



FROM ACCELERATION TO INSTITUTIONALIZATION: IMPLEMENTATION GAPS IN HALAL CERTIFICATION POLICY AMONG FOOD AND BEVERAGE MSMEs IN WEST NUSA TENGGARA

Nuryanti^{1*}, Adi Fadli¹, Winengan¹, Teti Indrawati Purnamasari¹

¹Postgraduate Program, Universitas Islam Negeri Mataram, Mataram 83116, Indonesia

*nuryantitadjuddin@gmail.com

Abstract

Halal certification in Indonesia has expanded rapidly, yet certificate growth does not necessarily indicate that policy implementation has become institutionalized. This study examines how regulatory commitments were translated into certification services for food and beverage micro, small, and medium enterprises (MSMEs) in West Nusa Tenggara, which mechanisms generated the implementation gap, and what governance design is required for sustainable outcomes. A qualitative retrospective case study traced policy developments during 2020-2025 and used field evidence collected in May 2026. Data comprised 35 enterprises (28 certified and 7 uncertified), 17 institutional informants, 2 Islamic financial institutions, and 9 halal product process assistants, supported by non-participant observation, open-ended questionnaires, and document review. The interactive Miles-Huberman-Saldana model, thematic coding, source triangulation, member checking, and peer discussion were used. Facilitation and the self-declare route accelerated issuance, especially in 2023, but services remained uneven and program-dependent. Five interrelated mechanisms explain the gap: administrative demands disproportionate to firm capacity; unequal information and digital literacy; limited and uneven assistance; dependence on temporary quotas and programs; and weak integration of certification with finance, quality upgrading, and markets. Uncertified firms generally accepted halal objectives but lacked the capacity to navigate the system. The study proposes capacity-responsive halal governance, which segments firms by readiness, institutionalizes end-to-end assistance, allocates assistants by territorial caseload, integrates post-certification support, and measures outcomes beyond certificate counts. A *maqāṣid al-sharʿah* lens shows that success requires credible halal assurance, consumer protection, equitable access, post-certification compliance, and sustainable livelihoods.

Keywords *Policy Implementation, Halal Certification, MSMEs, Capacity-Responsive Governance, Maqāṣid al-Sharʿah*

INTRODUCTION

Indonesia's halal product assurance regime has transformed halal from a largely private and voluntary matter into a field of public service, consumer protection, and economic governance. Law No. 33 of 2014 established mandatory halal assurance, while Law No. 6 of 2023 revised several provisions to facilitate compliance by micro and small enterprises. Government Regulation No. 39 of 2021 governed most of the study period and was revoked when Government Regulation No. 42 of 2024 entered into force on 17 October 2024. This regulatory transition strengthened the legal architecture but also required implementing organizations, assistants, and business owners to update procedures and operational knowledge (Republic of Indonesia, 2014, 2021, 2023, 2024; Sopiah et al., 2024).

A strong legal mandate does not automatically create accessible compliance. The state must ensure that target groups can understand requirements, enter the service system, complete the process, and maintain halal integrity after certification. For food and beverage MSMEs, this involves business legality, ingredient identification, production-flow documentation, the Halal Product Assurance System (SJPH), digital registration through SIHALAL, and post-certification control. Legal protection of Muslim consumers must therefore be balanced with procedures that are credible, intelligible, and proportionate to the capacity of small firms (Anggraini et al., 2023; Masri et al., 2025; Suhartini et al., 2024). West Nusa Tenggara (NTB) provides a strategically important provincial case. Halal industry development has been incorporated into the Provincial Industrial Development Plan for 2021-2041 and the NTB Halal Industrial Park Roadmap for 2022-2025. These instruments connect certification with industrialization, investment, infrastructure, competitiveness, and the wider halal ecosystem, in line with the Indonesian Halal Industry Masterplan 2023-2029 (Provincial Government of West Nusa Tenggara, 2021, 2022; National Committee for Islamic Economy and Finance, 2023).

Nevertheless, formal commitment has not ensured equal access across an archipelagic province with heterogeneous administrative, digital, financial, and geographical conditions. Recent studies repeatedly identify barriers to halal certification among Indonesian MSEs: unclear or changing procedures, incomplete legality, limited information, digital difficulties, adjustment costs, insufficient assistance, and fragmented coordination. Evidence from free-certification programs, food and beverage MSEs in Magelang and Bandung, national barrier assessments, and Lombok shows that the formal availability of a service differs from the practical ability to use it (Kasanah & Sajjad, 2022; Tuhuteru & Iqbal, 2024; Shasa et al., 2025; Fathoni et al., 2025; Prawiro & Fathudin, 2023). These findings suggest that implementation gaps arise from the interaction of service design and target-group capacity rather than from a single administrative obstacle. Acceptance of halal values also does not necessarily lead to certification. Government support, consumer demand, religiosity, knowledge, perceived usefulness, and business experience influence adoption in different ways (Silalahi et al., 2022; Darmalaksana, 2025; Maulana et al., 2024). At the same time, halal standards and certification may support internal discipline, innovation, credibility, and market performance, but the relationship is conditioned by product quality, capital, technology, packaging, finance, and market connections (Giyanti et al., 2021; Salindal, 2019; Alfarizi, 2023; Sadiyah & Erawati, 2024; Yanti, 2024; Harsanto et al., 2024; Sari et al., 2021).

Certificate issuance must therefore be treated as an administrative output, whereas consumer protection, sustained halal compliance, enterprise capability, and business continuity are substantive outcomes. The remaining analytical problem is to explain how these barriers interact within a provincial institutional setting. This article addresses three questions: (1) how are regulatory commitments translated into halal certification services for food and beverage MSMEs in NTB; (2) which mechanisms produce the gap between administrative acceleration and policy institutionalization; and (3) what governance arrangement is required to produce equitable and sustainable outcomes? The article contributes an operational distinction between program-driven and system-driven

implementation, identifies five interlocking gap mechanisms, and formulates capacity-responsive halal governance as a service-oriented reform architecture. A *maqāṣid al-sharīʿah* perspective is used to move evaluation beyond certificate counts toward public value and benefit.

METHODS

The study used a qualitative retrospective case-study design. Policy developments, programs, and administrative records for 2020-2025 were reconstructed, while primary field evidence was collected in May 2026. The case-study strategy was appropriate because implementation was embedded in the institutional and territorial context of NTB and involved multiple mutually dependent organizations (Yin, 2018; Creswell & Poth, 2018). The unit of analysis was the implementation process of halal certification policy for food and beverage MSMEs, not laboratory testing or jurisprudential determination of product status. Purposive sampling covered actors with direct knowledge of policy design, service delivery, assistance, finance, and business experience. The empirical base consisted of 35 enterprises, of which 28 were certified and 7 were not certified at the time of data collection; 17 institutional informants from government, regulatory, religious, inspection, academic, and business-organizational settings; 2 Islamic financial institutions; and 9 Halal Product Process Assistants. Enterprise evidence was distributed across Mataram City, West Lombok, Central Lombok, East Lombok, Sumbawa, West Sumbawa, Dompu, and Bima City. The sample was designed for analytical comparison and theme saturation, not statistical representation.

Data were collected through semi-structured in-depth interviews, non-participant observation, open-ended questionnaires, and document review. Observation focused on enterprise administration, production practices, assistance activities, digital service use, and interactions among actors. Documents included national and provincial regulations, planning instruments, program reports, OSS/SIINAS records, BPJPH information, and the NTB Industry Office's certification recap. Written questionnaire responses were analyzed together with interview transcripts, observation notes, and documentary evidence. Analysis followed the interactive model of data collection, condensation, display, and conclusion drawing/verification (Miles et al., 2020).

Initial coding identified statements related to standards, resources, communication, digital access, assistance, finance, market benefits, post-certification compliance, and sustainability. Codes were then grouped into analytical categories and compared across certified enterprises, uncertified enterprises, assistants, and institutions. This combined deductive implementation categories with inductive thematic development (Braun & Clarke, 2006; Nowell et al., 2017). Trustworthiness was strengthened through source and technique triangulation, limited member checking, peer discussion, persistent comparison of contradictory cases, and an audit trail linking claims to the underlying evidence (Lincoln & Guba, 1985).

Ethical safeguards were reported transparently. The research instruments stated that responses were confidential and used only for academic purposes, and respondent names were optional. Personal names, business names, highly specific positions, addresses, and

identifying location details were replaced with category codes such as GOV, REL, CERT, PPH, FIN, ACA, ORG, and UMK followed by sequence numbers. The dissertation did not record a separate institutional ethics-committee approval number; consequently, this paper does not claim one. Two interpretive limits were applied. First, reported turnover changes were treated as perceived contributions rather than causal effects because product quality, promotion, seasonality, finance, and pre-existing business readiness could also influence performance. Second, annual IKM and certification figures were treated as year-specific administrative snapshots compiled across systems, not as a cumulative longitudinal cohort. Denominators and reporting periods were not fully identical across years, and 2025 data covered only the third quarter. These limits prevent temporal correspondence from being misrepresented as causal impact.

Table 1. Data sources and analytical functions

Source group	Coverage	Main evidence	Analytical function
Certified enterprises	28 units	Process experience, benefits, constraints, and post-certification needs	Compare completed service pathways and substantive outcomes
Uncertified enterprises	7 units	Motivation, delayed adoption, documents, digital access, and support needs	Identify pre-adoption capacity gaps and constrained compliance
Institutional actors	17 informants	Regulation, programs, authority, coordination, data, and targets	Triangulate implementation design and network capacity
Islamic financial institutions	2 institutions	Eligibility, bookkeeping, financing, digitalization, and markets	Assess links between certification and enterprise development
PPH assistants	9 informants	SIHALAL, ingredients, SJPH, documentation, verification, and case handling	Examine frontline translation and territorial service variation

RESULTS

Regulatory commitment and the service architecture

The evidence does not indicate a regulatory vacuum. National law established halal assurance, subsequent reforms created facilitation routes for micro and small enterprises, and the 2024 regulation reorganized the implementing framework. At the provincial level,

the industrial plan and halal industrial park roadmap placed certification inside a broader development agenda. Government actors also implemented free-certification facilitation, SJPH training, legality support, packaging development, promotion, and enterprise coaching. Regulatory commitment nevertheless developed faster than routine service capacity. Program delivery depended on quota availability, temporary mobilization, the distribution of assistants, SIHALAL reliability, and the administrative readiness of businesses. Actors could collaborate intensively around a certification campaign, but data exchange, post-certification monitoring, finance, and market development did not operate with equal continuity. The central gap was therefore not between regulation and no action, but between formal commitments and the capacity to translate them into consistent territorial services.

Administrative acceleration and data comparability

The 2023 snapshot demonstrates that simplified pathways, facilitation, and assistant mobilization can produce rapid administrative expansion. However, the series is non-linear. The decline in 2024 and the partial 2025 figures cannot be interpreted as a simple loss of previously certified firms because the dataset is not a stable cohort. Changes may reflect database updates, coverage, active-status rules, deduplication practices, reporting periods, and program intensity. Two findings remain defensible: facilitation can accelerate access, and weak metadata limits the ability to distinguish service performance from administrative change. Data governance is consequently part of policy institutionalization.

High acceptance but unequal access

Most enterprise respondents accepted halal certification as both a religious responsibility and a market need. Information was obtained through government offices, MSME communities, assistants, social media, and business peers. This multichannel pattern broadened reach but generated inequality: firms active in communities or close to an assistant received information earlier, while geographically or socially isolated firms were more likely to remain outside facilitation networks. The most consistent obstacles were business legality, document preparation, ingredient records, understanding the workflow, digital account management, processing time, production-adjustment costs, and limited facilitation quotas. One uncertified business summarized the problem as follows:

“We want to obtain halal certification, but the process is long and we do not yet understand the entire workflow.” (UMK-28, interview, May 2026)

The statement illustrates a gap between normative acceptance and operational capability. The seven uncertified enterprises did not generally reject halal assurance; they requested simpler information, technical assistance, and financial support for production adjustments. They were in a pre-adoption stage: willingness existed, but the capacity to enter and complete the system was insufficient. A strategy limited to general awareness campaigns or sanctions would therefore misdiagnose the problem.

PPH assistants as frontline connectors

The nine PPH assistants performed more than document checking. They provided education, helped establish SIHALAL accounts, entered data, identified ingredients, prepared SJPH documents, coordinated with institutions, and monitored applications until certificates were issued. Direct, practice-based, intensive, and continuing assistance was considered more effective than one-way socialization. This approach reached firms with limited digital skills and those outside active business communities. The frontline solution also exposed institutional fragility. Assistant numbers, territorial distribution, time, operational support, and access to escalation channels were not consistently matched to caseload. When service quality depended on individual initiative, firms in different locations experienced different response times and problem-solving capacity. Assistance thus reduced capacity gaps in the short term, yet without workload mapping, supervision, financing, a knowledge base, and referral procedures, dependence on particular individuals became a new source of vulnerability.

Certification benefits and interpretive limits

Certified businesses commonly reported greater consumer confidence, stronger business legitimacy, participation in exhibitions, easier entry into modern retail, and broader marketing networks. Some also reported turnover increases. These experiences support the interpretation of certification as a trust builder and market enabler. They do not demonstrate that certification alone caused growth. Firms with better records, stable products, stronger packaging, and existing market links may have been both more likely to certify and more likely to expand. The policy implication is that certification should not be the end of service. Economic value was strongest when halal status was connected with product quality, legality, production capacity, bookkeeping, finance, packaging, digital marketing, distribution, and market curation. Islamic financial institutions offered microfinance, KUR schemes, business assistance, and digitalization support, but access still required legality, financial records, and acceptable risk profiles. Certification and financing therefore remained parallel pathways rather than one integrated development sequence.

Five mechanisms producing the implementation gap

The mechanisms reinforced one another. Administrative burdens increased dependence on assistants; limited assistant capacity enlarged territorial inequality; temporary programs produced fluctuations; fragmented data obscured diagnosis; and weak connections to finance and markets constrained substantive benefits. Single interventions would therefore move rather than remove the bottleneck. More quotas without readiness support, or simpler forms without data and referral systems, would not institutionalize the service.

Table 2. Administrative snapshots of food and beverage IKM and halal certification in West Nusa Tenggara, 2021-2025

Year	Recorded IKM	Halal-certified	Share snapshot	in	Interpretive note
2021	999	92	9.21%		Early stage: 39 regular and 53 facilitated-regular certificates
2022	9,995	924	9.24%		Increase dominated by the self-declare route (782)
2023	17,878	10,841	60.64%		Peak acceleration: 10,591 self-declare, 177 regular, and 73 facilitated-regular
2024	17,176	8,948	52.10%		Lower than 2023; the underlying IKM database differed
2025*	5,013	1,748	34.87%		Data through Quarter III only; not equivalent to a full year

Source: processed from OSS/SIINAS, the NTB Provincial Industry Office, and BPJPH administrative data (NTB Provincial Industry Office, 2025). *The 2025 figure covers Quarter III. Percentages are descriptive because the IKM bases and recording periods were not fully identical across years.

Table 3. Interlocking mechanisms of the implementation gap

Mechanism	Empirical manifestation	Consequence	System requirement
Disproportionate administrative burden	NIB, accounts, ingredients, SJPH, and digital submission were not equally manageable for all firms	Formally equal procedures generated unequal real burdens	Readiness diagnosis, end-to-end support, and risk-proportionate simplification
Information and digital inequality	Information circulated through communities and assistants; SIHALAL capability varied	Firms outside active networks were more likely to be left behind	Inclusive multichannel services, local clinics, help desks, and assisted digital access
Limited and uneven assistance	Caseload, territorial distribution, time, and operational support were mismatched	Speed and quality depended on frontline individuals	Workload mapping, competency standards, supervision,

			incentives, and case referral
Program dependency	Outputs rose when quotas and campaigns intensified and became vulnerable when support changed	Implementation remained program-driven and volatile	Routine financing, stable SOPs, service standards, and multi-year monitoring
Disconnection from the enterprise ecosystem	Finance, quality upgrading, curation, and markets followed separate institutional tracks	Certificate outputs did not consistently become economic outcomes	Integrated post-certification finance, quality, market, and compliance services

DISCUSSION

From policy acceptance to service capability

The findings confirm that regulatory strength is not equivalent to implementation effectiveness. NTB enterprises generally accepted the value of halal assurance but faced significant learning and coordination costs. This pattern is consistent with studies showing that religiosity, knowledge, consumer demand, government support, and business experience influence adoption differently. The specific contribution of the NTB case is to separate acceptance from capability. A firm may support the policy while lacking legality, digital skills, time, finance, or access to an assistant. Interventions that define low certification only as a “lack of awareness” will overuse socialization and underinvest in operational support.

Acceleration is not institutionalization

The 2023 surge illustrates the value of self-declare facilitation and frontline mobilization. It also demonstrates the limitation of output-centered success. Program-driven implementation is suitable for opening access and addressing a backlog, but it remains sensitive to annual quotas, campaigns, budgets, and personnel. Institutionalization requires predictable service beyond the campaign: routine funding, consistent rules, territorial allocation, complaints handling, post-certification monitoring, and outcome measurement. Administrative metadata is a governance issue in this transition. A system cannot reliably measure access, completion, regional inequality, waiting time, or compliance retention when denominator definitions, active status, reporting periods, and deduplication are unclear. The point is not that the existing figures are unusable, but that they must be read as snapshots. Institutionalization requires a shared data dictionary, a consistent enterprise identifier, lawful exchange protocols, and dashboards that separate service change from database change.

Institutionalizing frontline and collaborative capacity

PPH assistants are indispensable boundary spanners between national procedures and firm-level practice. Their role confirms the street-level insight that implementation is shaped where users encounter the state. Yet heroic individual performance is not a substitute for institutional design. Competence standards, caseload ratios, territorial deployment, operational financing, supervision, standardized case records, and escalation channels are needed to convert personal know-how into organizational capacity. The broader network must likewise move from episodic coordination to joint action capacity. BPJPH controls standards and the certification system; provincial and district governments hold territorial data and enterprise-development instruments; LPH and LP3H hold technical competence; religious bodies provide normative legitimacy; universities contribute knowledge; financial institutions control finance; and market actors control demand channels. Coordination forums are insufficient unless these resources are connected through shared intake, referrals, responsibilities, data standards, and jointly accountable outcomes.

Moving from certificate output to maqāṣid-oriented outcomes

Certification is a necessary means, not the final public value. From a maqāṣid perspective, *hifẓ al-dīn* requires trustworthy halal assurance and continued integrity after issuance; *hifẓ al-naḥs* requires connection with hygiene, safety, and quality; *hifẓ al-ʿaql* requires accessible information and learning; *hifẓ al-māl* requires proportionate compliance costs and productive opportunities; and *hifẓ al-naṣl* requires sustainable family livelihoods. A system that issues certificates but excludes digitally or geographically vulnerable firms produces only partial benefit. Outcome indicators should therefore complement certificate counts. Relevant measures include service completion and waiting time, regional and vulnerability coverage, ability to maintain SJPH, changes in ingredients or products handled correctly, post-certification monitoring, access to finance and retail, and business continuity. This layered assessment reduces “certification bias,” the assumption that document issuance automatically means that a halal ecosystem has developed.

Capacity-responsive halal governance

Capacity-responsive halal governance retains uniform halal standards while differentiating the route of support according to enterprise readiness. Four service segments are proposed: enterprises without basic legality; enterprises with NIB but limited ingredient and SJPH capability; enterprises ready to submit; and certified enterprises requiring compliance maintenance and market development. Segmentation prevents repetitive generic training, directs intensive assistance to firms with the greatest barriers, and allows ready firms to use faster self-service channels. The architecture does not replace free certification. It embeds facilitation in a stable system that can identify who is unserved, where applications stop, which territories lack assistants, and what happens after certification. It also operationalizes the dissertation’s broader direction toward governance

integration, policy-network orchestration, responsive capacity building, an adaptive halal ecosystem, and maqāṣid-based accountability.

Table 4. Capacity-responsive halal governance architecture

Component	Operational instrument	Lead and linked actors	Outcome indicator
Shared intake and readiness diagnosis	Single enterprise profile, legality check, digital and ingredient readiness score	Provincial/district government, BPJPH, communities, assistants	Share of target firms accurately segmented and referred
End-to-end assisted compliance	Face-to-face and digital clinics from NIB and ingredients to SJPH and submission	PPH/LP3H, halal centers, licensing services, BPJPH	Completion rate, correction cycles, and median service time
Needs-based assistant allocation	Territorial caseload map, competency standards, supervision, and escalation protocol	BPJPH, LP3H, provincial and district governments	Caseload balance, regional coverage, and response time
Integrated post-certification pathway	Compliance monitoring linked to finance, quality, packaging, curation, and markets	Industry/cooperative offices, finance, LPH, universities, retail and tourism actors	SJPH retention, finance access, retail entry, and market continuity
Outcome and learning dashboard	Interoperable data dictionary, unique business identifier, feedback and complaint analytics	BPJPH, planning agency, sectoral offices, network forum	Equity, sustainability, and documented procedural improvements

CONCLUSION

Halal certification policy for food and beverage MSMEs in NTB has produced real progress but remains in transition from administrative acceleration to institutionalization. Regulatory commitment, facilitation, the self-declare route, and frontline assistance expanded access, especially during intensive program periods. Services nevertheless remained uneven, program-dependent, and weakly connected to post-certification enterprise development. The implementation gap was generated by five interlocking mechanisms: administrative requirements disproportionate to firm capacity, unequal

information and digital literacy, limited and uneven assistance, dependence on temporary programs, and weak integration of certification with finance and markets.

The central problem was not broad MSME rejection of halal objectives; it was the capacity of the governance system to translate standards into usable and maintainable services. Policy reform should therefore establish shared intake and readiness segmentation, institutionalized end-to-end assistance, needs-based territorial allocation of PPH assistants, reliable and interoperable data, stable service standards, and integrated post-certification support. Performance measurement must combine certificate outputs with consumer protection, equitable access, SJPH continuity, finance, market development, and business sustainability. Such a shift would move NTB from program-driven certification toward capacity-responsive, system-driven, and maqāṣid-oriented halal governance. The study is limited to one province, one broad sector, a relatively small qualitative enterprise base, cross-system administrative snapshots, and self-reported business effects. Turnover evidence does not support causal inference. Future studies should compare districts and provinces, construct administrative panels with stable definitions, test the relationship between assistance intensity and completion, and measure post-certification compliance and enterprise performance longitudinally.

ACKNOWLEDGMENT

This article is derived from the author's doctoral dissertation at the Postgraduate Program, Universitas Islam Negeri Mataram. The author thanks the promoters, institutional participants, Halal Product Process Assistants, financial institutions, and anonymized food and beverage enterprises that contributed evidence. No external funding was received for this article.

Conflict of Interest. The authors declare that they have no conflict of interest.

REFERENCES

- Alfarizi, M. (2023). Peran sertifikasi halal dan kepatuhan praktik halal terhadap kinerja bisnis berkelanjutan [The role of halal certification and halal-practice compliance in sustainable business performance]. *Harmoni*, 22(1), 93-116. <https://doi.org/10.32488/harmoni.v22i1.654>
- Anggraini, R. M., Imtihanah, A. H., & Bashori, Y. A. (2023). The legal protection of the spiritual rights of Muslim consumers in halal industry development through self-declare. *Justicia Islamica*, 20(2), 301-320. <https://doi.org/10.21154/justicia.v20i2.5003>
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543-571. <https://doi.org/10.1093/jopart/mum032>
- Auda, J. (2008). Maqasid al-Shariah as philosophy of Islamic law: A systems approach. International Institute of Islamic Thought.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp0630a>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Darmalaksana, W. (2025). How is the halal certification policy implemented? Perspective analysis of small and medium enterprises in Indonesia. *Journal of Islamic Accounting and Business Research*, 16(7), 1205-1222. <https://doi.org/10.1108/JIABR-12-2022-0342>
- Edwards, G. C., III. (1980). *Implementing public policy*. Congressional Quarterly Press.
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1-29. <https://doi.org/10.1093/jopart/mur011>
- Fathoni, M. A., Priyatno, P. D., Faizi, Wiryanto, F. S., Rachbini, W., & Suryani. (2025). Unlocking barriers and strategies of halal certification for micro and small enterprises in Indonesia: An

- analytic network process approach. *Problems and Perspectives in Management*, 23(1), 169-180. [https://doi.org/10.21511/ppm.23\(1\).2025.13](https://doi.org/10.21511/ppm.23(1).2025.13)
- Giyanti, I., Indrasari, A., Sutopo, W., & Liquiddanu, E. (2021). Halal standard implementation in food manufacturing SMEs: Its drivers and impact on performance. *Journal of Islamic Marketing*, 12(8), 1577-1602. <https://doi.org/10.1108/JIMA-11-2019-0243>
- Harsanto, B., Pradana, M., Firmansyah, E. A., Apriliadi, A., & Farras, J. I. (2024). Sustainable halal value chain performance for MSMEs: The roles of digital technology, R&D, financing, and regulation as antecedents. *Cogent Business & Management*, 11(1), 2397071. <https://doi.org/10.1080/23311975.2024.2397071>
- Kasanah, N., & Sajjad, M. H. A. (2022). Potensi, regulasi, dan problematika sertifikasi halal gratis [Potential, regulation, and problems of free halal certification]. *Journal of Economics, Law, and Humanities*, 1(2), 28-41. <https://doi.org/10.21154/jelhum.v1i2.1196>
- Klijn, E.-H., & Koppenjan, J. F. M. (2016). *Governance networks in the public sector*. Routledge.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. SAGE Publications.
- Lipsky, M. (2010). *Street-level bureaucracy: Dilemmas of the individual in public services* (30th anniversary expanded ed.). Russell Sage Foundation.
- Masri, E., Irianto, S., Masriani, Y. T., & Falah, S. M. S. (2025). Halal product assurance as legal protection for Muslim consumers in Indonesia. *Al-Ahkam*, 35(1), 205-234. <https://doi.org/10.21580/ahkam.2025.35.1.26384>
- Maulana, H., Labolo, S. N. S. D., Jamal, M., & Syamsuri. (2024). Halal certification for MSEs in Indonesia: How business duration drives legal awareness. *Share: Jurnal Ekonomi dan Keuangan Islam*, 13(2), 607-635. <https://doi.org/10.22373/share.v13i2.22907>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2020). *Qualitative data analysis: A methods sourcebook* (4th ed.). SAGE Publications.
- National Committee for Islamic Economy and Finance. (2023). *Indonesian Halal Industry Masterplan 2023-2029*. KNEKS.
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16, 1-13. <https://doi.org/10.1177/1609406917733847>
- NTB Provincial Industry Office. (2025). *Recapitulation of food and beverage IKM development and halal certification in West Nusa Tenggara, 2021-Quarter III 2025* [Internal administrative document].
- Prawiro, A., & Fathudin. (2023). Challenges in the halal industry ecosystem: Analyzing the halal certification process for micro, small, and medium enterprises in Lombok, West Nusa Tenggara. *Mazahib*, 22(2), 458-476. <https://doi.org/10.21093/mj.v22i2.7010>
- Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252. <https://doi.org/10.1093/jopart/mum015>
- Provincial Government of West Nusa Tenggara. (2021). *Provincial Regulation No. 13 of 2021 on the West Nusa Tenggara Provincial Industrial Development Plan 2021-2041*.
- Provincial Government of West Nusa Tenggara. (2022). *Governor Regulation No. 61 of 2022 on the West Nusa Tenggara Halal Industrial Park Roadmap 2022-2025*.
- Rafianti, F., Krisna, R., & Radityo, M. E. (2022). Dinamika pendampingan manajemen halal bagi usaha mikro dan kecil melalui program self-declare [Dynamics of halal-management assistance for micro and small enterprises through self-declare]. *Jurnal Sains Sosio Humaniora*, 6(1), 636-643. <https://doi.org/10.22437/jssh.v6i1.19732>
- Republic of Indonesia. (2014). *Law of the Republic of Indonesia No. 33 of 2014 on Halal Product Assurance*.
- Republic of Indonesia. (2021). *Government Regulation of the Republic of Indonesia No. 39 of 2021 on the Administration of Halal Product Assurance*.
- Republic of Indonesia. (2023). *Law of the Republic of Indonesia No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation*.
- Republic of Indonesia. (2024). *Government Regulation of the Republic of Indonesia No. 42 of 2024 on the Administration of Halal Product Assurance*.
- Sadiyah, S., & Erawati, E. (2024). Effectiveness of halal traceability and self-declared certification on Indonesian MSMEs' performance. *Indonesian Journal of Islamic Economic Law*, 1(2), 72-90. <https://doi.org/10.23917/ijoel.v1i2.4816>

- Saefullah, A., Ciptaningtyas, R., Irma, Kuraesin, A. D., & Anggraini, N. (2023). Pendampingan pelaku UMK dalam program Sertifikat Halal Gratis (SEHATI) tahun 2022 [Assisting MSEs in the 2022 free halal certification program]. *Masyarakat Berdaya dan Inovasi*, 4(1), 16-27. <https://doi.org/10.33292/mayadani.v4i1.108>
- Salindal, N. A. (2019). Halal certification compliance and its effects on companies' innovative and market performance. *Journal of Islamic Marketing*, 10(2), 589-605. <https://doi.org/10.1108/JIMA-04-2018-0080>
- Sari, D. P., Jaswir, I., & Che Daud, M. (2021). Implementation and impact of a halal food standard: An empirical study of Malaysia. *Journal of Islamic Monetary Economics and Finance*, 7(3), 473-502. <https://doi.org/10.21098/jimf.v7i3.1302>
- Shasa, S., Susilawati, C., & Herdiana, D. (2025). Implementation of halal certification through a self-declare scheme in micro and small enterprises: An empirical study in Bandung City. *Indonesia Journal of Halal*, 8(1). <https://doi.org/10.14710/halal.v8i1.29239>
- Silalahi, S. A. F., Fachrurazi, F., & Fahham, A. M. (2022). Factors affecting intention to adopt halal practices: A case study of Indonesian small and medium enterprises. *Journal of Islamic Marketing*, 13(6), 1244-1263. <https://doi.org/10.1108/JIMA-05-2020-0152>
- Sopiah, E., Safe'i, A., Marlina, E., & Suhendar, H. (2024). Changes in halal product guarantee regulations: Perspectives of legal politics and consumer rights protection. *Khazanah Hukum*, 6(2), 123-133. <https://doi.org/10.15575/kh.v6i2.35969>
- Suhartini, E., Hertiani, E., Djuniarsono, R., Rumatiga, H., & Nurfajrina, S. P. M. (2024). Analysis of halal certification for micro and small business actors from the perspective of maslahah principles and legal certainty theory. *Al-Adalah*, 21(2), 401-426. <https://doi.org/10.24042/adalah.v21i2.23442>
- Tuhuteru, A. D., & Iqbal, M. (2024). Readiness of micro, small, and medium enterprises in the food and beverage sector for halal certification implementation: A case study in Magelang, Indonesia. *Journal of Islamic Economics Lariba*, 10(2), 1091-1114. <https://doi.org/10.20885/jielariba.vol10.iss2.art24>
- Van Meter, D. S., & Van Horn, C. E. (1975). The policy implementation process: A conceptual framework. *Administration & Society*, 6(4), 445-488. <https://doi.org/10.1177/009539977500600404>
- Wahyuni, H. C., Masudin, I., Wulandri, T., & Voak, A. (2024). Analysis of interplay between food safety systems and halal standards in Indonesia. *International Food Research Journal*, 31(2), 306-319. <https://doi.org/10.47836/ifrj.31.2.03>
- Waluyo, A. (2020). The developmental policy of halal product guarantee in the paradigm of maqāṣid shari'ah in Indonesia. *Ijtihad: Jurnal Wacana Hukum Islam dan Kemanusiaan*, 20(1), 41-60. <https://doi.org/10.18326/ijtihad.v20i1.41-60>
- Yanti, V. S. (2024). Exploring halal certification and its impact on business for MSMEs. *Journal of Halal Research, Policy, and Industry*, 3(1), 1-8. <https://doi.org/10.33086/jhrpi.v3i1.6176>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.