

SEHATI PROGRAM: A FLEXIBLE MODEL FOR EFFECTIVE HALAL CERTIFICATION

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Abstract

This field research, employing a descriptive qualitative approach, explores the innovation in implementing the Sehati program by the Office of Religious Affairs (KUA) of Taman District, Madiun City. The program facilitates and accelerates the free halal certification process for Micro and Small Businesses (MSEs) in Taman District, Madiun City, during 2021-2023. Data was collected through document analysis, interviews, and observations with KUA officials, Halal Product Process Assistants (P3H), and MSE actors who participated in the Sehati acceleration program. The findings indicate that the KUA of Taman District innovated in the Sehati program by managing flexible service business processes, strengthening the role of Islamic religious instructors as P3H, collaborating with agencies related to MSEs, involving madrasahs within the KUA's jurisdiction, and promoting MSEs with issued halal certificates. As a result, eight P3H successfully assisted 773 MSE actors and issued 508 halal certificates. Halal labels on MSE products improved product packaging, increased consumer confidence, and expanded marketing areas, leading to higher business turnover. This innovation can serve as a reference for implementing the Sehati program in other regions in Indonesia, thereby accelerating the achievement of halal certification as a primary guarantee of MSE product quality in Indonesia.

Keywords: Acceleration, Halal Certification, Innovation, SEHATI, MSE's

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Abstrak

Penelitian lapangan dengan pendekatan kualitatif deskriptif ini bertujuan untuk mengeksplorasi inovasi implementasi program Sehati yang dilakukan oleh Kantor Urusan Agama (KAU) Kecamatan Taman Kota Madiun dalam memfasilitasi dan mengakselerasi proses sertifikasi halal gratis bagi pelaku Usaha Mikro dan Kecil (UMK) di Kecamatan Taman Kota Madiun selama periode tahun 2021-2023. Pengumpulan data dilakukan melalui metode analisis dokumen, wawancara dan observasi dengan pejabat KUA, Pendamping Proses Produk Halal (P3H) dan pelaku UMK di wilayah Kecamatan Taman Kota Madiun yang telah mengikuti program akselerasi Sehati. Hasil penelitian menunjukkan bahwa KUA Kecamatan Taman Kota Madiun melakukan inovasi dalam implementasi program Sehati melalui manajemen proses bisnis layanan yang fleksibel yaitu dengan cara penguatan peran penyuluh agama Islam sebagai P3H, kerjasama dengan instansi yang berkaitan dengan UMK, pelibatan madrasah yang berada di wilayah kerja KUA Kecamatan Taman Kota Madiun, dan publikasi UMK yang sudah terbit sertifikat halalnya. Hasil inovasi implementasi tersebut yaitu terdapat delapan P3H yang telah berhasil mendampingi 773 pelaku UMK dan menerbitkan 508 sertifikat halal, dan adanya label halal pada produk UMK berdampak pada perbaikan kemasan produk, meningkatnya kepercayaan konsumen, dan perluasan wilayah pemasaran yang berdampak pada kenaikan omzet usaha. Inovasi ini dapat menjadi acuan bagi praktik implementasi program Sehati di daerah lainnya di Indonesia sehingga dapat mengakselerasi capaian sertifikasi halal sebagai jaminan utama kualitas produk UMK di Indonesia.

Kata Kunci: Akselerasi, Inovasi, SEHATI, Sertifikasi Halal, UMK

INTRODUCTION

The global halal industry is experiencing rapid growth. Imports of halal products into the Organization of Islamic Cooperation (OIC) market are expected to grow to US\$279 billion in 2020 and increase to US\$336 billion with a Compounded Annual Growth Rate (CAGR) of 3.8% by 2025 (Dinar Standard, 2022). Previous research states that the growth of the global halal market was influenced by three main factors, namely the growth of the Muslim population, the increase in economic development and purchasing power of the Muslim community, and the emergence of the halal market potential in non-Muslim countries and halal industry actors (Azam & Abdullah, 2020).

Increasing national policy for the development of halal products helps strengthen and advance the world's Islamic economy, especially Indonesia. Indonesia is driving Islamic economic prosperity. The State of the Global Islamic Economy (SGIE) 2022 report ranked Indonesia's Islamic economic ecosystem fourth out of 81 countries, behind Malaysia, Saudi Arabia, and the UAE. According to the report, Indonesia's halal food is ranked second globally. This shows the halal product development policy in Indonesia. Halal products include food, drinks, cosmetics, and others made following Islamic law (Faisal & Apriliadi, 2021).

The halal product development policy in Indonesia is regulated in Law Number 33 of 2014 concerning Halal Product Assurance. Halal certification affects

Muslim consumption behavior (Aslan, 2023). Halal certification verifies products or services based on Sharia. Certain certification methods can make a product or service “halal” according to Islamic law. Halal certification and verification help Muslims trust the products. Halal certification assures Muslims and non-Muslims that products are ethically made according to Sharia and are of higher quality thanks to GMP and HACCP. Call it *halalan toyyiban* (Khan & Haleem, 2016).

Micro and Small Enterprises (UMK) benefit from halal certification. MSEs can reach more Muslim consumers and create confidence with the halal label. Halal-certified products are more trustworthy as they have been rigorously tested according to religious requirements. Halal certification can help MSEs compete globally. Halal certification can influence purchases in a Muslim-dominated market. MSEs boost the halal economy by supporting halal certification. MSMEs account for 97% of the employment and 61% of GDP in 2022 (ekon.go.id, 2022). Therefore, halal certification is important for large companies and significantly impacts MSEs in terms of growth, reputation, and access to wider market opportunities (Alfarizi, 2023; Syafitri et al., 2022).

On October 17, 2019, Law Number 33 of 2014 and Government Regulation Number 31 of 2019 made halal certification procedures and registration mandatory. The Ministry of Religious Affairs issued Decree Number 982 of 2019. Businesses seeking halal certification must receive a certificate from BPJPH through a decree. In 2019, the halal certificate license of the Indonesian Ulema Council (MUI) was transferred to BPJPH under the Ministry of Religious Affairs (kemenag.go.id, 2021). Law No. 33 of 2014 established the BPJPH in October 2017, within three years of its enactment. BPJPH handles halal product assurance (kemenag.go.id, 2021).

The BPJPH Strategic Plan for 2020-2024 estimates 1,057,695 halal product certification services in Indonesia, with 994,525 MSEs and 63,170 medium and large enterprises, or 211,539 per year. With Indonesian products requiring a halal label, halal product certification services could grow by 30%-40%. During Indonesia’s economic recovery from the COVID-19 pandemic in 2022, the government aims to certify 10 million halal MSE products (kemenag.go.id, 2022b). BPJPH has only provided 2,608,100 halal certificates as of September 27, 2023, despite implementing the program from 2019 to 2023. This means halal product certificates have only reached 26.08% or 63.92% of the target. Figure 1 illustrates the 20 provinces with the most halal certificates in Indonesia, according to BPJPH statistics as of September 19, 2023 (olap.halal.go.id, 2023).

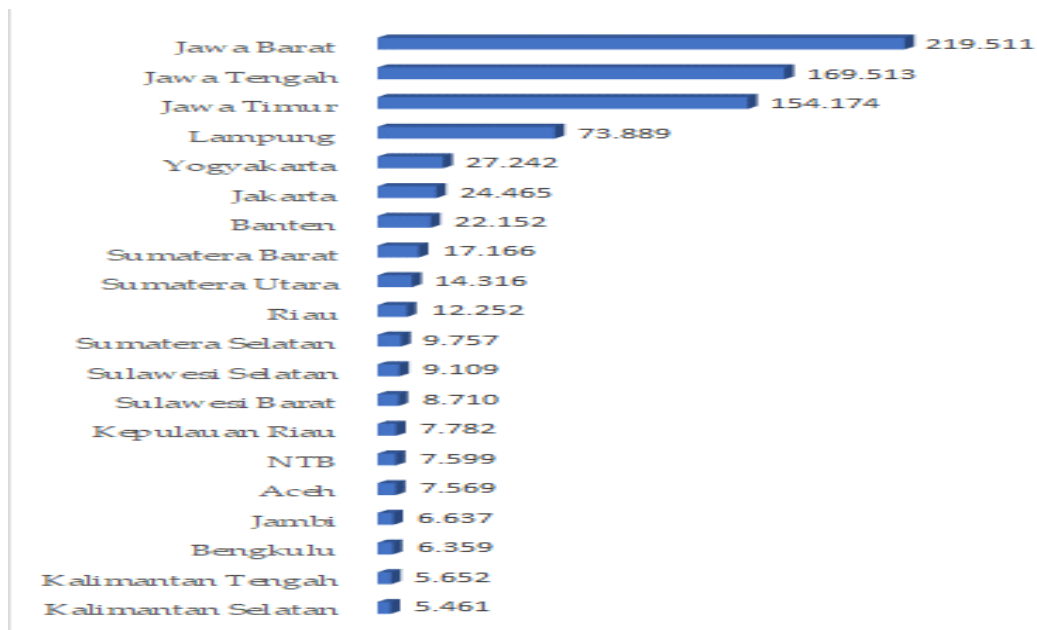


Figure 1. 20 Provinces with the Highest Number of Halal Certificate Acquisition (halal. Indonesia, 2023)

These data show that the implementation of halal certification policies still has problems. Previous research identified five factors that hinder the implementation of the policy: (1) low public awareness of halal products; (2) indifference of business actors to halal certification; (3) consumers do not mind the absence of halal certification on business products; (4) expensive halal certification processing fees by the Indonesian Ulema Council (MUI); and (5) lack of socialization and information (Hakim et al., 2022; Safaruddin, 2021). Therefore, the government still has to implement various policies to accelerate the achievement of halal certification targets.

Halal product acceleration accelerates development, production, and marketing. Accelerating halal products requires innovative solutions to meet growing demands from Muslim customers. This may require reliable halal supply chains, compliance monitoring technologies, and the promotion of halal products. Halal product development must be accelerated to meet market demand and build consumer confidence in products that reflect religious and cultural values (Faisal & Apriliadi, 2021).

The government accelerates halal certification with *Sehati*, the Free Halal Certification Program. The *Sehati* program provides free halal certificates to micro, small, and medium enterprises (MSMEs). *Sehati* targets MSEs that do not yet have halal certification. The *SEHATI* initiative helps MSEs penetrate the global halal market. This program involves ministries, institutions, city governments, and the private sector. This alliance aims to increase synergy, program efficiency, and financial assistance for MSEs that want to obtain halal certification.

Decree of the Head of BPJPH (Kepkaban) 150 of 2022 concerning Technical Guidelines for Assistance to the Halal Product Process in Determining Halal Certified Obligations for Micro and Small Enterprises MSEs must meet the general criteria for SEHATI registration, following Business Actors. (1) the product is safe or uses halal ingredients; (2) the production process is easy and halal; (3) has a Business Identification Number (NIB); and (4) has an independent statement showing sales results per year of a maximum of IDR 500 million. (5) separating the location, area, and equipment of the Halal Product Process (PPH) from the non-halal process; (6) having or not having a distribution permit (PIRT / MD / UMOT / UKOT), a Certificate of Good Hygiene Sanitation (SLHS) for food / beverage products with a shelf life of less than seven days, or other industrial licenses for products of related agencies; (7) the products are goods as described in the appendix to the decision; (8) the ingredients used are halal; (9) do not use harmful ingredients; (10) has been verified for halalness by a halal product process assistant; (11) The exception comes from farmers or slaughterhouses / poultry slaughterhouses that have been certified halal; (12) using simple production equipment or done manually and / or semi-automatic (home business, not a factory business); (13) the product preservation process is simple and does not use multiple preservation methods; and (14) willing to fill out application documents for halal certification online SIHALAL. The SIHALAL application at ptsp.halal.go.id allows MSEs to register for the Sehati facilitation application on August 24, 2022. Create a business account, update information, and apply for halal certification online (kemenag.go.id, 2022a). To implement the Sehati program, BPJPH established the Sehati service flow, as shown in Figure 2.



Figure 2. Sehati Service Flow (bpjph.halal.go.id, 2023)

In its development, the implementation of the Sehati program still experiences various obstacles due to the lack of socialization, lack of awareness and responsiveness of MSE actors to the Sehati program, related stakeholders who have

not maximized their roles, and the role of the Halal Product Process (PPH) assistant who is not optimal. (Kasanah & Sajjad, 2022). Some previous studies on the implementation of the Sehat Program tend to discuss the readiness and interest of MSEs in the SEHATI program organized by the government (Maharani & Suma, 2023; Mya & Handayani, 2023) as well as socialization and assistance of the Sehat Program for business actors (Fitri & Mardiah, 2023; Irwanto, 2023; Malahayati & Afro'Faizah, 2023; Pardiensyah & Abduh, 2022; Sampoerno et al., 2023; Sup, 2023).

This research provides new insights into the innovative strategies implemented by the KUA of Taman District, Madiun City, to accelerate the issuance of halal certificates through the Sehat program. This study focuses not only on socialization and assistance but also on best practices involving various stakeholders such as Islamic religious instructors, madrasahs, and institutions related to MSEs. This approach demonstrates the flexibility of business process management in public services that can serve as a model for other regions in Indonesia.

Meanwhile, research on the good practices of implementing the Sehat Program is still limited. Therefore, this study examines the good practices of implementing the Sehat Program with a case study approach in Madiun City, namely how the innovation strategy for the issuance of halal certification services through the Sehat Program carried out by the KUA of Taman District so that this District is successful. Of the three sub-districts in Madiun City, Taman Sub-district is the sub-district that has the most success in issuing halal certificates through the self-declare scheme of the Sehat program (Pujiyanto, 2023a). Furthermore, the research problem formulation is analyzed using the concept of public service innovation. In research on public service delivery policy review, innovation is the most relevant dimension because it relates to the government's efforts as a public entity to encourage collective learning, collective intelligence, and social participation in service delivery and policy-making. There are seven aspects in the innovation dimension, namely (1) digital-based governance; (2) innovation in the experience of ordinary citizens; (3) innovation in the procurement of goods and services; (4) collective learning and intelligence; (5) public service innovation; (6) engagement and participation; and (7) community involvement in service development. (Lopes, 2017).

METHOD

This study uses a qualitative descriptive approach to provide a comprehensive analysis of the implementation of the Sehat Program carried out by the KUA of Taman District, Madiun City, from various activity aspects, ensuring that MSEs in Madiun City receive an easy and smooth service process in obtaining

free halal certification from 2021 to 2023. This research was conducted during the period of August-September 2023.

The research data sources are primary data obtained through data collection techniques such as observation and in-depth interviews with KUA officers, PPH assistants, and MSE actors in Taman District, Madiun City, who have participated in the Sehati program. Meanwhile, secondary data comes from books, literature, and records related to the policy implementation strategy used by the KUA of Taman District, Madiun City, in facilitating and accelerating the free halal certification process for MSEs in Taman District, Madiun City, during the 2021-2023 period.

Data analysis is carried out during data collection and within a predetermined period using the interactive analysis method (Miles & Huberman, 2019). This method involves three main stages: data reduction, data display, and conclusion drawing/verification. Data reduction is done by summarizing, selecting the main points, focusing on essential aspects, and identifying themes and patterns. Data display is conducted in the form of narrative text, enabling the drawing of conclusions. Conclusions and verification provide meaning to the analyzed data and ensure the validity and reliability of the research findings.

FINDINGS AND DISCUSSION

Madiun City has the third highest regional income from 2020-2022 after Surabaya and Malang (bps.go.id, 2022). MSMEs in Madiun City have emerged as a fundamental driver of economic expansion amid and after the global pandemic. According to the Madiun City Statistics Agency (BPS), MSME players engaged in the food and beverage sector made a significant contribution of 14.3 percent to the gross domestic product (GDP) of 14.7 trillion in 2021 (antaranews.com, 2022). One of the factors that increase the turnover of business actors is the existence of halal certificates (bps.go.id, 2022) (antaranews.com, 2022), which makes their products trusted by wider consumers and can be marketed in the broader area (madiunkota.go.id, 2022). The Sehati Program facilitates this halal certification, which has been intensified by the Madiun City Ministry of Religious Affairs since 2021 (republika.co.id, 2022). There is an increase in the number of halal certifications in Madiun City, where in 2021, there were only 69, and in 2022, there were 300 halal-certified MSMEs out of 379 who registered (radarmadiun.jawapos.com, 2023). Of the three sub-districts in Madiun City, the Taman Sub-district is the sub-district that has the most success in issuing halal certification from the Sehati program self-help route (Pujiyanto, 2023a). The results showed that the KUA of Taman Sub-district, Madiun City as a service provider for issuing halal certification has made various service innovations to promote the Sehati Program so that MSEs in Madiun City participate in the Sehati Program. The service innovations carried out by the KUA of Taman City District are as follows:

1. Strengthening the Role of Religious Counselors as PPH Facilitators

Decree of the Minister of Religious Affairs of the Republic of Indonesia No. 79 of 1985 concerning Honorarium for Religious Counselors popularized the term "religious counselor." Following this directive, the religious instructor is responsible for Muslims' mental, moral and spiritual formation. His duties include teaching religion and language and encouraging loyalty to Allah SWT. The religious extension order in question has been praised for actively guiding Muslims, especially in the Islamic religion. Religious counseling is a duty of civil servants under the Decree of the Coordinating Minister of State for Development Supervision and Administrative Reform No. 54/KP/MK. WASPAN/9/1999. The official authorized to supervise and facilitate religious extension and religious language coaching in community development gives full authority to these people. He promotes religious extension and development through the medium of language (Syaifulloh et al., 2023)

Islamic religious instructors employed by the government who are not civil servants are responsible, authorized, and accountable for providing faith-based guidance and counseling. Their main objective is social development, according to the Decree of the Director General of Islamic Guidance Number DJ.III/432 of 2016, the Head of the District/City Office of the Ministry of Religious Affairs issues this appointment. Islamic religious instructors are very important in many activities. Islamic religious instructors must be versatile. They provide counseling about Islam to the community. Islamic religious instructors have duties everywhere. Morally good and disgusting behavior requires effort. A religiously devout, economically rich, and happy society is ideal. (Ilham, 2018).

The transfer of authority for issuing halal certificates from MUI to BPJPH under the Ministry of Religion inevitably also requires new adjustments in the management of halal certification, one of which is strengthening the internal conditions of the Ministry of Religion itself. The policy taken by the Madiun City Ministry of Religion after the circular letter from the Central Ministry of Religion is to maximize the role of Islamic religious instructors, both civil servants and non-civil servants, to become Halal Product Process Assistants (P3H). The Head of the Madiun City Ministry of Religion issued a policy to appoint the names of Islamic religious instructors in the KUA in Madiun City to be assigned to attend P3H assistance training under the auspices of the Halal Examining Institute of Sunan Ampel Surabaya State Islamic University (LPH UINSA). There are eight religious instructors from the Taman Sub-district KUA: MMS, ATD, SB, SNM, BW, SR, SM, and LM (Pujiyanto, 2023b)

Religious instructors are essential as assistants in the halal product process (P3H). The support of religious instructors will be significant in ensuring the awareness and understanding of business actors regarding the importance of halal

certification. In accelerating this program, the role of religious instructors needs to be strengthened by providing information, guidance, and assistance to business actors in meeting halal certification requirements. Religious instructors can accompany producers or business actors during the halal certification process. They can help understand the certification requirements, prepare the necessary documentation, answer questions related to relevant religious principles, and encourage producers to continue developing innovative and market-appropriate halal products. By providing religious insights, they can help steer manufacturers on a path consistent with Islamic values. With the active role of religious instructors in the halal product certification process, it is expected that the products issued by MSEs will follow Islamic religious principles and established standards. (Mukti Setiono, 2023c).

Since the official graduation to P3H was determined in November 2021 by the Halal Assurance Agency of Sunan Ampel State Islamic University, the religious instructors of the Taman District KUA have actively picked up the ball to MSEs in the Taman District KUA working area to conduct socialization and halal certification assistance. Each P3H gets seven data on Business Actors (PU). At first, it was not easy because the halal certification program was still unfamiliar, and the existence of P3H was still ignored. Only after the government launched *Sehati* did MSEs begin to respond positively. The Ministry of Religious Affairs gathered MSE actors and provided socialization of *Sehati* as a national government program. As a result, MSEs flocked to register their products to join the *Sehati* program, so that initially, only one unit became many times over. When the halal certificate is issued, the Madiun City Ministry of Religion facilitates the submission of the Halal Certificate (SH) by presenting LPH UINSA. (Mukti Setiono, 2023a).

The advent of social media has significantly changed the way individuals interact with each other, disseminate information, and conduct commercial activities. In marketing, social media has emerged as an essential factor in expanding one's target demographic, establishing a distinct brand identity, and facilitating the advertising of goods or services. Social media platforms, particularly Instagram, offer several benefits for promotional efforts, including disseminating information to consumers without incurring cost or effort. In addition, the need to reach a broad audience with the desired message is significantly reduced (Puspitarini & Nuraeni, 2019). Likewise, P3H KUA Taman District Madiun City chose to facilitate information about *Sehati* by sharing it on (Puspitarini & Nuraeni, 2019) WhatsApp stories and personal social media accounts so that anyone who is friends with P3H can find out information related to *Sehati* immediately. Infographics released from BPJPH's Instagram account, @halal.indonesia, are downloaded and shared by P3H, for example, as shown below (Triana Dewi, 2023a).



Figure 3. Infographic on Halal Certification (Akun Ig BPJPH Kemenag @halal.indonesia)

The number of MSEs that have been accompanied until the issuance of their halal certificate by P3H KUA Taman Kota Madiun District from November 2021 to August 2023 can be seen in Table 1.

Table 1. Achievements of Sehati Program Assistance 2021-2023
KUA Taman Madiun District

No	Name of PPH Assistant	2021		2022		2023	
		P U	SH	PU	SH	PU	SH
1	MMS	9	6	146	143	423	258
2	ATD	6	0	7	5	50	34
3	SB	8	6	28	28	43	2
4	SNH	0	0	0	0	17	6
5	BW	2	1	3	3	0	0
6	SR	5	4	7	5	0	0
7	SM	0	0	0	0	16	6
8	LM	0	0	0	0	3	1
Jumlah		30	17	191	184	552	307
Total MSE Assistance				773			
Total Halal Certificate Issued				508			

Source: Recapitulation of P3H Data KUA Taman Kota Madiun District 2021-2023

Description: PU = number of business actors registered for the Sehati program

SH = number of UMK halal certificates that have been issued

From Table 1, it can be seen that, on average, PPH companions can assist 4 MSEs in 2021. There will be 24 MSEs in 2022 and 69 MSEs in 2023.

2. Cooperation with Agencies Related to MSEs

The fastest-growing area of Islamic finance is banking. This is evident in Islamic banking, which controls 80% of Islamic finance assets worldwide. Islamic finance is less than 1% of global finance. The actual economy - fashion, medical, and cosmetics - accounts for 12%. Food industry growth reached 18%. Islamic banking makes up 5% of Indonesia's banking sector. Halal travel accounts for 11% of total travel. The problem in Indonesia is the significant difference in market share between Islamic banking and the actual sector (halal industry). This halal industry growth opportunity should complement Islamic banks' growth (Dinar Standard, 2018). It is essential for financial institutions, especially Islamic banks, to play an active role in encouraging the growth of the halal industry in Indonesia, including halal food production. Islamic banking plays a vital role in maintaining halal standards. The three phases of the halal value chain, such as halal control, halal logistics, and halal verification, can be improved with the help of Islamic banking. (Bakhri et al., 2022).

Universities play an essential role in halal inspection agencies by providing education, conducting research, certifying, collaborating with industry, and disseminating information about halal. All of these contribute to the development and better understanding of halal products and help support the halal industry. Higher education institutions have an essential role in halal inspection agencies in the following ways: 1) providing formal education programs that specialize in halal certification. They can offer undergraduate and postgraduate programs in halal, including courses that teach halal principles, inspection methods, halal law, and halal-related regulations. This will equip future halal certifiers with the necessary knowledge and skills to work in the halal industry and 2) play a role in research and development in the halal context. They can research more efficient halal inspection methods, technology development to detect halalness and research related to halal product innovation. This research will help improve halal inspection standards and methods, 3) conducting halal product inspection and certification based on the knowledge and skills possessed by experts in the university. This helps to ensure that halal certification is carried out professionally and accurately, and 4) establish partnerships with companies in the food and other consumer products industry. This collaboration can include joint research, employee training, and consultation on halal. Universities can help industries understand and comply with halal requirements and improve the quality of their products, and 5) act as a source of information and disseminate knowledge about halal to the wider community. They can conduct seminars, workshops, and

conferences on halal that help raise public awareness of the importance of halal products. (Piliyanti, 2019).

Cooperation between various agencies related to MSEs to support halal certification can provide significant benefits in promoting halal products, increasing the growth of MSEs, and meeting the needs of consumers sensitive to religious aspects of food and beverages (Arsil et al., 2022). The Ministry of Religious Affairs as the mandate holder through BPJPH collaborates with 1) Accredited Halal Certification Bodies to oversee and process halal certification, 2) associations or cooperatives of MSEs that can facilitate communication with MSE actors, 3) local governments as regional policy makers, 4) universities and educational institutions, 5) financial institutions as business capital support (Bakhri et al., 2022), and 6) religious organizations that play a role in increasing public trust in halal products (Chairunnisyah, 2017).

The Ministry of Religious Affairs of Taman District, Madiun City, since November 2021, has started collaborating with several institutions, namely (Mukti Setiono, 2023b):

- 1) The Halal Inspection Institute of Sunan Ampel State Islamic University, Surabaya (LPH UINSA) is an institution that conducts inspection and testing activities on halal products as well as a certification body that organizes halal assistance training for PPH companions from KUA Taman Kota Madiun District.
- 2) The East Java Kecamatanil and Medium Industry Association (IKM) houses and provides a database of names of MSE actors who have the potential to receive *Sehati* with a *self-declaration scheme*.
- 3) The Technical Implementation Unit for Industrial Product Quality Development and Creative Technology (UPT PMPI and TK) Malang, which held product packaging design training while providing infrastructure for MSE actors
- 4) The East Java Cooperatives and Micro Enterprises Office of Kecamatanil (UMK), which also synergizes with the Ministry of Religious Affairs, facilitates halal certification of MSEs, both *Sehati* and regular.
- 5) The East Java Provincial Marine and Fisheries Service (DKPP) assists and facilitates halal certification for preparations derived from fish and meat, such as shredded, *rolade*, frozen food, etc.

Cooperation between these agencies can create an ecosystem that supports the growth of MSEs oriented toward halal products. This can also make it easier for MSEs to meet halal certification requirements and increase the competitiveness of their products in markets that are sensitive to religious aspects. Therefore, collaborating with various stakeholders is key in supporting halal certification for MSEs in Madiun City.

3. Madrasah Involvement Under the auspices of the Ministry of Religion in Madiun City

Islamic schools and madrassahs have an important role in accelerating halal certification. Madrasahs can train the younger generation in areas related to halal certification, such as food science, food safety, Islamic law, and business management. This will create more professionals who are competent in the halal certification process. Madrasahs can help promote awareness about the importance of halal products and encourage people to choose halal-certified products. Apart from educating producers, schools, and madrasahs can also play a role in educating consumers about the importance of choosing halal products. They can provide knowledge to the public on how to read product labels and identify products that comply with halal principles. By actively accelerating halal certification, Islamic schools and madrasahs can help strengthen the halal ecosystem in the Muslim community and ensure that more products that comply with halal principles are available in the market. This will benefit producers, consumers, and the Muslim community (Piliyanti, 2019).

The majority of students showed a significant level of concern for the consumption of halal products. However, most consumers do not ask about the presence of haram ingredients in the food they buy from sellers. Some students do periodically check the halal label of a product, while some students do not check at all. The findings of this study indicate an urgent need to increase the involvement of relevant parties to improve students' understanding and knowledge of halal food products (Muzayanah et al., 2019). This is where PPH assistants' joint role and responsibility is to socialize, educate, and facilitate halal certification in madrasahs or schools, especially those under the auspices of the Ministry of Agriculture. (Muzayanah et al., 2019)

The following strategic step taken by the KUA of Taman District Madiun City to accelerate halal products is the socialization and assistance of halal products in schools/madrasahs located in the Taman District area of Madiun City, namely Madrasah Aliyah Negeri 1 (MAN 1) Madiun City and Madrasah Ibtidaiyah Negeri 2 (MIN 2) Madiun City. PPH assistants conducted visits and halal certification assistance for processed products and food sold in the canteens of the two madrasahs. MAN 1 Madiun City, accompanied by AGT, issued a halal certificate on behalf of Nur Hendi on July 7, 2023, with certificate number SH2023-1-520339. As for MIN 2 and MAN 2 Madiun City, assistance is carried out by MMS, which has issued halal certificates to 27 MSE actors.

4. UMK Publications That Have Been Issued Halal Certificate

The government has adopted a policy that all products must be halal-certified on October 17, 2024. This policy applies to food products, beverages, slaughter products and slaughter services, raw materials, food additives, and auxiliary

materials for food and beverage products. Publication is an important activity that can support the acceleration of socialization of the Sehati program for MSEs (Kasanah & Sajjad, 2022). The MORA's social media publications can play an important role in halal certification campaigns, providing accurate information, educating the public on the importance of halal, and ensuring industry and producer compliance with halal guidelines. (Anggraini & Desthiani, 2021).

The promotion and publication of halal certificates is an important step in utilizing the full potential of halal certification. Halal certification can enhance a brand's image as a business concerned with quality, safety, and compliance with ethical standards. This can reinforce a positive image that can increase customer loyalty. In a competitive market, having a well-promoted halal certificate can provide a competitive advantage. Customers looking for halal products will prefer a product if they know it meets halal standards. In some countries, especially in countries with a large Muslim population, food and cosmetic products sold must have a halal certificate (Aslan, 2023). Therefore, the publication of halal certificates is a legal requirement for certain businesses. The publication can be done through social media, websites, marketing materials, or even with product labels that include halal certificates. The publication of halal certificates shows transparency in business and increases customer trust (Aslan, 2023)

KUA Taman Kota Madiun does not yet have a social media account, but this does not dampen the enthusiasm of P3H to socialize the Sehati program. P3H uses personal social media, especially the WhatsApp application, to share activities related to Sehati, one of which is by inviting MSEs to receive halal certificates that have been issued at the KUA Office Taman Kota Madiun or other points such as the Madiun City LKP TPA Building and other public places. This activity, filled with hospitality, business sharing, and group photos, will become necessary documentation to be immortalized and shared with the public. PPH assistants and business actors will usually upload these moments to Whatsapp stories or other social media accounts so that people who previously did not know them will see and look for information related to Sehati. In addition, a list of products or producers that have obtained halal certification should be published. This will help consumers identify halal products more efficiently (Triana Dewi, 2023c).

Compared with the service flow standards set by BPJH, it appears that there are service innovations carried out by KUA Taman Kota Madiun, as seen in Figure 4.

1. **Langkah 1: Pelaku Usaha Menghubungi Pendamping PPH atau Pendamping PPH Melakukan Jemput Bola**
Pelaku Usaha menghubungi Pendamping PPH atau Pendamping PPH mencari pelaku UMK dari database daftar pelaku UMK yang dirilis oleh komunitas UMKM atau instansi terkait.
2. **Langkah 2: Pendamping PPH Menjelaskan Prosedur dan Syarat Pengajuan Sehat**
Pendamping PPH memberikan penjelasan mengenai prosedur dan syarat pengajuan program Sehat kepada Pelaku Usaha.
3. **Langkah 3: Bantuan Pembuatan Akun SIHALAL dan Registrasi NIB (Jika Diperlukan)**
Jika Pelaku Usaha belum memiliki akun SIHALAL atau NIB, Pendamping PPH membantu dalam pembuatan akun SIHALAL dan registrasi NIB melalui <https://ptsp.halal.go.id> dan <https://www.oss-nib.com>.
4. **Langkah 4: Pelaku Usaha Melengkapi Persyaratan di Akun Pribadi**
Pelaku Usaha melengkapi persyaratan yang diperlukan untuk pengajuan program Sehat di akun pribadinya.
5. **Langkah 5: Pendamping PPH Memproses Persyaratan Pengajuan**
Pendamping PPH memproses pengajuan jika persyaratan yang diberikan oleh Pelaku Usaha sudah lengkap. Jika diperlukan, mereka juga dapat melakukan kunjungan langsung untuk verifikasi dan proses lebih lanjut di akun pendamping PPH.
6. **Langkah 6: Pengecekan Status Pengajuan**
Pendamping PPH dan Pelaku Usaha mengecek status pengajuan Sehat.
7. **Langkah 7: Pengajuan Lolos**
Jika status pengajuan lolos, Pelaku Usaha tinggal menunggu terbitnya sertifikat halal.
8. **Langkah 8: Pengajuan Dikembalikan**
Jika status pengajuan dikembalikan, Pendamping PPH akan membantu Pelaku Usaha untuk membenahi apa yang diperlukan dan mengajukan ulang hingga terbit sertifikat halal.

Figure 4. Sehat Program Service Flow Innovation at KUA Taman Kota Madiun

The various service innovation efforts made by KUA Taman Kota Madiun prove that innovation is the most relevant dimension in promoting the Sehat Program. KUA Taman Kota Madiun has conducted collective learning, collective intelligence, and social participation in service delivery and policy-making to encourage MSE actors to carry out halal certification of their products. KUA Taman Kota Madiun service innovation has implemented the necessary aspects of the service innovation dimension, namely (1) digital-based government as evidenced by the ease of access to SIHALAL accounts by MSE actors; (2) innovating the experience of ordinary citizens as evidenced by teaching business actors to create accounts on the SIHALAL website; (3) innovation in public procurement as evidenced by visits and verification of MSE actors who register their businesses; (4) collective learning and intelligence as evidenced by inviting MSE actors to socialize the Sehat program; (5) public service innovation as evidenced by sufficient PPH companion Whats App numbers to register and seek Sehat information; (6) involvement and participation as evidenced by verification and direct visits to MSE actors; and (7) community involvement in service development as evidenced by publications that PPH assistants have issued halal certificates.

Furthermore, the service innovation carried out by KUA Taman Kota Madiun in implementing the Sehat Program has impacted the quality and sustainability of MSE actors' businesses. The implementation of halal certification for MSEs has shown its efficacy in increasing consumer interest and influencing purchasing decisions. In addition, the acquisition of halal certification is considered to positively impact MSME sales turnover ((Rido & Sukmana, 2021). The impact of halal certification for MSEs in Madiun City is as follows (Rido & Sukmana, 2021)

Packaging Product Improvement

Packaging and promotion determine consumer purchasing decisions (Safitri, 2020). One of the packaging models that is now in demand for packaging MSE food and beverage products is the standing pouch (Safitri, 2020) because *standing pouch* packaging often has an attractive and modern design, which can immediately attract customers' eyes, often comes with features such as a ziplock or spout that makes it easier for customers to open, close and serve the product, have more space to include clear information about the product, such as product description, nutritional values, instructions for use, expiry date, and nutrition labels, tend to be lighter than classic packagings such as bottles or cans, which can reduce shipping costs and help save money, are easy to store in cupboards or on kitchen shelves, do not require as much storage space as another large packaging. Using more marketable packaging, such as standing pouches, can increase the competitiveness of your product because it has several advantages that can attract customer attention and influence purchasing decisions. (Qonita et al., 2021).

Halal certification can have a significant impact on improving product packaging. This impact includes aspects of aesthetics, information, and consumer confidence. Packaging serves as a medium to communicate and provide information about a product. Packaging must have informative characteristics, including clear labels, compliance with labeling and advertising regulations, and aesthetic appearance. (Mughtar et al., 2018). What can be seen in the packaging of MSEs assisted by P3H KUA Taman Madiun City is that the packaging that used to be only transparent plastic is now changed to be more aesthetically pleasing. In addition to listing the product name or brand and contact information, a halal logo, information on ingredients, production process, expiration date, and various product variants are given. (Triana Dewi, 2023b).

Packaging improvements can also include aesthetic aspects, such as attractive and appealing designs. Improvements in product packaging due to halal certification can help create a positive image for products and increase the competitiveness of MSE products in a market that is increasingly aware of the need for halal products. The emergence of consumer reactions to changes or improvements in packaging and labeling is clear. Initial investigations involved many consumers asking various questions, including questions about the origin and safety of the products, as well as their availability for purchase. These responses highlighted the impact of changes in packaging and labeling. While these responses impacted sales turnover, it was not enough to significantly increase it. (Rustini, 2023).

Increased Consumer Trust

Halal certification is important for brands that want to reach religious and food-sensitive markets. This certification shows that the product has passed strict scrutiny and meets the halal standards required by the Muslim community. With halal certification, brands build trust with Muslim consumers that their products are safe and in line with their beliefs and values. (Setiawan & Mauluddi, 2019). It also shows the brand's commitment to meeting the diverse needs of consumers. (Meliana et al., 2013)

Ownership of halal certificates has the potential to increase and strengthen consumer confidence. Halal certification indicates that the product has successfully passed strict supervision and inspection. This phenomenon raises the belief that the product has superior quality and enhanced safety (Azam & Abdullah, 2020). Halal certification also includes tracking products from source to final product. This allows consumers to trace the product's origin to verify that the product came from a halal source (Khairunnisa et al., 2020a).

The issuance of halal certificates for MSE actors in the Taman area, Madiun City, also positively impacts consumer confidence. The existence of halal certificates shows that local entrepreneurs care about the needs of consumers sensitive to the religious aspects of food and beverages. They feel more confident in choosing local products that have met halal standards, which can also encourage MSE business growth. Halal certification is about halalness from a religious point of view and the strict production process and ingredients used. The existence of a halal certificate gives consumers confidence that the product has passed strict supervision and is safe for consumption. (Safaruddin, 2021)

Marketing Area Expansion

Halal certification is an effective tool to expand the marketing of MSE products because halal certification allows MSE products to access large Muslim markets (Azzahra & Wibowo, 2019), including international markets that are sensitive to halal products, attract Muslim tourists who are looking for food according to religious beliefs during travel, support the export of MSE products to countries with significant Muslim populations that have strict requirements related to halal products, Providing additional confidence to consumers who care about halal. After all, it shows product compliance with religious standards. Products with halal certification often get support from halal organizations in marketing and compliance with standards. Halal certification allows MSEs to expand their market share and business growth (Warto & Samsuri, 2020).

Halal certification is also important for entering international markets, especially with large Muslim populations. The products that have been certified halal will more easily meet import and distribution requirements in countries with significant Muslim populations. Halal certificates impact MSME products that can

be sold in retail stores with larger volumes, such as supermarkets and minimarkets, so their market reach is increasing. Local and non-regional governments often hold bazaars, expos, competitions, and other events that MSMEs can participate in because a halal certificate is a requirement to participate in this event. Halal certification must be widely accepted to boost MSME sales (Khairunnisa et al., 2020b).

The issuance of halal certificates for MSEs in the Taman Kota Madiun area also impacts their marketing reach. In the Sihahal application, there is an option to enter product categories to be marketed in regional, national, or international areas. If previously products were only marketed in the Madiun Raya area and its surroundings, since the halal certificate, durable products such as *sambel pecel*, *pastries*, *bluder bread*, and various other preparations could be accepted by souvenir shops and rest area shops that indeed prefer products with halal logos to be displayed and sold at their outlets. In addition, MSE products can also expand market coverage because they participate in bazaars and exhibitions, which also prioritize halal-certified products. Many even require halal certification if they will participate. Introducing products out of the region through this event will certainly be a means of promotion that ultimately increases purchase demand. Of course, this will increase the sales turnover of MSE products (Mukti Setiono, 2023d).

From the description of the discussion, it can be seen that the service innovation carried out by the KUA Taman Madiun City in implementing the Sehati Program has contributed to accelerating the achievement of halal certification in Madiun City and has a positive impact on the quality and sustainability of MSEs in Madiun City so that it can help improve the economy of the community and region in Madiun City. The findings of this study provide a new perspective on overcoming problems in service delivery in the halal certification program that has been implemented. The findings of this study complement the results of previous studies (Fitri & Mardiah, 2023; Sampoerno et al., 2023; Sup, 2023) which emphasize the importance of assistance in halal certification through data collection of business actors, product identification, identification of ingredients used in products, preparation of production process flow, data submission through <https://ptsp.halal.go.id> (Fitri & Mardiah, 2023; Sampoerno et al., 2023; Sup, 2023). However, the results of this study provide novelty in the application of service convenience carried out by PPH assistants. The findings of this study also complement the results of previous studies (Irwanto, 2023 dan Pardiansyah & Abduh, 2022), which examined the understanding of the importance of halal certification for MSEs through the Sehati program with assistance in the form of tutorials for registering halal certification for free through the SIHALAL website. This study supports this data and provides socialization of the importance of publication after issuing a halal certificate so interested MSEs can obtain information on how and where free halal certificate services can be obtained. The

findings of this study also support the results of research (Mya & Handayani, 2023 dan Maharani & Suma, 2023), which discuss the readiness and interest of MSEs in the SEHATI Program organized by the government, which is still very low and awareness of the importance of halal labels. The research findings provide novelty by mainstreaming the role of PPH assistants in responding to and addressing the unpreparedness of MSE actors in the Sehati program. (Irwanto, 2023; Maharani & Suma, 2023; Mya & Handayani, 2023; Pardiansyah & Abduh, 2022).

CONCLUSION

From the research analysis related to the implementation of halal certification innovation through the Sehati program with flexible business process management carried out by KUA Taman Madiun, it is evident that the innovation in the implementation of the Sehati program through flexible service business process management includes strengthening the role of Islamic religious instructors as P3H, cooperation with MSE-related agencies, involvement of madrasas in the working area of KUA Taman, Madiun, and publication of MSE actors who have issued halal certificates. The result of this implementation innovation is that there are eight P3H who have successfully assisted 773 MSE actors and issued 508 halal certificates. The halal label on MSE products has impacted improving product packaging, increasing consumer confidence, and expanding marketing areas that increase business turnover.

The success of the Sehati program in Madiun demonstrates that a well-coordinated and flexible approach can significantly enhance the efficiency and effectiveness of halal certification processes for MSEs. This model can serve as a benchmark for other regions aiming to improve their halal certification systems. The role of religious instructors, collaboration with relevant agencies, and the inclusion of educational institutions are critical factors in this success. To further optimize the Sehati program, it is recommended that KUA Taman, Madiun City, establish an official social media account dedicated to the program. This account should be open and accessible to the public to ensure that messages and information can be conveyed more quickly and broadly. Publications and social media are crucial in program socialization, especially when implementing government, social, or community programs. Currently, PPH facilitators rely on personal social media to publish information and the results of the Sehati activity process, which is not optimal as it reaches a limited audience. An official social media presence would enhance visibility, engagement, and the program's overall impact.

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