



## **DEVELOPMENT STRATEGY FOR HALAL CENTER IN UNIVERSITY: A TECHNICAL RECOMMENDATION**

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### **Abstract**

*The Indonesian government encourages universities to actively participate in the halal ecosystem in Indonesia. Currently, many universities have established The Halal Product Process Assistance Agency (LP3H) and The Halal Inspection Agency (LPH) in halal product assurance programs. State Islamic University of North Sumatera (UINSU), which has established LPH and has now changed its name to Halal Center, has not shown significant progress. This research aims to determine the condition of UINSU Halal Center and provide technical recommendations for developing Halal Center and can become a blueprint for other universities that will establish Halal Center. The type of research used in this research is descriptive qualitative research using Institutional Analysis and Development (IAD). This research found several Halal Center problems and their causes. The data was benchmarked against the condition of Sunan Gunung Djati State Islamic University (UIN SGD) Halal Center. The research results provide technical recommendations for developing Halal Center. The recommended concepts are support system, build system, and implementation. The support system is provided by the university leadership, the development system is carried out by the management for the institution's existence, implementation by providing services, assistance and community outreach.*

**Keywords:** *halal center, halal certification, university*

### **Introduction**

The halal industry is growing globally. According to the State of the Global Islamic Economy Report (2021), about USD 2.2 trillion in total funds was spent by around 1.9 billion consumers of the halal industry. Based on projections

of the Compound Annual Growth Rate, the halal industry will reach 2.4 trillion in 2024. Indonesia ranks fourth in the Global Islamic Economy Indicator (GIEI) of the halal industry after Malaysia, Saudi Arabia and the United Arab Emirates (UAE) (Yuniastuti & Pratama, 2023).

Halal is not only limited to food and drinks, but many other products are included in the scope of halal product assurance (Arsil et al., 2018; Iqbal Irfany, 2022). The interesting thing about this halal ecosystem is that there is a tendency for non-Muslims to produce and consume products that have been certified halal (Kasnelly, 2023). So that several non-Muslim countries have also carried out halal certification of their halal products (Maulana & Zulfahmi, 2022). That is why halal labeling is very important to take seriously (Mutmainah et al., 2022).

In carrying out halal certification, halal product assurance is needed which is formulated with an integrated management system (Elizabeth et al., 2021). This system is integrated with various stakeholders, including government, ulama, academics and food scientists and laboratory assistants (Pratama, 2022). This all must be built in an integrated manner considering the many aspects needed to issue a halal certificate for a product.

The integrated system is implemented by Halal Product Assurance Organizing Agency (BPJPH). BPJPH encourages all institutions, including universities, to support this program (Pamuji, 2021). Universities can take part in making the halal product assurance program a success by conducting, seminar, education and publication of halal products, as well as establishing LPH, LP3H or Halal Centers at universities (Republik Indonesia, 2022). This encouragement had an impact on the establishment of LPH and LP3H in various universities.

BPJPH's breakthrough in embracing universities has basically been accommodated by UINSU. As an implementation, the Chancellor issued Chancellor's Decree Number 147 of 2018 Regarding the establishment of LPH of UINSU which was issued on May 28 2018 (Zulham & Armia, 2019). But at that time, this decree was not followed up because there were no clear government regulations regarding the establishment of LPH, halal certification and the appointment of auditors..

As time goes by, even though regulation has been issued, namely Government Regulation (PP) Num. 21 of 2019 concerning Implementing

Regulations of Law (UU) Num. 33 of 2014 concerning Halal Product Assurance, there is still no further action. This regulation should be responded to in the spirit of the founding of this agency at the beginning. But until now, even when the name LPH UINSU has been replaced with Halal Center UINSU with new management, there has been no significant action..

In terms of human resources, UIN SU actually has several experts in the fields of nutrition, food and chemistry who can become halal auditors. UINSU also has the opportunity to establish LPH, because it has an integrated laboratory. UINSU is also supported by other great potential such as the large number of students and the large number of products that have not been certified halal in North Sumatra.

So far, research on the Halal Center as an institution is still very rare because this organization only developed at the end of 2019. Halal research in Indonesia focuses more on the potential for halal tourism (Jaelani, 2017; Maulana & Zulfahmi, 2022; Sutono et al., 2021), consumer behavior regarding halal products (Giyanti & Indriastiningsih, 2018), factors inhibiting and encouraging halal certification (Prabowo et al., 2015). Several previous studies have discussed Halal Center institutions, including the research "Establishment of University Halal Inspection Institutions," (Zulham & Armia, 2019). The focus of this research is on the formation of LPH at universities in Indonesia. The result of the research is an analysis of the position of LPH in ortaker at four universities, namely, University of Indonesia, UIN Syarif Hidayatullah Jakarta, UIN North Sumatra and Yasri University.

Another research is "Planning for the Halal Inspection Agency (LPH) PT. Sucofindo" (Adisam.ZN, 2019). The focus of this research is on efforts to form LPH PT. Sucofindo after the implementation of the JPH law in 2019. This research looks at the feasibility of the plan to establish a Halal Inspection Agency (LPH) PT. Sucofindo (Persero), identification of business model, identification of quality management system requirements to fulfill accreditation requirements and creation of a plan for its establishment as well as risk analysis.

Journal article "Halal Institutional Development Collaboration Strategy: Implementation at the Halal Center" (Arsil et al., 2022). This research tries to analyze the development of the Halal Center using the Analytical Hierarchy Process method to determine the impact of Institutional Collaboration, such as

MSMEs, the Department of Industry, the Department of Cooperatives and MSMEs, and the Ministry of Religion.

Journal article "Development of the UINSA Halal Center (UHC) Service Marketing Model to Support Increased Campus Business Income" (Putranto, 2019). The focus of this research is to develop a marketing model at the UINSA Halal Center. The research results show the availability of equipment, facilities and human resources needed by the UINSA Halal Center. The marketing model for UINSA Halal Center services is appropriate in supporting increased campus income through marketing based on basic needs services and marketing based on raw material services.

Another research is the research "Strengthening Standard Operating Procedures (Sop) for Halal Certification Services at Universities from an Employer Branding Perspective" (Khozin Zaki et al., 2023). The focus of the research is to see that the Halal Center at the University carries out effective and efficient service management. Research results This is in the form of a flowchart which is part of strengthening standard operating procedures to provide the best service in the halal certification process at universities.

Some of this research still focuses on the work results of halal centers. Research that specifically discusses halal center issues is Zulham and Armia's research. This research only discusses the position of halal centers at universities, especially at UINSU. So it is important to discuss how to develop halal centers at universities.

This research aims to determine the condition of UINSU Halal Center and analyze these conditions. The results of this analysis are used to create strategic concepts and technical recommendations for the development of UINSU Halal Center. This research is intended to contribute in formulating new theories regarding development strategies for Halal Center at UIN SU and other universities.

## **Method**

This research uses the Institutional Analysis and Development (IAD) framework to assess and evaluate institutions by looking at three clusters of variables, namely external factors, arenas of action and goals (Budiharsana &

Heywood, 2017). This IAD analysis chooses to start from the left, namely from external factors, then the arena of action and then the goal. This research uses variables measured using qualitative methods.

This research was conducted at the State Islamic University of North Sumatra Halal Center and then took benchmark at the Sunan Gunung Djati State Islamic University, Bandung. The types of data used in this research are primary data and secondary data. Primary data collection was carried out through interviews with head of UINSU Halal Center and head of SGD Halal Center and some documents such as Chancellor's decree. Meanwhile, secondary data is obtained through other documents, such as laws and regulations, articles, and from several other sources.

## **Result and Discussion**

### **UINSU Halal Center**

Since the establishment of LPH of UINSU in 2018 until it changed its name to Halal Center in 2023, there has been no significant progress made by the management, both in LPH and LP3H accreditation, certification of assistants and auditors, as well as public services. So it is clear that no outcomes in the form of halal certificates have ever been processed through assistance or inspection at the UINSU Halal Center. This condition is rooted in many things. Internal problems, the Covid-19 outbreak and unclear support from the leadership resulted in the stagnation of LPH of UINSU at that time. So the new management of Halal Center has a tough task and starts everything from zero.

The new management of Halal Center a who were appointed on July 17 2023 through Chancellor's Decree Number 374 of 2023 still face the same problems as former management. Based on an interview with the Head of the Halal Center, this work unit has not been able to do much because there are two reasons, unclear status and lack of budget. In fact, there have been many offers of cooperation, such as from Bank Indonesia. According to the head of the halal center, until now the information he has received is limited to the chancellor having determined the position of the office for the halal center (Dr. Sugianto, M.A. interviews, 14th October 2023).

He also said that the management had planned several programs, one of which was halal campus. All food businesses at UINSU will be certified according to applicable regulations. He has also prepared accreditation plans for LP3H and LPH. If the status of the Halal Center is clear and included in university regulations, he is ready to relinquish his current position as head of the study program and focus on the Halal Center.

UIN Sunan Gunung Djati, as a benchmark in this research, has made many breakthroughs in managing Halal Center. More than one hundred and sixteen thousand halal certificates were issued through assistance and inspection by UIN SGD Halal Center. Currently, UIN SGD Halal Center houses LPH, LP3H and Julaeha Academy. This Halal Center also has a calibration laboratory. Apart from that, UIN SGD Halal Center also publishes journals that have been indexed by SINTA level 2 and are headed for Scopus indexation.

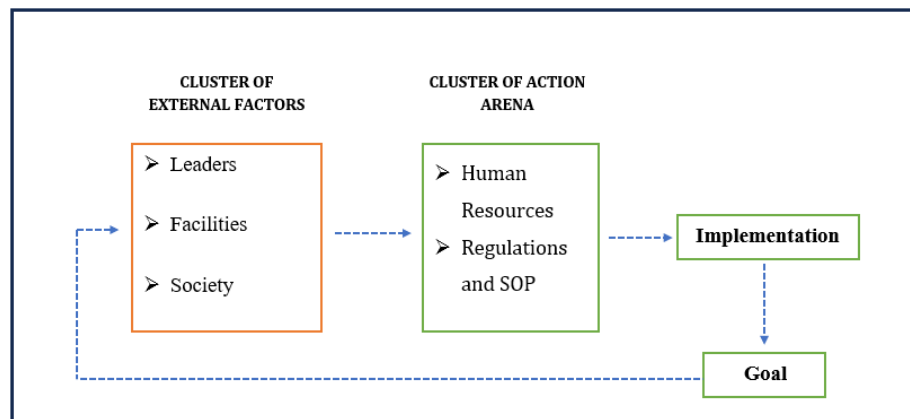
Based on an interview with the Head of UIN SGD Halal Center, this success cannot be separated from the support system from University leaders. UIN SGD leaders really pay attention to and support UIN SGD Halal Center. Apart from that, this success cannot be separated from three things, such as being integrated, not sectoral and the spirit of the management (Dr.Tri Cahyono, M.si. interviews, 24th September 2023).

In terms of position, UIN SGD Halal Center is not part of the organization and work procedures (ortaker). This results causes no honorarium for the management. This is the importance of appointing managers who are committed to advancing halal centers. Managers realize that this is not just a job but a responsibility to religion, state and society.

Some of the innovations that have been carried out by UIN SGD Halal Center, such as holding thematic community service program (KKN), holding training for halal product process assistance, internationally certified laboratories and information and services that can be provided online and offline. Beside that, UIN SGD Halal Center has also encouraged faculties to introduce halal certification in learning.

**UINSU Halal Center in Institutional Analysis and Development,**

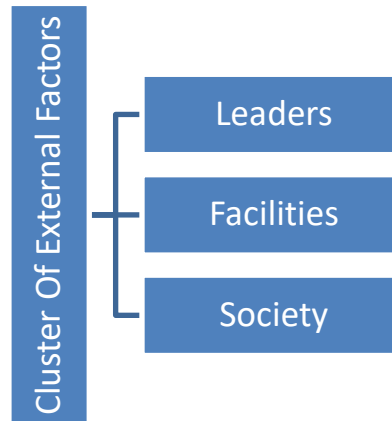
The researcher chose Institutional Analysis and Development (IAD) which refers to the theoretical framework of Hess and Ostrom (Budiharsana & Heywood, 2017). The Institutional Analysis and Development Framework (IAD) consists of three clusters, namely external factors, arena of action and results. This IAD analysis starts from left to right, from external factors. This research uses variables in each cluster which are measured using qualitative methods. The IAD concept is used to explore the rules and problems behind variables which are divided into sub-variables.



**Picture 1. IAD Framework**

Regarding the cluster of external factors, there are three variables that greatly influence the Halal Center, namely leadership, facilities and community. Each variable has an impact on the development of halal centers. The IAD variable will be used specifically to ask why the Halal Center at UINSU is experiencing stagnation. This is what needs to be analyzed in depth.

The cluster of external factors can be seen in the following image.



**Picture 2. Clusters of external factors framework**

These variables have their own purposes and will be adjusted to sub-variables. From the results of the qualitative analysis, the following are the results of the cluster of external factors.

1. Leader

a. Decree and Regulation

The management of the Halal Center is appointed based on Chancellor's Decree Number 374 of 2023. However, currently the position of the Halal Center has not been confirmed in the organization and work procedures (ortaker) or statute, and other matters. In fact, this is the most urgent thing in the institution, namely the nature and position of the work unit.

b. Funding

One basic thing that hinders the UINSU Halal Center is the lack of operational funds. This is because Halal Center funding is not on the UINSU budget list in 2023.

2. Facilities

a. Office

Referring to Circular Letter from the Chancellor Number 025 of 2023, the Halal Center has an office on Campus II UINSU. This is important because one of the requirements for LP3H and LPH accreditation is to have their own office as stated in Government Regulation Number 39 of 2021 concerning the Implementation of the Halal Product Assistance (Republik Indonesia, 2021).

b. Laboratory



Based on an interview with Zata Isma Lecturer in Nutrition, Faculty of Public Health, UINSU has 4 laboratories. The four laboratories in the nutrition sector have not been able to carry out halal inspections considering that there are no reagents to test the content of non-halal ingredients in food (Zata Isma, M.K.M, interview, 3rd Oktober 2023). This reagent is relatively affordable and easy to obtain.

c. Technology

The Halal Center, which is a service institution, at least uses the internet, both for information and providing public services. But until now, there is no special website for UINSU Halal Center which means the public cannot access any information about UINSU Halal Center.

3. Society

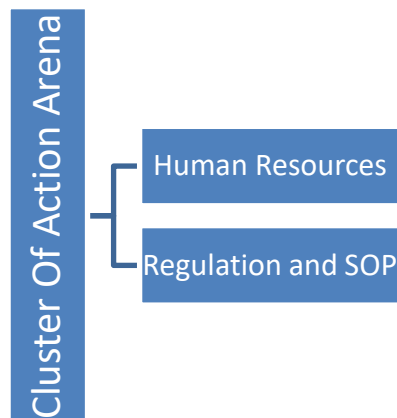
a. Literacy and Halal Awareness

Public halal awareness has increased over time, although this trend is slow and still low (Izzudin & Adinugraha, 2021; Setyorini et al., 2021). Meanwhile, from the Focus Group Discussion it is known that there is still little information related to The Halal Product Assurance Program among UINSU. They still believe that halal certificates only apply to macro products. Meanwhile, micro products, home businesses and MSMEs are not subject to halal certification obligations. Most people also don't know that halal certification has changed from voluntary to mandatory. Public awareness of the importance of halal certificates is also still low. Most people as consumers and producers do not consider the halalness of food produced by MSEs to be important.

b. Trust

The transfer of authority to issue halal certificates from Indonesian Ulama Council (MUI) to the Ministry of Religion (in this case BPJPH) has caused polemics in society. Many people associate this with political issues. For them, this diversion was due to a desire to weaken the MUI.

Another important thing that must be analyzed is the action arena cluster, namely the Halal Center Management. In this case the variables are human resources, regulations and standard operational procedures.



**Picture 3. Clusters of Action Arena framework**

1. Human Resources

a. Auditors and assistants

The availability of halal auditors is one of the conditions for establishing LPH. In Government Regulation Number 39 of 2021, it is stated that LPH has at least 3 halal auditors. The main requirement to become a halal auditor is Halal Auditor competency certification from BPJPH (Republik Indonesia, 2021). Until now, there is no one in the UINSU Halal Center who can become an auditor. Auditors may only be registered in one LPH. The availability of assistants is also important in the context of LP3H accreditation.

b. Management

In the Chancellor's Decree, there are several positions in the Halal Center management, namely:

1. Chairman
2. Secretary
3. Treasurer
4. Administration
5. Studies and Education Division
6. Halal Product Assistance Division / Supervisor
7. Halal Inspection Division
8. Laboratory Coordinator
9. Laboratory Assistant

Based on the existing structure, there needs to be a clear division of duties as PPH and LPH. This is important because PPH and LPH have different work systems. Several administrators are also recorded as holding other positions. This double job status must also be considered because it can impact the implementation of tasks not optimally.

c. Human Resources Training and Development

Currently, there are no assistants or auditors registered under UINSU Halal Center. For assistants, there needs to be training in collaboration with BPJPH or an institution that has received permission to carry out training for assistants. Assistant training is relatively easier because self declare is much simpler than regular halal certification. In this case, the object of training must be from the UINSU community.

2. Regulations and Standard Operational Procedures (SOP)

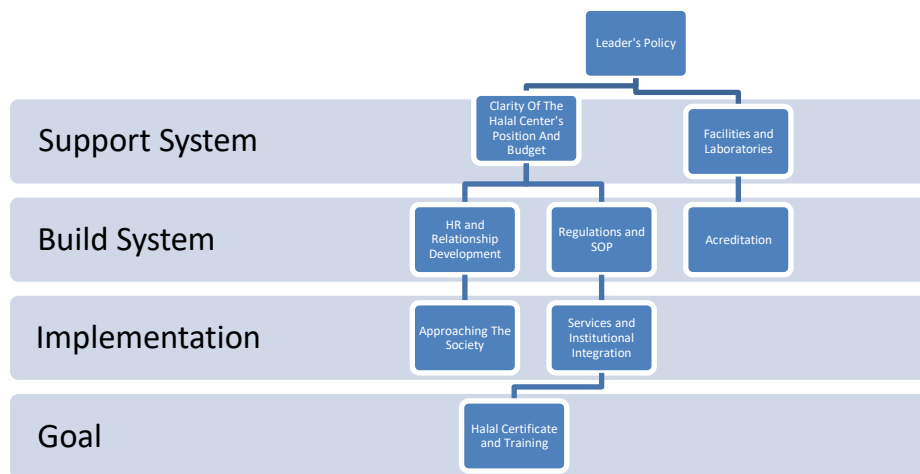
In all institution, including a halal center, regulations are very important (Gunawan et al., 2021). Regulations or SOP as a reference for internal and external management must be conceptualized correctly and applied well. Internal regulations are important to clarify the work, authority and obligations of each position. External regulations are important to become standards for Halal Center in providing services and interacting with the community. Until now, there are no regulations and SOP that are actively in effect at UINSU Halal Center. This is what the current Halal Center Management must immediately formulate.

The final cluster is the results cluster. There are several variables in this cluster, namely halal certificates issued, number of auditors and assistants, number of research and seminars on Halal Product Assurance. In general, none of these variables are met. We can see the cause from the explanation of the two previous clusters. So the development of UINSU The Halal Center can be said like a newborn baby, it must be given proper and consistent nutrition.

Based on the IAD analysis, it can be concluded that the problem at the Halal Center which causes no outcomes at all is the poor implementation of external factors and management. The action arena variable as the main actor managing the Halal Center is strongly influenced by external factors. These two clusters must be improved so that the halal center goal is achieved.

## Technical Recommendations for the Development of the UINSU Halal Center

Based on the various problems and potential that the Halal Center has based on the IAD analysis, several technical recommendations for the Halal Center development strategy at UINSU can be formulated based on the principle of priority.



**Picture 4. Technical recommendation framework for the development of the UINSU Halal Center**

Why does the author put the leader at the top of the diagram? Based on the IAD analysis and the results of benchmarks, all peaks of success return to the support system built by leaders, in this case the chancellor and vice chancellor. When leaders consider it important and included in the priority scale, then all policies, budgets, attention, support will be realized quickly and effectively.

Support System in this case is a structured action that must be taken by leaders in order to embody a maximum support system as the key to developing the Halal Center. These support systems are:

- 1) Strong support from the leader, which is implied by policies, attentions and supervisions. Moral support is also important so the management feel supported.
- 2) Selecting management based on needs analysis. Considering that UINSU does not yet have a laboratory for regular certification, increasing the number of assistants for self declarare with the aim of developing LP3H is

a more appropriate option. This has been accommodated in the composition of the UINSU Halal Center Management. In addition, self declare assistants and auditors do not have to be part of the daily management of the Halal Center, but must be registered as part of LP3H and LPH UINSU.

- 3) Do not place administrators who have obtained other positions or double jobs. This has the potential to make managers not focus on developing the Halal Center because it could be used as a side job
- 4) Confirming the status of the Halal Center, whether it is included in the organization and work procedures (ortaker) or not by considering the effects. From the benchmark, it is known that UIN SGD has succeeded in becoming a PTKIN Halal Center with the most halal certificate outcomes in Indonesia with non organization and work procedures status.
- 5) Providing budget for administration, training of PPH assistants and LPH auditors, accreditation, benchmarking, training, FGD and all primary budgets.
- 6) Accelerating the realization of laboratory (Yasni, 2021) or supporting the Halal Center to collaborate the other parties in using the laboratory. One of these options is the LPH accreditation requirement. In this case, Saintek has partnered with external agencies in the use of laboratories, such as the Medan Veterinary Center and PT Cyberindo Aditama.

In building a system, managers must carry out actions within the internal scope to then become the basis before carrying out direct interactions with business actors and MSMEs.

- a) The management must hold recruitment for receiving training, as assistants, supervisors and auditors. Training participants must be selected based on their scientific background and commitment to contribute to the institution, country and society. At least five assistants for LP3H and three auditors for LPH (Kemenag, 2021; Republik Indonesia, 2021).
- b) UINSU Halal Centers must immediately join the Halal Center community under BPJPH and be affiliated with activities held by BPJPH. This is very important to obtain technical and non-technical information as well as to strengthen the existence of the UINSU Halal Center. BPJPH also really

supports and assists universities in the LP3H and LPH accreditation process.

- c) Formulating SOP and Regulations. The SOP and regulations that must be formulated are:
  - 1) SOP for development and recruitment of assistants, supervisors and auditors.
  - 2) SOP for self declaration and regular certification services
  - 3) SOP for finances, including receipts, prices, costs and reports.
  - 4) SOP for training, discussions and FGD.
  - 5) SOP for laboratories.
- d) Make pamphlets, brochures, flyers or guidebooks as information for the public. This information must include at least basic information about the UINSU Halal Center, why halal certification is important, the type of service and the steps and procedures, including the address and contact person and other technical instructions.
- e) Accrediting LP3H and LPH. The author recommends that the Halal Center carry out LP3H accreditation first because it is easier and there are no laboratory requirements. The rules regarding LP3H accreditation can be seen in PMA Number 20 of 2021 concerning Halal Certification for Micro and Small Enterprises. Meanwhile, LPH accreditation is regulated in PP Number 39 of 2021.

Ketika segala aspek dasar telah terpenuhi, terkhususnya akreditasi maka harus ada implementasi langsung kepada masyarakat umum, terkhususnya pelaku usaha makro dan mikro. Untuk itu, maka ada beberapa tindakan strategis yang dapat dilakukan.

1. Collaborating with other parties, institutionally integrated or not. Institutionally integrated means collaboration between the Halal Center and other work units in disseminating information and assistance, such as with Research and Community Services Institute (LP2M). The Halal Center can be socialized by students to the community through community service program (KKN), in regular and thematic KKN. UIN SGD has succeeded in issuing many halal certificates through thematic KKN on halal certification. Collaboration can also be carried out with faculties by

including halal certification in the curriculum, such as in practicum activities and legal education in the community.

2. Services for business owners and MSMEs in the halal certificate process must be carried out professionally, in accordance with the established SOPs and flowcharts. In order to achieve excellent service quality, several things must be considered, such as:
  - a. Transparency, is a service that is easy to access by all parties and easy to understand;
  - b. Responsiveness is characterized by the speed of feedback received by consumers;
  - c. Assurance which is characterized by ethics and morals in providing services to consumers.

Digitalization of services must also be considered (Yunaningsih et al., 2021). Apart from making Smart University a success as the vision of the Chancellor of UINSU, adapting to the industrial revolution 4.0 is an indication of the development of an institution (JR, 2021; Karyani et al., 2021).

3. Introducing to the public, especially business owners, about halal product assurance. When conducting an information, there are several things that must be conveyed:
  - a. The transfer of authority for halal certification from MUI to the Ministry of Religion is purely for the improving management and regulations. There is no political element at all. MUI also continues to have a role in the halal certification process (Al-Mawarid & Rohmah, 2023; Faridah, 2019; Karimah, 2018; Nahlah et al., 2023).
  - b. The halal certification process at BPJPH is in accordance with sharia principles (Susanti & Mashudi, 2022).
  - c. The halal certification process is now easier and faster, especially for self-declare (Musataklima, 2021).
  - d. Halal certification status has changed from voluntary to mandatory (Priantina & Sopian, 2023).
  - e. Halal certification has a big impact on increasing income (Bakhri, 2020; Rido & Sukmana, 2021; Syaifudin & Fahma, 2022).

These stages are the researcher's technical recommendations to UINSU leaders and Halal Center Management in developing the Halal Center at UINSU. By implementing all the recommendations mentioned above, the author has great confidence that many business owners will obtain their halal certificates through the Halal Center at UINSU Medan. This recommendation can also be used by other Halal Centers.

## **Conclusion**

BPJPH encourages all parties, including universities, to implement Halal Product Assistance. Many universities have established LP3H and LPH. UINSU, which established LPH in 2018 and changed its name in 2023 with a new management, still has not made significant progress. From the results of the analysis with IAD, it was found that the UINSU Halal Center still has many problems and shortcomings. Strengthened by data from benchmarking at the Halal Center UIN SGD, this research provides technical recommendations for developing halal centers at universities..

Technical recommendations are arranged in four stages, namely, support system, build system, implementation and goals. The support system is the basis for developing the Halal Center with an emphasis on leaders. The build system focuses on improving internal quality. Meanwhile, implementation is the provision of services to the community. In general, this recommendation is believed to be able to have an impact on the development of halal centers. This recommendation can also be used in all university halal centers.

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