Strategy to Accelerate Halal Certification for MSEs in Indonesia: An Analytic Network Process Approach

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Abstract. *The implementation of halal certification in Indonesia by Micro and Small Enterprises (MSEs) is still low, even though there are mandatory provisions according to Law No. 33 of 2014 and there is a free halal certification program (SEHATI). This study aims to analyze the problems faced by the micro and small business sectors in implementing halal certification and formulate strategies to accelerate the implementation of halal certification. The research used the ANP (Analytic Network Process) framework. The data was obtained from interviews with seven expert respondents representing academics, practitioners, the Indonesian Ulama Council, and regulators. The results showed that the strategy that can be formulated to accelerate halal certification for the MSE sector is to combine three alternative strategies in the order of priority, starting from simplifying the business process of the halal certification submission system, increasing the capability of MSE entrepreneurs, and finally increasing institutional synergy.*

Keywords: *Halal Certification; Strategy, MSEs; ANP*

Abstrak. *Penerapan sertifikasi halal di Indonesia oleh Usaha Mikro dan Kecil masih rendah, walaupun sudah ada ketentuan wajib sesuai Undang-Undang No. 33 tahun 2014 dan adanya program sertifikasi halal gratis (SEHATI). Penelitian ini bertujuan untuk menganalisis permasalahan yang dihadapi oleh sektor usaha mikro dan kecil dalam menerapkan sertifikasi halal serta merumuskan strategi akselerasi penerapan sertifikasi halal. Penelitian ini menggunakan kerangka ANP (Analytic Network Process). Data diperoleh berdasarkan wawancara dengan tujuh responden pakar yang mewakili akademisi, praktisi, MUI dan regulator. Hasil penelitian menunjukkan bahwa strategi yang dapat diformulasikan untuk mengakselerasi sertifikasi halal bagi sektor UMK adalah menggabungkan tiga alternatif strategi dengan urutan prioritas di mulai dari penyederhanaan proses bisnis sistem pengajuan sertifikasi halal, peningkatan kapabilitas pengusaha UMK dan terakhir peningkatan sinergi antar lembaga.*

Kata kunci: *Sertifikasi Halal; Strategi; UMK; ANP*

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Introduction

Indonesia is the country with the largest Muslim population in the world. Indonesia's total population is 272.23 million as of June 2021, according to the Directorate General of Population and Resident Registration (Dukcapil), Ministry of Interior. Of these, 236.53 million (86.88%) are Muslim (Kusnandar, 2021). By Islamic religious law, Muslims are required to consume halal food. This is by the command of Allah SWT as stated in the Qur'an letter Al Maidah verse 88, which reads, "And eat food that is lawful and good *(tayyib)* from what Allah has provided for you, and fear Allah in whom you believe in Him".

To guarantee halal products for the majority Muslim population, the government of the Republic of Indonesia issued a provision in the form of Republic of Indonesia Law No. 33 of 2014 concerning Guarantees for Halal Products and then refined through RI Law No. 11 of 2020 concerning Job Creation. Article 4 of Law No. 33 of 2014 states that products that enter, circulate, and trade in Indonesian territory must be halal certified. This provision has consequences for the obligation of halal certification for business actors for food, cosmetics, pharmaceutical products, and fashion. Even though it has been 8 years since the provision was enacted, the number of business actors implementing halal certification is still small.

According to the State of Global Islamic Economic Report for 2022, Indonesia is ranked 4th in GIEI (Dinar Standard, 2022). GIEI (Global Islamic Economy Indicator) is a composite weighted index that measures the development of the Islamic economy sector by evaluating the performance of each part of the Islamic economy sector in line with broader social obligations. One of the contributors to the achievement is halal food, ranked 2nd after Malaysia.

With the large Muslim population in Indonesia, the halal product guarantee system determined by the Indonesian government, and global recognition, there will be a huge business opportunity for businesses in Indonesia, including MSMEs, to exist in the halal industry. MSMEs are the supporting pillars of the economy in Indonesia. The Ministry of Cooperatives and SMEs noted that the number of micro, small, and medium enterprises (MSMEs) reached 65.47 million units in 2019, or the equivalent of 99.99% of the total businesses in Indonesia (Mahdi, 2020). The intended number of business actors in the MSE category reached 98.67%. Of the total SMEs available, only 1 percent have halal certification.

Through Article 48 of Law No. 11 of 2020 concerning Job Creation, revisions have been made regarding guarantees for halal products, including relief

for micro and small-scale businesses in carrying out halal certification through self-declaring. BPJPH Ministry of Religion of the Republic of Indonesia follows up on Law No. 11 of 2020 by accelerating 10 million halal-certified products through the SEHATI *(Free Halal Certification)* program with a self-declared *(halal declaration)* path. However, business actors have not optimized this opportunity—announcement Number: 1479/BD.II/HM.00/IX/2022 released by the Ministry of Religion on the *sehati.halal.go.id* website as of 18 September 2022 indicates that only 15,462 quotas have been filled out of a total of 324,834 quotas available at SEHATI phase 2, in other words, only 4.76% realized the said quota.

Previous research related to halal certification was more partial and from a local perspective. A broader and integrative study is needed. This study aims to analyze the problems faced by micro and small businesses in implementing halal certification from various perspectives, examine solution alternatives in an integrative manner, and formulate an acceleration strategy by involving various experts.

Literature Review
Strategy

A strategy is a tool for achieving business objectives, such as long-term goals, follow-up programs, resource priorities, and creating competitive advantage (Susanto, 2014). According to Hitt et al. (2020), A strategy is an integrated and coordinated set of initiatives and actions to leverage core competencies to gain a competitive advantage. Business strategies may include geographic expansion, diversification, acquisitions, product development, market penetration, downsizing, divestitures, liquidations, joint ventures, etc. This strategy is forward-looking, impacting the organization's long-term success for at least five years.

Halal Certification

Halal certification is the acquisition of a Halal certificate through multiple levels of inspection to prove that a company's raw materials, production processes, and product halal assurance system meet established standards (LPPOM MUI, 2008 in Faridah (2019). Halal certification is to issue a halal certificate when the target product meets the requirements as a halal product. Certification provides legal and formal recognition that the displayed products meet Halal requirements, allowing consumers to consume with peace of mind (Hidayatullah, 2020). Certification is done through a series of checks by an examiner competent in the field to determine the halal status and issue a written fatwa stating the halal product in the form of

a halal certificate (Hasan, 2014) in Faridah (2019). Halal certification is done by verifying and assuring the halal quality of products from raw materials, manufacturing processes, packaging, storage, distribution, sales, and product presentation.

Based on Law No. 33 of 2014 and Government Regulation No. 39 of 2021, a Halal Certificate is a certification of the halal quality of a product issued by the Halal Product Assurance Organization based on a written halal fatwa from the Ulama Council of Indonesia (MUI). Halal certification, therefore, checks the halalness of the product. Halal certification is significant for MSMEs. Halal certification is a representation of product quality with Islamic Sharia standards. According to Al-Kwifi et al. (2019), Hong et al. (2020), and Sujibto and M, (2023), the goal of halal certification is to serve the intentions of Muslims in practicing the teachings of their religion. Therefore, halal certification is a reference for Muslims to consume food that follows Islamic values (Muhamad et al., 2017). According to Ambali & Bakar (2014) and Jannah & Al-Banna (2021), Halal certification is a key parameter to increase consumer confidence that the products consumed are halal, safe, and clean Halal-certified products are the main requirement for Muslim buyers to buy halal food for daily consumption (Gojali & Suci Asih, 2020).

Free Halal Certification is a program for freeing halal certificates to micro and small businesses that meet the requirements through a self-declared mechanism by verifying and validating the Halal statement of Business actors and Halal Product Process assistants (PPH). A self-declaration or halal statement by a business actor is a guarantee of conformity declared by an individual or organization for an identified object against certain requirements according to the referenced declaration. It clarifies who is responsible for the conformity of the declaration. The self-declare required by BPJPH is a process carried out jointly by business actors and PPH assistants (Kasanah & Sajjad, 2022).

Some relevant literature and previous studies present obstacles and challenges to the low implementation of halal certification by micro and small businesses are caused by various problems, including the lack of halal awareness and awareness of Sehati to MSEs, the not yet optimal role of related stakeholders, business actors who are not responsive to the regulation of SEHATI and digital services, assistance in the process of halal products is not optimal (Kasanah & Sajjad, 2022). administrative procedures for halal certification are quite lengthy and the number of halal auditors in Indonesia is still very far from ideal needs, public objections (Tami, 2021), technological stuttering for MSMEs (Sunartono, 2022), certification procedures and costs (Susilo, 2022), policies, human resources of business actors, infrastructure, outreach, production (Widiastuti, 2020), availability of budget

and knowledge/understanding of MSMEs regarding halal and the certification process (Republika, 2021), there is no determination of certification rates from the Ministry of Finance (Irawan, 2019)

The implementation of halal certification in Indonesia by Micro and Small Enterprises (MSEs) is still low, even though there are mandatory provisions according to law no. 33 of 2014, and there is a free halal certification program (SEHATI). Based on previous research, the constraints that cause gaps can be grouped into MSMEs entrepreneurs, system-related constraints, and constraints on supporting institutions such as the availability of auditors/assistants. The three groups of obstacles must be a concern to find solutions in an integrated manner. MSME entrepreneurs are an essential factor related to halal certification. The readiness of MSMEs is a determining factor in implementing halal certification. The research results of Pratikto et al (2023) stated that the readiness and interest of MSME business actors in preparing for halal certification needs are strongly influenced by their knowledge and understanding of the importance of halal recognition.

According to the Big Indonesian Dictionary (KBBI), A system is a set of elements regularly interconnected to form a whole. Thus, it can be concluded that the system combines various elements to achieve the goal. The system has elements, including procedures, provisions, and policies. The system will affect the user. In the context of halal certification, system elements related to procedures will affect entrepreneurs' interest in implementing halal certification. If the procedure is complicated and too long, it will reduce the interest of MSMEs in halal certification. Likewise, it is related to provisions and policies that should encourage MSME entrepreneurs to be motivated to obtain halal certification.

The existence of related institutions such as MUI (Indonesian Ulama Council), LPH (Halal Inspection Agency), and LP3H (Halal Production Process Assistance Institution) is also a determining factor in the development of the implementation of halal certification by MSMEs. Constraints in institutions, such as limited availability of human resources, will affect the views of MSMEs in implementing halal certification.

Developing a Research Conceptual Framework

The basic theory used to build a research conceptual framework is ANP. Research expert Thomas Saaty from Pittsburgh University introduced ANP as a new approach to qualitative techniques to complete the analytical hierarchical process (AHP) method. Based on theory, the research conceptual framework built in this study is shown in Figure 1. There are three main groups of activities in the conceptual framework of

research: first, model construction, from literature review to model validation; second, model quantification, from preparing ANP questionnaires to expert surveys; and third, result analysis, from data analysis to interpretation of results.

Figure 1. The Research Conceptual Framework
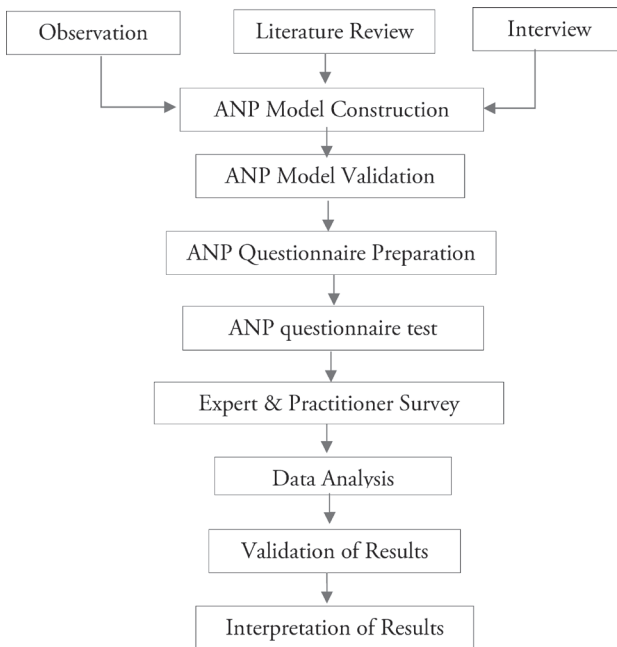
Methods

The research was conducted from April to June 2023. The research uses a qualitative paradigm approach. In qualitative research, the sample is called an informant/resource person. The sampling technique was performed using the targeted sampling technique, which belongs to the unlikely sampling category. This technique is used taking into account the fact that the information provider must have the ability to understand halal certification. The informants used were 7 experts representing academics, regulators (BPJPH, KNEKS), MUI, and practitioners (business actors, LPH, LP3H).

The research instrument used to collect data is a questionnaire. A numerical scale was used for the questionnaire responses. Evaluation of criteria and alternatives by pairwise comparison using a numerical scale of 1-9. The comparison of the numerical and verbal scales is shown in Table 1.

Table 1. Comparison of verbal scales and numerical scales

Verbal Scales	Numeric Scales
Very, very much greater influence/level of importance	9
	8
Much greater influence/level of importance	7
	6
Greater influence/level of importance	5
	4
Slightly greater influence/level of importance	3
	2
Same influence/level of importance	1

The method used in data analysis is ANP (Analytic Network Process). ANP has three basic principles: decomposition, comparative assessment (comparative judgments), and hierarchical composition or synthesis. The decomposition principle is applied to structure complex problems into hierarchical frameworks or networks such as clusters, sub-clusters, and sub-clusters. In other words, decomposition models the problem into his ANP framework. The comparative evaluation principle is applied to compare pairwise all combinations of elements within a cluster as seen from the parent cluster. This pairwise comparison determines the local priority of the items within the cluster relative to the parent cluster. Applying the principle of hierarchy composition or composition, the local priorities of the elements in the cluster are multiplied by the global priorities of the parent elements to create a global priority for the entire hierarchy, which is summed to give the elements of the cluster generate a global priority for Lowest level (usually alternate). The software used in data processing and analysis is Decision Plus.

Results and Discussion
ANP Model Construction

In general, research is carried out in three stages: the model construction stage, the model quantification stage, and the result analysis stage. The model construction stage occurs in several sub-stages: literature review, in-depth interviews with MSE practitioners, halal inspection agency practitioners, halal companion institutions, academics, regulators, model compilation, and model validation with experts. Detailed interviews are conducted through virtual face-to-face meetings.

Building a model starts with setting goals, analyzing issues related to halal certification of micro and small enterprises, devising solution alternatives to existing problems, and developing alternative strategies that can be used to develop sharia insurance in Indonesia. The ANP construction model seeks strategies to accelerate the implementation of halal certification for micro and small enterprises, which can be prepared according to Figure 2.

Figure 2 shows the construction of the ANP model looking for the Acceleration of the Implementation of Halal Certification for Micro and Small Enterprises. There are four (4) levels in the model, namely the aspect level, the problem level, the solution alternative level, and the strategy level. The aspect level and strategy level each have one cluster. Meanwhile, the problem and solution alternative levels have 3 clusters. The aspect cluster groups the problems in an outline that exists in applying halal certification to small and micro enterprises in Indonesia. Based on a literature review and discussions with experts, the problems faced by Indonesian MSEs covered in this study can be categorized into three aspects: business actors, systems, and supporting institutions.

Figure 2. ANP Model Looking for Strategies to Accelerate the Implementation of Halal Certification for Micro and Small Enterprises
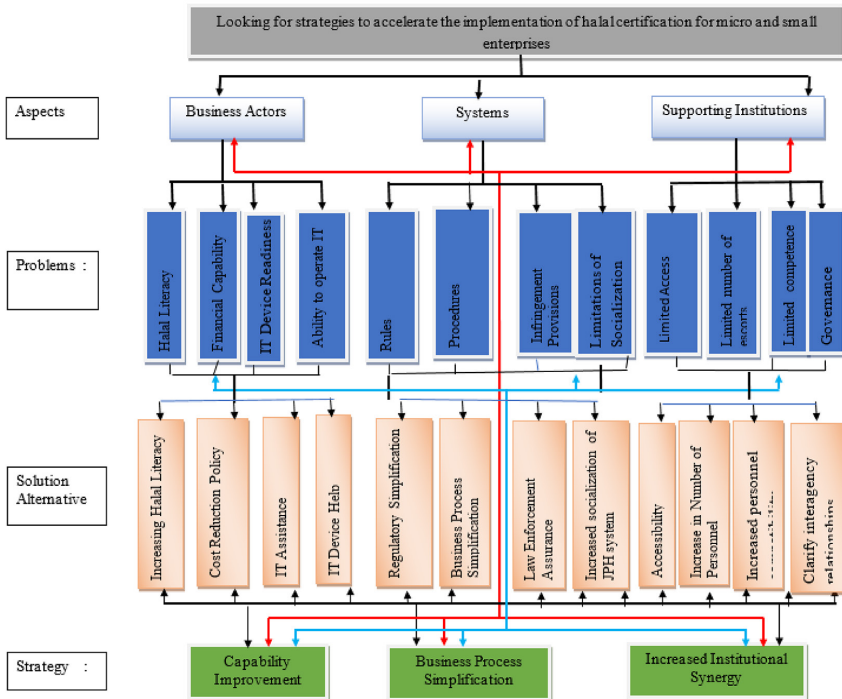
Problems in the business actor cluster include limited halal literacy, lack of financial capability, limited ability to operate IT/applications, and availability of gadgets. Further, problems in the system cluster are broken down into rules, procedures (bureaucratic), socialization limitations, unclear rules, and violation of provisions. Problems in the cluster of supporting institutions may include limited access, a limited number of personnel, limited competence of assistance personnel, and inter-agency relations.

Solution alternatives for business actors can be described as increasing literacy of halal provisions, cost reduction policy, IT assistance, and IT equipment assistance. Solution alternatives to the system can be decomposed into simplifying provisions/regulations, certainty of law enforcement, simplifying halal certification procedures, and increased socialization of the Halal Product Assurance System. Solution alternatives to supporting institutions can be described into: ease of access, increase in the number of assistance personnel, increase the competence of assistance personnel, and clarify inter-agency relations. The strategy is formulated to improve business actors' capabilities, simplify the submission system's business process, and increase institutional synergy (between stakeholders).

Super Decision Data Processing Results

The quantitative phase begins with creating an ANP survey, which experts in various fields then fill out. Data processing is carried out using Super Decision 2.10 software. The ANP method also tests expert approval, known as the Kendall (W) concordance coefficient test. The Kendall W coefficient value normalizes Friedman's statistics, which measure agreement between the experts interviewed. The value of the Kendall W coefficient varies between 0 and 1. A value of 0 means no consensus, and 1 (one) means complete agreement between the experts surveyed. Details of scaling and interpretation are presented in Table 2.

Table 2. Kendall's W Concordance Degree Scale

W	Interpretation
0	No Agreement
0.10	Weak Agreement
0.30	Moderate Agreement
0.60	Strong Agreement
1	Perfect Agreement

The results of ANP survey data processing collected from all experts are shown in Table 3.

Table 3. ANP Data Processing Results

Cluster	Sub Cluster	Rater Agreement (W)	Elemen (*Node*)	Eigen Value
Aspects		0.103 (weak)	Business actors	0,326
			Systems	0,383
			Supporting institutions	0,292
Problem	Business Actors	0.321 (moderate)	Halal literacy	0,307
			financial capability	0,249
			Ability to operate IT/ applications	0,271
			Availability of gadgets	0,173
	Systems	0.025 (no agreement)	Rules	0,275
			Procedure	0,249
			Socialization Limitations	0,247
			Rules violation of provisions	0,229
	Supporting institutions	0,229 (weak)	Limited access	0,237
			A limited number of personnel	0,283
			Limited competence of assistance personnel	0,274
			Inter-agency relations	0,205
Solution Alternative	Business Actors	0,502 (strong enough)	Increasing literacy of halal provisions	0,305
			Cost reduction policy	0,236
			IT assistance	0,301
			IT equipment assistance	0,158
	Systems	0,146 (weak)	Simplification of provisions/ regulations	0,250
			Certainty of law enforcement	0,185
			Simplification of halal certification procedures	0,271
			Increased socialization of the Halal Product Assurance System	0,294
	Supporting institutions	0,049 (no agreement)	Ease of access	0,272
			Increase the number of assistance personnel	0,233
			Increase the competence of assistance personnel	0,248
			Clarify inter-agency relations	0,247

Cluster	Sub Cluster	Rater Agreement (W)	Elemen (*Node*)	Eigen Value
Strategy		0,142 (weak)	Improving the capabilities of business actors	0,325
			Simplifying the business process of the submission system	0,351
			Increasing institutional synergy (between stakeholders	0,325

Aspect and Problem

Based on Figure 3, there are 3 aspects in finding strategies to accelerate the implementation of halal certification for MSEs, namely business actors, systems, and supporting institutions. The processing results show that to find strategies to accelerate the implementation of halal certification for MSEs, the dominant or important aspect is the system, with an average value of 0.383, followed by business actors, with a value of 0.326, and finally, supporting institutions with a value of 0.292.

The rater agreement value of the aspect level criterion is 0.103, which means that the agreement is weak or experts have differences of opinion and tend to disagree in determining aspects with indicators of business actors, systems, and supporting institutions. A relatively low w value below 50% indicates mixed expert opinion. It also shows that no single aspect is a priority. Existing aspects related to problems in halal certification in the micro and small business industry must be seen and handled by all, although the priority depends on the calculation result. The priority is the system, the second is business actors, and the third is supporting institutions.

Figure 3. Aspects of Halal Certification Problems in Indonesian MSE
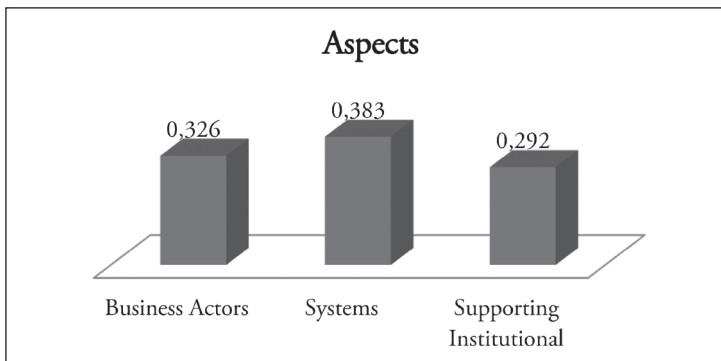
A system is a cluster of interconnected and organized elements to achieve a goal. Regarding halal certification, the system in question is a combination of elements in and/or issued by BPJPH as an extension of the Ministry of Religious Affairs to manage implementing the Indonesian halal product assurance system, including regulations, procedures, socialization, and violation rules. The purpose of the existing system at BPJPH is that it can be used so that all companies in Indonesia can apply halal certification.

From Figure 4, we can see that the six priority issues faced by SMEs when implementing halal certification are halal knowledge (0.307), limited number of support staff (0.283), regulation (0.275), competence of support staff (0.274), IT operational competence (0.271), and procedures (0.249).

Figure 4. Problem
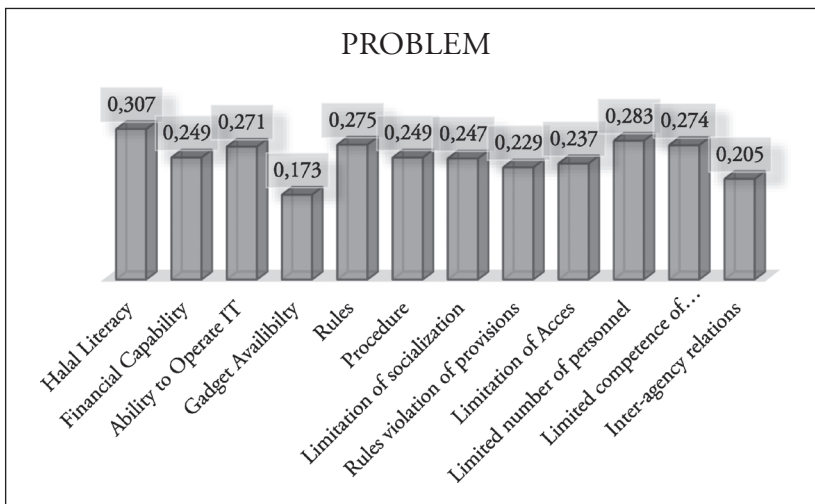
Rules and procedures are the first and second priorities of the problems chosen by expert respondents in the sub-cluster system, followed by limited socialization and violation of rules. Many difficult-to-understand and rigid regulations will be obstacles to implementing halal certification. For large-class companies, regulations may not be an obstacle, considering that they have a complete organizational structure and can translate regulations and follow up in various company programs well. However, for small and even micro companies, translating many regulations will be an obstacle in itself considering the organizational structure that is not more flexible and limited human resources owned in terms of quantity and quality.

Overly complex and bureaucratic procedures will also be the main obstacle for MSE business actors in implementing halal certification. MSE's are generally more pragmatic, so they look more at the practical side and benefits. This problem is also in line with what was conveyed by Tami (2021), who said that the administrative procedure for halal certification is quite long.

Limited socialization is another problem related to the system aspect. Limited socialization will cause regulations, procedures, and systems to be applied that entrepreneurs do not know widely in the MSE's segment. The less socialization, the lower the knowledge and understanding of business actors, and as a result, the interest in implementing halal certification is lower.

Related to MSEs as business actors, there are problems in implementing halal certification, including limited halal literacy, limited financial capabilities, limited ability to operate information technology systems, and limited equipment, such as gadgets and laptops. Halal literacy and the ability to operate IT are internal business actors' first and second problems. Then, the next problem is the financial capability and availability of gadgets. The rater consensus score for this criterion is 0.321 (w=0.321), indicating moderate agreement among experts.

The first priority problem for MSE business actors is halal literacy. Halal literacy is a person's ability to combine knowledge, awareness, and skills to distinguish between halal (allowed) and haram (prohibited) goods and services based on Islamic law. This is in line with some previous studies that revealed that the problem faced by MSMEs in implementing halal certification lies in the lack of halal awareness (Kasanah and As Sajjad, 2022), limited knowledge/understanding of MSMEs about halal and the certification process (Republika, 2021). Mastery of knowledge for business actors is a necessity. Knowledge is important for every human being as well as for organizations. Knowledge can influence a person's success.

The ability to operate IT is the second priority problem for business actors. IT skills are related to the ability to operate information technology or applications. IT skills are important in the halal certification registration process because halal certification is registered at BPJPH through an IT application called SIHALAL. The limited ability to operate IT can cause a decrease in interest in implementing halal certification. This problem is in line with Sunartono (2022), who stated that technology stuttering ("gaptek") causes low interest in halal certification.

The third priority of problems business actors face is the limitations of their gadgets. Limitations of gadget ownership in MSE entrepreneurs are very possible, especially since MSEs generally have limited facilities. MSE entrepreneurs generally

prioritize funds owned as business capital. Business actors who register for halal certification must own gadgets or computers. Business actors who do not have gadgets or computers will not be able to access the system implemented by BPJPH for halal certification registration.

In supporting institutions, several problems can be obstacles related to halal certification, including limited access, limited personnel, limited competence, and institutional relations. The analysis results show that the order of problems based on priority in supporting institutions is Limited Number of Manpower, Limited Competence, Limited Access, and Institutional Relations.

Limited manpower and competence are associated with LP3H (Halal Production Process Assistance Institution) resources. The priority of the problem in the supporting institution aspect is in line with previous research, as conveyed by Tami (2021), who states that the number of Halal Auditors in Indonesia is still far from ideal. According to BPJPH, the number of registered assistants is 54,164 PPH (Halal Production Process) under 187 LP3H established by universities or mass organizations in Indonesia (Pamuji, 2023). This number is certainly still less than the number of MSEs sectors in Indonesia, amounting to 64.6 million.

Solution Alternative

There are several solution alternative to the problems MSME business actors face in implementing halal certification. Figure 5 shows the results of solution alternative cluster data processing. The 6 priority orders for solution alternatives in the opinion of expert respondents, include Increasing Halal Literacy (0.305), IT assistance (0.301), increasing socialization with an eigenvalue of 0.294, simplifying procedures with an eigenvalue of 0.271, ease of access with an eigenvalue of 0.272, and increasing competency with an eigenvalue of 0.248.

Increasing halal literacy and IT assistance are the first and second priorities for solution alternatives in the business actor sub-cluster. That was followed by the Cost Reduction Policy and, finally Device Assistance. The rater agreement value in the sub-cluster of solution alternatives for business actors is 0.502, which means that the agreement is strong enough or experts do not differ and tend to agree in determining solution alternatives for business actors. This shows that experts quite agree on solution alternative and priorities.

Based on data processing results, the priority solution alternative for business actors facing problems is to increase halal literacy. This aligns with the main problem for business actors related to halal literacy. Means related to increasing the

knowledge possessed by entrepreneurs. Knowledge is important. Knowledge is an abstract concept independent of the real world and comes in two forms: explicit and tacit knowledge (Abbas & Sağsan, 2019). Knowledge will be a determining factor for the success of the organization. Dynamic organizations consider knowledge as an instrument to maintain a competitive advantage in the marketplace and increase customer satisfaction (Abbas & Sağsan, 2019). Knowledge is defined as a set of valid beliefs that can be organized and managed to improve organizational performance through effective action (Ferraris et al., 2019).

Figure 5. Solution Alternative
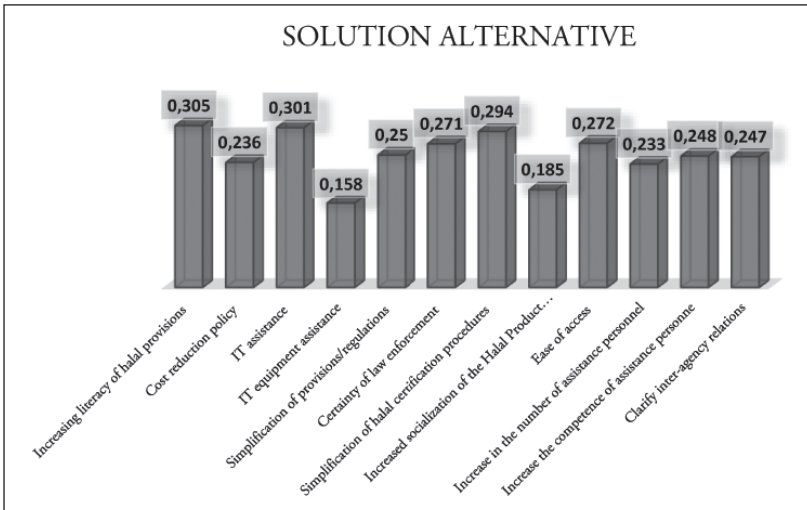
In the context of halal certification, the scope of knowledge includes knowledge about halal products based on the Quran and Hadith, knowledge related to halal production processes, knowledge related to provisions/regulations derived from positive laws (laws, government regulations, Minister of Religious Affairs Regulations, BPJPH decisions related to the halal product assurance system). Product knowledge includes knowledge of the product's benefits and knowledge of the product's satisfaction to the consumer (Nurhayati & Hendar, 2020). The results of this study are also in line with the opinions of Jannah and Al-Banna (2021), who state that a person's level of knowledge indicates the level of understanding of something.

IT assistance is the second priority for solution alternative. MSEs face in mastering information technology. Previous literature submitted by Sunartono (2022),

that one of the obstacles to implementing halal certification is technology stuttering. Technology is a means that can make it easier for people to work faster and more efficiently. But it will be an obstacle if someone does not understand the technology. Therefore, expert respondents choose IT assistance as a second priority.

Related to the sub-cluster system, the analysis results show that sequentially the priority of solution alternatives is increased socialization, simplification of procedures, simplification of provisions, and finally law enforcement certainty with an eigenvalue of 0.185. The rater consensus score on this criterion is 0.146, which means that the agreement is weak or experts have differences of opinion and tend to disagree in determining regulatory solutions with the above indicators.

Increased socialization is a priority in system solution alternatives, followed by simplification of procedures and provisions. This increased socialization can also answer problems related to the limited halal literacy in business actors. Meanwhile, simplification of procedures and provisions is the answer to problems in the system where the priority is rules and procedures. Things that need to be socialized include the JPH system, the importance of halal certification for MSEs and consumers, procedures for applying for halal certification, related parties, the phasing schedule of obligations, costs, etc.

Increased socialization can be applied through various media, both mass media, electronic media, and social media. Increased socialization can involve other ministries such as the Ministry of Cooperatives, the Ministry of Trade, and the Ministry of Industry. However, the main actor in increasing socialization remains the government, in this case, BPJPH as an extension of the Ministry of Religious Affairs. Increased socialization can also be achieved through synergy with other institutions, both institutions that support halal certification (such as LPH, LP3H, MUI, KNEKS) and institutions that are not directly related to halal certification such as Islamic educational institutions, social institutions, Dai or missionary ties, Islamic mass organizations.

Simplification of procedures is the second priority in solving problems from a systemic aspect. This has implications for BPJPH and the Ministry of Religious Affairs, in general, to consider reviewing all procedures related to halal provisions during registration and implementation of the process. Simplification of provisions is the third priority. Provisions include legislation, government regulations (PP), as well as provisions issued by the Ministry of Religion and BPJPH. Simple and easy-to-understand provisions for MSEs need to be considered by regulators.

Related to solution alternatives to supporting institutions, experts tend to disagree on solution alternatives that are a priority. This means that there is no single priority for problems in supporting institutions. Thus, various solution alternatives to the problems formulated can be used together to solve problems in the aspects of supporting institutions sequentially according to the score, including providing easy access for MSEs, increasing the competence of LP3H assistance personnel, further clarifying relations between institutions, and adding assistance personnel.

Ease of access is a priority in solving problems in supporting institutions. Ease of access needs to be provided to MSEs related to finding companions and to MUI related to sharia law consultations, especially halal provisions. The difficulty of access faced by MSEs in finding information on all matters related to the provisions, how to apply for halal certification, and other related matters can cause a decrease in interest in halal certification because access is the first thing that becomes a door if MSEs have the desire to get halal certification. With easy access for MSEs, it will increase the motivation and desire of MSEs to implement halal certification.

Increasing the competence of LP3H assistance personnel is the second priority for solving problems. LP3H (Halal Production Process Assistance Institution) is in charge of assisting and supervising the processing of halal products. LP3H acts as a partner of producers. LP3H was formed by Islamic mass organizations or Islamic religious institutions with legal entities and/or universities. Some of the tasks of LP3H are: First, assist producers in handling the files and requirements needed for a halal certificate. Second, help ensure that all required documents are complete and by applicable regulations. Second, supervise the entire product processing process, from receiving raw materials to final packing. Third, conduct an internal audit to ensure all requirements are met before issuing the halal certificate. Last, ensure that all stages of production, from raw material processing to distribution, are carried out by applicable halal standards and rules.

LP3H is a party that has a strategic role in halal certification in MSEs. The existence of LP3H is needed and is a special requirement for MSEs in registration. The absence of PPH (Halal Production Process) assistance can cause the halal certification process to be unable to continue. Likewise, it is related to the duties and responsibilities of PPH companions, which are very important. Therefore, competition is an important thing for PPH assistance officers to have. The adequacy of competencies possessed by LP3H assistance personnel will be able to support problems in the field faced by MSEs. With adequate competence, all questions or assistance needed by MSEs can be resolved, facilitating the process of applying for halal certification.

Strategy to Accelerate Halal Certification

Three alternative strategies can be used to accelerate halal certification for MSEs, namely capability improvement, simplification of business procedures for submission, and institutional synergy enhancement. The results of the priority processing of preferred strategies for accelerating halal certification for MSEs are shown in Figure 6. The data analysis results showed that the strategy cluster's rater consensus score was 0.142. This means that agreement is weak or experts have differences of opinion and tend to disagree in determining the priority of the strategy to accelerate halal certification for MSEs with the alternatives presented.

A less than 50% rater agreement indicates mixed expert opinion, making it difficult to find a single preferred value. Therefore, the correct strategy for accelerating halal certification of SMEs is to combine his three strategies out of the formulated strategies with different priorities according to the calculated results. The priority is the simplification of business processes that have an average eigenvalue of 0.351, and the second is the improvement of the capabilities of MSE business actors who have an average eigenvalue of 0.325, the third is the improvement of institutional synergy among supporting institutions that have an average eigenvalue of 0.325. Strategy priorities align with the priority order of aspects ranging from systems, business actors, and supporting institutions.

Figure 6. SME Halal Certification Acceleration Strategy
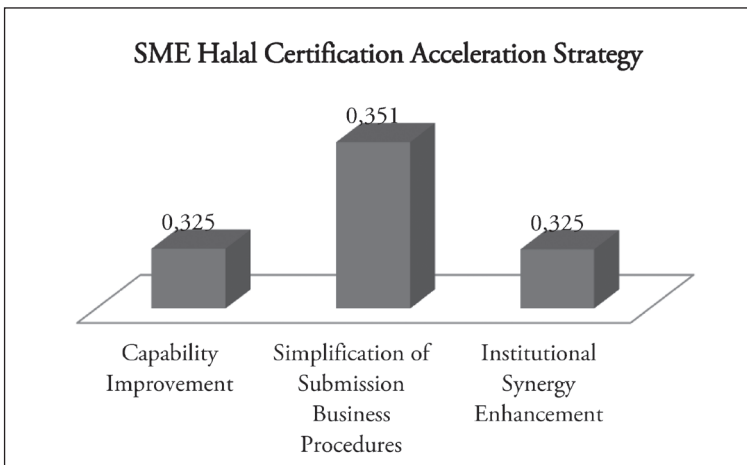
The strategy of simplifying the business process of the submission system is needed to increase the interest of MSE entrepreneurs in carrying out

halal certification. The simpler the submission system, the more interest MSE entrepreneurs will increase to implement halal certification. The party that needs to follow up on this strategy is BPJPH. Although there have been changes in the provisions of Law No. 33 of 2014, which became Law No. 11 of 2020, which is like providing convenience for MSEs, for example, related to the acceleration of halal certification services, reducing costs, and registration using the self-declared route for MSEs. But this step is still not enough. The priority of the strategy of simplifying the business process of the halal certification submission system as an aggregate choice from experts who are respondents has meaning. However, there is still a need to simplify the business process. This strategy is supported by the preferred solution and the opinion of expert respondents on the priority of solution alternatives in the system related to simplifying procedures and regulations.

It is known that the registration process for halal certification for MSEs starts with business actors making and preparing documents for registration. Documents that must be included are for halal certification registration, including business actor data (NIB or other licenses such as NPWP, SIUP, IUMK, and supervisor names), product names and types, lists of products and materials used, product processing processes (material purchasing processes, material receipt, material storage, processing and packaging and storage of finished products, distribution), and halal assurance system documents. In the second step, the supervisor checks the completeness of the application document, materials, and plans. The third step is for business stakeholders to take corrective action on the materials and/or PPH as per input from the PPH facilitator. The fourth step is for business actors to make a contract/pledge on the halal products and materials used and PPH. The fifth step is registration by business actors through the" SIHALAL" application. The business process of applying for halal certification can be simplified by cutting steps that do not have added value for MSEs. However, trimming steps should not reduce the main principle of guaranteeing product halal.

The second priority strategy is to increase MSE capabilities. Capability improvement can be achieved through increased knowledge and ability. Enhanced knowledge can be related to basic knowledge about halal products, halal processes, statutory provisions related to halal product guarantees, licensing process provisions, knowledge of the stages of halal certification obligations, and parties who can be contacted or consulted regarding the submission of halal certification. Knowledge is a fundamental factor that needs to be improved by MSE entrepreneurs. Completing and increasing knowledge will facilitate halal certification implementation, including

certification registration. Improving the ability to operate information technology is also important to support the strategy of increasing MSE capabilities. Through IT assistance, this second strategy can be carried out more optimally. This is in line with solution alternatives in the business actor sub-cluster. Knowledge and ability to operate information technology must be owned by MSE actors, considering that registration for halal certification, although it has been facilitated by self-declare, still the media used is an IT-based application, namely" SIHALAL".

The third strategy is to increase institutional synergy. Supporting institutions can collaborate between MUI institutions and LP3H, or with other institutions such as educational institutions, LPH, or even with BPJPH, KNEKS, and other ministries. Institutional synergy improvement can be in the form of cooperation related to the socialization of halal literacy to MSEs. In addition, institutional synergy can also be carried out between LP3H to overcome the lack of competence and the number of assistance personnel it has. It is known that LP3H has a strategic role in supporting the registration of halal certification for MSEs. Meanwhile, the number of LP3H is still limited. Therefore, the synergy between LP3H in cooperation to fill each other's shortcomings can support the acceleration of MSE halal certification throughout Indonesia.

Conclusion

The problems faced in the implementation of halal certification in Indonesia can be grouped into 3 aspects, namely related to business actors, systems, and supporting institutions. Based on the aggregate of expert assessments, the priority of the most important aspects to be addressed is in order starting from the system, business actors, and supporting valleys. On the system aspect, the most priority issues are regulations and followed by procedures. Regarding business actors, the priority problem is halal literacy, followed by the ability to operate IT. Meanwhile, in supporting institutions, priority issues are the limitations of assistance personnel in LP3H and the competence of assistance personnel.

The right strategy to accelerate halal certification in the SME sector is to combine three strategies formulated according to priorities, from the strategy of simplifying business processes applying for a halal certification system, increasing the capabilities of MSE entrepreneurs, and finally increasing institutional synergy.

Some of the policy implications of this research are that regulators are expected to simplify existing procedures further and increase the frequency of socialization so that MSEs' interest in halal certification can increase. In addition,

business actors are expected to increase awareness to improve capabilities through increasing knowledge related to halal and processes because it can increase business competitiveness. For supporting institutions, it is expected to make breakthroughs so that business actors can more easily access services, for LP3H related to mentoring services and MUI related to consulting services related to halal products and processes. Supporting institutions are also expected to increase the synergy of relations with other institutions.

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