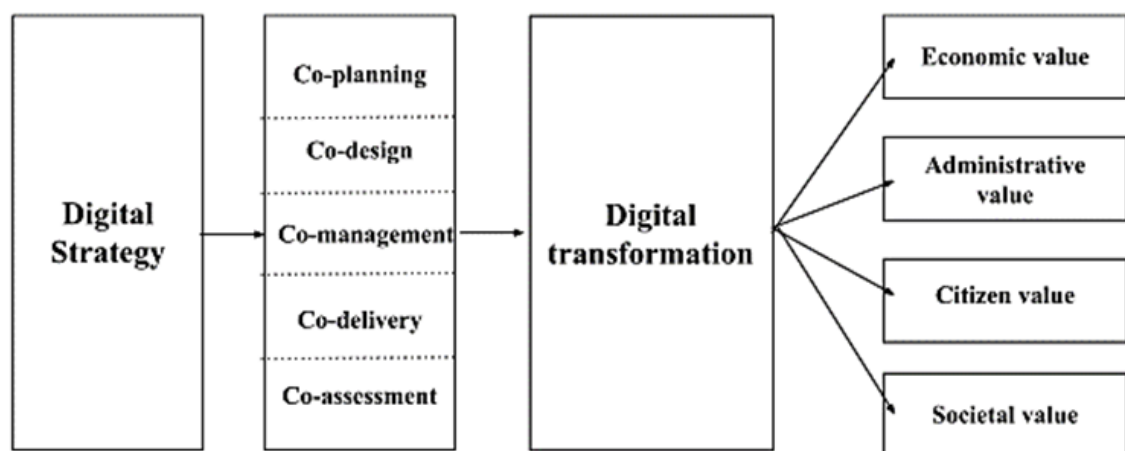
The special team that manages the Pasardesa.id platform then creates practical and easy-to-understand features, making it easier for BUMDES to manage. Grouping work tasks and functions are the strategies for optimizing the impact of the Pasardesa.id platform. In this case, BUMDES focuses on collecting necessities that will be sold on the Pasardesa.id platform without thinking about the technical design of the platform. In addition, the community does not need to consider how they can meet their basic needs during the implementation of the PSBB or PPKM because they only need to choose the items they need through the Pasardesa.id platform by accessing the shopping cart and admin contacts. In addition, volunteers who deliver goods to buyers have also been prepared with particular health protocols, so they are ready to carry out their duties.

The function of the Pasardesa.id platform as a buying and selling platform began to be replaced since the PSBB or PPKM began to be relaxed so that community mobility began to return to normal. However, Pasardesa.id still survives by carrying out the function of distributing BLT DD. This proves that the platform has a positive impact on the community and increases public confidence in the use of the platform. In this case, the BLT DD, which is intended to help the community meet their basic needs, is also in line with the Pasardesa.id concept which provides necessities that residents can purchase.

The formation of a village platform with a management system, both technology and mechanical management by BUMDES, is the output of the process of handling the Covid-19 pandemic in Panggungharjo Village and has gone through several improvement processes. Pasardesa.id then provides benefits for the community, namely in the ease of buying necessities

during the pandemic. Then, at this time, it impacts digitalization at the village government level. In addition, this platform also encourages digital transformation in public administration in Panggungharjo Village, especially in providing community data as the basis for policy formulation during a crisis. The digital transformation process that takes place here is the use of the platform by the business capacity of the community and platform managers; distribution of basic needs products sold at Pasardesa.id; and development of the function of the Pasardesa.id platform as a distributor of BLT DD by the Panggungharjo Village Government.

The co-production approach is used as an impact analysis framework to analyze the Pasardesa.id platform as a form of digital transformation in public administration involving various policy actors. This co-production approach is also applied to the Danish Business Authority in Denmark, which implements digital transformation in its public administration. Co-production is vital in all phases of digital transformation, starting from strategy formulation at the village government level, hamlet and PTC in each hamlet, to community groups.



Source: Scupola (2022)

Figure 5. Conceptual Framework

In this case, the co-production implemented at Pasardesa.id includes

- Co-planning by village-level institutions, especially PTC-19, which designs a data collection system with volunteers, along with strategies that can encourage people to use digital technology;
- Co-design in creating the most straightforward and most accessible platform for the public and BUMDES to control the availability of goods;
- Co-management is also carried out by dividing detailed tupoksi between stakeholders according to their capacities;
- Co-delivery through the provision of data from the Village Government and data sourced directly from the community; and
- Co-assessment through the establishment of PTC in every hamlet in Panggungharjo Village.

From the co-production process carried out in the digital transformation process, in this case, the implementation of Pasardesa.id, four shared values can be identified as the impact of the procurement of the shopping platform. The economic value can be seen from the profits obtained by Pasardesa.id, which can maintain capital turnover in running this shopping platform. Then, the administrative value can be seen from the availability of people's purchasing power data which can be used as a reference for the government in distributing BLT DD, which will be a follow-up program from the Pasardesa.id platform. Citizen value can be seen from community involvement in running the Pasardesa.id platform.

Lastly, a societal value can be seen from the increasing public trust in using the Pasardesa.id platform as a shopping centre for basic needs and is currently a distributor of BLT DD. The social value formed in the implementation of the Pasardesa.id Platform can also be seen from the willingness of the community to carry out social movements for residents to help residents during the pandemic.

E. CONCLUSION

The study of policy innovation in times of crisis is an interesting topic to discuss. The Covid-19 pandemic that has been endemic for more than two years and has had an impact on various lines of life has prompted policy actors to innovate in policies. Policy innovations have been carried out starting from the central government, which is top-down, until policy innovations from the grassroots that are bottom-up have been carried out. The use of digital technology is one of the most effective alternatives, mainly when people's mobility is limited, to prevent the transmission of the Covid-19 outbreak, which is easily transmitted through droplets when coughing or sneezing. The Covid-19 condition has also brought people into conditions full of uncertainty and challenging to control. In this case, to overcome conditions full of limitations and unexpected things, flexibility is needed in transforming the government administrative system and institutions as the basis of social life.

One of the sectors most severely affected by the Covid-19 pandemic is the economic sector which is marked by a recession in several countries, especially in Indonesia, with an increasing rate of layoffs and MSME actors who are in danger of going out of business. The purchasing power of some people has also decreased. To overcome this situation, the Indonesian government implemented a national economic recovery program (PEN) as a safety net for people affected by the PSBB or PPKM policies. The urgency of the pandemic situation has also encouraged people to take grassroots movements. One of the grassroots movements that implement innovation in the field of digital technology is carried out by the Panggungharjo Village Government through the Pasardesa.id platform, which is an alternative to solving economic problems in Panggungharjo Village. Pasardesa.id is a bridge connecting residents with purchasing power with traders with a supply of merchandise. In its implementation, the Panggungharjo Village Government carried out a series of Covid-19 handling policies by involving various institutions in Panggungharjo Village by dividing the main tasks and functions according to the capacity of each institution. Good collaboration between actors strengthens the Covid-19 handling programs carried out, one of which is the Pasardesa.id platform, which currently still survives and functions as a shopping platform and distribution of BLT DD funds in Panggungharjo Village.

The Pasardesa.id platform is one of the successful forms of grassroots social movements in overcoming the crisis with innovations in the field of digital technology. The goal of establishing a village market as a bridge between people who still have purchasing power and traders affected by the pandemic has been achieved. It has increased public confidence in the use of digital technology. Transparency maintained by the Panggungharjo Village Government and collaboration between actors in realizing the Pasardesa.id platform also supports the optimization of institutional roles and functions as one of the keys to the success of the digital transformation carried out. The Pasardesa.id platform has also become a form of digitalization best practice starting from minor units within the village scope, which can significantly impact the value and operations of the work carried out.

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