

***Policies and Strategy of the Ministry of Religion  
in Improving Services as a Response to the Spread of  
Covid-19 in 2020***

**Kebijakan dan Strategi Kementerian Agama dalam  
Peningkatan Layanan sebagai Respons terhadap  
Penyebaran Covid-19 Tahun 2020**

Author's Name\* : Azizah Luthfiah<sup>1\*</sup>, Rosmawati<sup>2</sup>  
Institution/University : <sup>1,2</sup>Regional Office of the Ministry of Religious Affairs of South Sulawesi Province; <sup>2</sup>Regional Office of the Ministry of Religious Affairs of Gorontalo Province  
Correspondence Author's E-mail : [\\*azizahluthfiah@gmail.com](mailto:azizahluthfiah@gmail.com)

Article History	Received (July 14 <sup>th</sup> , 2025)	Revised (August 21 <sup>st</sup> , 2025)	Accepted (November 3 <sup>rd</sup> , 2025)
-----------------	--	---	---

**News Article**

**Keyword:**

*Covid-19;  
Ministry of  
Religious  
Affairs;  
Policy;  
Service  
Improvement.*

**Abstract**

*The existence of the MORA in governance in Indonesia is very important so that its existence has been present throughout Indonesia with various forms and levels of work units. With regard to the outbreak of the Covid-19 early 2020, all government agencies, both central and regional, at all levels participated in carrying out efforts to handle the pandemic both with strategies and policies, such as refocusing activities, budget reallocation, policy making and appeals related to efforts to prevent and accelerate the handling of the spread of Covid-19. Reflecting on the massive change in the focus of activities and the focus of budgeting that occurred, which was diverted to support the acceleration of handling the pandemic, the object of planning as an activity of making decisions from various choices regarding targets and ways to be implemented in order to achieve the desired goals that are carried out systematically and continuously really needs attention. The purpose of this paper is to evaluate the efficiency of strategic strategies and the policy of improving the ministry's services as a response to the outbreak of the Covid-2019 pandemic. The research method used is descriptive analysis.*

**Kata Kunci:**

*Covid-19;  
Kementerian  
Agama;  
Kebijakan;  
Peningkatan  
Layanan.*

**Abstrak**

Kewujudan Kementerian Agama dalam tata pemerintahan di Indonesia sangat penting sehingga keberadaannya telah hadir di seluruh wilayah Indonesia dengan berbagai bentuk dan level satuan kerja. Berkenaan dengan mewabahnya covid-19 pada awal tahun 2020 seluruh instansi pemerintah baik pusat maupun daerah di semua level ikut serta melakukan upaya penanganan pandemic baik dengan strategi maupun kebijakan, seperti refocussing kegiatan, realokasi anggaran, pembuatan kebijakan dan himbauan berkaitan dengan upaya pencegahan dan percepatan penanganan penyebaran Covid-19. Berkaca dari masifnya perubahan fokus kegiatan dan penganggaran yang terjadi, yang dialihkan untuk mendukung percepatan penanganan pandemi dari segi layanan yang dilakukan secara sistematis dan berkesinambungan sangat perlu mendapat perhatian. Tujuan penulisan ini adalah bertujuan

mengevaluasi efektivitas strategi dan kebijakan peningkatan layanan Kemenag sebagai respon terhadap merebaknya pandemi Covid-2019. Metode Penelitian yang digunakan adalah analisa deskriptif.

---

**To cite this article:** Azizah Luthfiah<sup>1\*</sup>, Ernawati<sup>2</sup>. (2025). "Policies and Strategy of the Ministry of Religion in Improving Services as a Response to the Spread of Covid-19 in 2020". *AMUYA: Indonesian Journal of Management Reviews*, Volume 1 (2), Page: 75 – 92.

---



This article is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](#) ©2025 by author/s

---

## INTRODUCTION

### Background of the Problem

Countries around the world, including Indonesia, are currently facing the significant challenge of managing the coronavirus outbreak, officially identified by the WHO as Coronavirus Disease-19 (COVID-19). This pandemic has caused global shock. In recent decades, the international community has never experienced a pandemic with such rapid and massive transmission rates and intensity as this coronavirus, far surpassing similar viruses like SARS, MERS, and Ebola, which also threatened the economy several years ago but were quickly contained.

Economically, the COVID-19 pandemic and global economic turmoil have simultaneously impacted all aspects of society, creating uncertainty and social vulnerability. This blow, even more devastating, came in the first quarter, when the 2020 State Budget (APBN) had just been implemented. It will be challenging for the APBN, as the primary instrument of fiscal policy, to adapt to the uncertainties that will continue to fluctuate over the next few quarters. Amid concerns about the pandemic's spread and uncertainty about its impact, the government, through the Minister of Finance, has prepared several scenarios for the impact of Covid-19 (moderate and worst-case scenarios) in the revised 2020 State Budget, which was formulated in collaboration with other government officials.

In addition to securing fiscal policy at the macro level, micro-level issues related to budget refocusing and reallocation at the ministry, agency, regional government, and other government institutions to accelerate the handling of Covid-19 also require attention.

This budgeting flexibility is directly emphasized in Presidential Instruction Number 4 of 2020 concerning Activity Refocusing, Budget Reallocation, and Procurement of Goods and Services. To contain the spread of the pandemic, all levels of government have participated in pandemic management efforts by refocusing activities and reallocating budgets in response to the outbreak.

### Identification of the Problem

**Anomalous Characteristics of the Covid-19 Pandemic as a Global Shock** The emergence of unpreparedness in international health and security systems due to the far more massive and rapid transmission of Covid-19 compared to previous outbreaks such as SARS, MERS, and Ebola, has created a global shock unprecedented in recent decades.

**The Vulnerability of the 2020 State Budget to Economic Uncertainty** The disruption of the implementation of the 2020 State Budget, which had just begun in the first quarter due to the impact of the pandemic, has caused the State Budget's function as a primary

fiscal policy instrument to lose its predictability amidst the current global economic uncertainty.

**The Urgency of Formulating Mitigative Fiscal Scenarios** The government urgently needs to formulate policy scenarios (moderate to worst-case) in the revised State Budget to maintain economic stability and curb the social vulnerability arising from the pandemic.

**Challenges in Implementing Budget Refocusing and Reallocation:** Managerial complexity at the ministry, agency, and regional government levels in implementing Presidential Instruction Number 4 of 2020, particularly in balancing the speed of pandemic response with the accuracy of goods and services procurement governance.

**The Dilemma of Budgeting Flexibility at All Levels of Government** The pressure is enormous on all levels of government to drastically shift activity priorities (refocusing) to accelerate the handling of Covid-19 without neglecting the main tasks and basic functions of agencies that have been previously planned.

## **Formulation of the Problem**

1. How effective are the 2020 State Budget instruments as fiscal policy in responding to global economic uncertainty caused by the Covid-19 pandemic?
2. To what extent are the fiscal policy scenarios (moderate and worst-case scenarios) formulated by the Government capable of mitigating the risks of social and economic vulnerability at the community level?
3. How is Presidential Instruction Number 4 of 2020 regarding the refocusing of activities and budget reallocation at the ministerial and agency levels being implemented?
4. What coordination challenges do the central and regional governments face in synchronizing the acceleration of Covid-19 response through flexible procurement of goods and services?

## **Objectives and Benefits of the Study**

### *Study Objectives*

1. Analyze the effectiveness of state budget instruments in responding to the global economic shock caused by the Covid-19 pandemic to maintain national fiscal stability.
2. Evaluate fiscal policy scenarios (moderate and worst-case scenarios) prepared by the government to mitigate the risks of social and economic vulnerability.
3. Assess the implementation of budget refocusing and reallocation policies in government agencies based on Presidential Instruction Number 4 of 2020.
4. Identify coordination constraints between the central and regional governments in accelerating pandemic response through flexible procurement of goods and services.

### *Benefits of the Study*

1. Theoretical (Academic) Benefits
  - a. Development of Public Policy Science: Contributes to thinking on fiscal crisis management and budget flexibility in emergency situations.
  - b. Reference for Further Researchers: Serves as a reference for subsequent studies related to fiscal policy transformation and bureaucratic adaptation during the pandemic.
2. Practical (Policy) Benefits
  - a. For the Central Government: Serves as evaluation material for refining economic mitigation strategies and the effectiveness of changes to the state budget in the future.
  - b. For Government/Regional Agencies: Provides an overview of best practices in refocusing activities and accountable budget reallocation.
  - c. For the Public: Provides an understanding of the government's efforts to maintain the social safety net through adaptive fiscal policy.

## **THEORETICAL AND CONCEPTUAL FRAMEWORK**

### **Impact of the Covid-19 Pandemic**

In the three months since the Covid-19 pandemic began, the outbreak has spread rapidly across the globe. International organizations agree that the impact of this pandemic poses significant social, economic, and psychological risks to people's lives. For example, reports released by the World Food Programme and the Food and Agriculture Organization (FAO) indicate that the coronavirus could lead to increased cases of hunger and death worldwide. The pandemic has also changed daily life, from how people work and socialize to how they worship. Below are some of the impacts of the Covid-19 pandemic on various sectors of life.

### **Economic Impact**

The World Economic Forum (WEF) stated that the spread of the Coronavirus has had an economic impact on the world. Many countries predict their economies will go into recession. In this regard, economic growth in several countries will be negative, as quoted by Ilyas Istianur Praditya (2020, April 12). The impact of the coronavirus on economic growth in 170 countries is predicted to be negative (accessed from <https://www.liputan6.com>). WEF Managing Director Saadia Zahidi also explained that several countries are competing to issue economic stimulus to withstand the onslaught of the coronavirus's effects on the economic sector. Governments in each country must think long-term in anticipating the economic impact of Covid-19. In fact, he emphasized that developing countries are facing three times more difficulty than developed countries in dealing with Covid-19. Many considerations, ranging from inadequate technology to minimal healthcare facilities, are at play. The IMF projects that 170 countries will experience negative per capita income growth this year. In anticipation of the economic turmoil and pressures that have occurred, several countries have committed to disbursing significant funds to address the impact of COVID-19, as stated by the Ministry of Finance in its explanation of measures to address the economic impact of COVID-19. These measures typically involve fiscal instruments, such as providing tax incentives or tax breaks. They also provide additional spending, generally in the health and social

assistance sectors, and also support the business sector, including safeguarding the financial system to prevent potential crises.

The COVID-19 pandemic has forced countries around the world to overhaul their budgets. They must set aside significant funds to address the pandemic and its impacts. Indonesia is one of the countries that has allocated a significant budget to address the impact of the COVID-19 pandemic. Indonesia amended the State Budget Posture and Details by issuing Presidential Regulation of the Republic of Indonesia Number 54 of 2020 concerning Amendments to the State Budget Posture and Details for the 2020 Fiscal Year, issued on April 3, 2020, specifically Article 1. This regulation was issued as a necessary policy and measure to address the 2019 Coronavirus Disease 2019 pandemic and to address threats endangering the national economy and financial system stability.

In a press conference on Tuesday (March 31, 2020), President Joko Widodo announced the preparation of up to IDR 405.1 trillion (2.55%) of GDP as incentives for handling COVID-19. Of this total budget, IDR 75 trillion will be allocated for health care, planned for healthcare workers, such as purchasing personal protective equipment (PPE) and necessary medical equipment such as test kits, reagents, ventilators, hand sanitizer, and so on. A portion of the budget will also be allocated as incentives for medical personnel. Specialist doctors, for example, will receive Rp 15 million per month. General practitioners will receive Rp 10 million per month, nurses will receive Rp 7.5 million per month, and other healthcare workers will receive Rp 5 million per month. There will also be Rp 300 million in death benefits for the families of medical workers. Beyond healthcare workers, the budget will also be used to improve healthcare facilities at 132 referral hospitals for treating COVID-19 patients.

### **Social Impact**

The Covid-19 pandemic is a form of hazard with multi-sectoral impacts. Its potential danger threatens all aspects of people's lives, including social, economic, health, psychological, and even religious activities. As quoted by Syaifudin (2020, March 13), a lecturer in sociology at the Faculty of Social and Political Sciences, University of Jakarta. \*Covid-19, Social Vulnerability, and the Failure of Physical Distancing\*. Accessed from <https://kolom.tempco.co/read/1326074>.

The pandemic has prevented the free movement of people and goods around the world. The bustle of globalization and free trade, which had previously fueled the global economy, has suddenly ceased. Global supply chains have been disrupted, potentially disrupting public production and consumption. Many international flight routes have been lost due to the virus's rapid spread across countries. Various international events have been postponed or even canceled, such as Saudi Arabia, which closed its doors to Umrah pilgrims on February 27, 2020, and has yet to provide a clear decision regarding the 2020 Hajj pilgrimage. Long-scheduled international events, such as the 2020 Tokyo Olympics, have been postponed until next year. The G20 Heads of State meeting had to be held virtually for the first time. Countless international events have been postponed or canceled due to the severity of the coronavirus.

The impact on Indonesian society is certainly not much different from that of other countries facing the COVID-19 pandemic. These impacts include the inability to carry out normal socio-economic activities. People cannot shake hands or sit close to each other. People become suspicious of others as they might be COVID-19 carriers. People cannot hold or conduct communal religious activities. People are prohibited from gathering in large groups, let alone holding receptions. People cannot chat together over



a cup of coffee or tea. In essence, people are unable to carry out their social functions as a society and as individuals, which indicates the nature of humans as social beings.

What's more worrying is that if this situation persists long enough, social vulnerability will become a reality for communities facing the COVID-19 pandemic. Social vulnerability puts community resilience at risk due to the impact of the COVID-19 pandemic. Community resilience is related to a community's ability to utilize available resources (such as technology, food, jobs, and a sense of security) to meet basic needs and fulfill its social functions.

### **Impact of Religious Life**

The 2019-2020 coronavirus pandemic has affected the implementation of various religious activities throughout the world. The impact of the pandemic on religion includes the cancellation of worship activities, the cancellation and prohibition of worship visits and the celebration of religious holidays. Religious leaders also modified and adapted several common worship practices as a precautionary measure against the spread of the 2019-2020 coronavirus pandemic. , preventive measures were also taken by temporarily closing houses of worship of various religions. As happened in several worship practices in Islam quoted from the Fatwa of the Indonesian Ulema Council (MUI) number 14 of 2020 concerning the Implementation of Worship in the Situation of the Covid-19 Outbreak dated March 16, 2020. Quoted from Rehlata Permata Insani (2020, March 15). Fatwa of Al-Azhar Scholars of Egypt on the Cancellation of Congregational Prayer. Accessed from <http://www.rehlata.co.id>. The Council of Senior Scholars of Al-Azhar Al-Sharif in Egypt and the Council of Senior Scholars of Saudi Arabia issued a fatwa on the permissibility of replacing Friday prayers at the mosque with Dhuhr prayers at home or forgoing congregational prayers at the mosque. This permissibility applies in areas affected by the coronavirus outbreak or to prevent the spread of the Covid-19 virus. Even for the Umrah pilgrimage, on February 27, the Kingdom of Saudi Arabia imposed temporary restrictions on visits for Umrah pilgrims coming from countries deemed to have a high risk of spreading the virus quoted from [thejakartapost.com](http://thejakartapost.com) (2020, February 20). Saudi Arabia imposes temporary ban on Umrah pilgrims amid coronavirus concerns. Accessed March 23, 2020. On March 4, the next Umrah restriction rules were implemented for Saudi Arabian citizens and expatriates residing in the country quoted from [arabnews.com](http://arabnews.com) (2020, March 5) Saudi Interior ministry imposes temporary ban on Umrah pilgrims from Kingdom over coronavirus fears. Accessed April 20, 2020. The restrictions were expanded with a ban on daily prayer activities at the Grand Mosque, Mecca and the Prophet's Mosque, Medina to limit the spread of the coronavirus. The Grand Mosque in Mecca is usually filled with thousands of pilgrims, but that number has now decreased drastically. The Grand Mosque has reopened after undergoing sterilization, but barriers remain unattached around the Kaaba to prevent people from touching it. A ban on visiting Mecca and Medina remains in place. Muslims from around the world typically come to perform the Umrah pilgrimage, which takes place throughout the year. Approximately eight million Muslims perform the Hajj pilgrimage there each year.

To prevent large gatherings during the pandemic, Friday prayers were suspended, and Tarawih prayers during Ramadan were also suspended in mosques. Religious leaders even adapted the call to prayer (adhan) with an additional call for Muslims to pray at home and avoid attending congregational prayers, as was the case in Kuwait. A similar appeal came from Indonesia. On March 20, the Grand Imam of the Istiqlal Mosque announced the closure of the mosque for Friday prayers for two weeks. Religious and public educational organizations such as Muhammadiyah and Nahdlatul Ulama, for

example, have urged their congregations to conduct religious studies and Friday prayers, replacing the midday prayer (Dhuhr) at home. The Indonesian Ulema Council (MUI) has similar recommendations. Furthermore, congregations showing signs of COVID-19 or those categorized as People Under Surveillance (ODP) are temporarily exempt from attending the mosque.

### **The Role of the Ministry of Religion**

In Indonesia, the Ministry of Religious Affairs (Kemenag) is the government agency with the most extensive duties and functions. No other ministry or agency has more work units than the Ministry of Religious Affairs, with over 4,500 units across the central and regional levels. As the sole agency mandated to manage religious affairs, the Ministry is therefore responsible for overseeing and ensuring a comfortable religious life for the community. This aligns with the Ministry's vision and mission, as outlined in KMA Number 39 of 2015, which states, "The realization of an Indonesian society that is religiously devout, harmonious, intelligent, and prosperous, both physically and spiritually, in order to realize a sovereign, independent, and individualistic Indonesia based on mutual cooperation." The Ministry's mission in religious life includes improving the understanding and practice of religious teachings, strengthening harmony within and between religious communities, and providing equitable and high-quality religious services.

Given the Ministry of Religious Affairs' strategic position in the lives of Indonesian Muslims, it is interesting to discuss the Service Improvement Strategies and Policies in response to the spread of the COVID-19 pandemic. Based on these various responses, planners can maximize their role in planning by regularly and systematically participating in the preparation, review, and formulation of policies and plans within government agencies, including controlling, monitoring, and evaluating plan implementation.

Given the broad scope of the Ministry of Religious Affairs, the Directorate General of Islamic Community Guidance is tasked with managing various matters related to services, guidance, and guidance for Islamic Sharia, including marriage registration services at the sub-district Religious Affairs Office (KUA) level. The Sub-district Religious Affairs Office is the spearhead of the Ministry of Religious Affairs, with its jurisdiction located at the sub-district level and interacting directly with the community. Therefore, maintaining security, both internally and externally, as it directly impacts the community, is crucial. While this crucial role can help break the chain of pandemic transmission, if not managed properly, it could actually exacerbate the pandemic.

### **METHODOLOGY**

This paper uses a descriptive qualitative method, examining policies issued by the central government in response to the spread of COVID-19, specifically the Directorate General of Islamic Community Guidance, and implemented by all provincial and district/city Ministries of Religious Affairs, particularly work units within the Ministry of Religious Affairs in Lampung Province. The study also examines the impact of these policies on COVID-19 prevention and improving religious services during the pandemic.

## **ANALYSIS AND DISCUSSION**

### **Results and Discussion**

The government has no experience handling an outbreak with a high level of transmission and danger like Covid-19. It's no wonder the government seems hesitant and slow in determining its response method, whether to implement a lockdown, rely on herd immunity, or simply encourage social distancing. Handling Covid-19 is certainly not easy or simple. Each method carries a different level of uncertainty. For example, not implementing a lockdown increases the uncertainty surrounding how long the pandemic will last. The economic impact of Covid-19 is highly dependent on the duration of the outbreak; the longer it lasts, the worse it will be.

The Ministry of Religious Affairs' role in Indonesian governance is crucial. Over time, the organizational structure of the Ministry of Religious Affairs has evolved, following the dynamics of national life, from the Old Order, New Order, and Reform eras. To date, the Ministry of Religious Affairs is present throughout Indonesia in various forms and at various levels, such as the Provincial Ministry of Religious Affairs Office in each province, the Regency Ministry of Religious Affairs Office in each regency, and the Religious Affairs Office in each sub-district.

Of the various echelon-level assistants to the Minister of Religious Affairs within the Ministry of Religious Affairs' organizational structure, the Directorate General of Islamic Community Guidance is one of the first-level directorates general, tasked with overseeing various matters related to Islamic guidance and development for Muslims in Indonesia, including marriage registration services at the sub-district Religious Affairs Office (KUA). The sub-district KUA is responsible for implementing some of the Ministry of Religious Affairs' duties within the sub-district. Its duties include organizing statistics and documentation, registering reconciliation marriages, managing and fostering mosques, zakat (alms), waqf (waqf), baitul maal (goods trust), and social worship, population management, and developing harmonious families, in accordance with policies established by the Director General of Islamic Community Guidance.

Amidst the COVID-19 pandemic, questions have arisen regarding the role of the Ministry of Religious Affairs, particularly its work units within the Lampung Province Ministry of Religious Affairs, regarding the presence of Ministry of Religious Affairs civil servants. What should be done? What is the Ministry's role and position amidst public uncertainty? What strategic steps should be taken? As is known, the Ministry of Religion has the task of developing the religious life sector, especially services at the KUA, organizing the Hajj and Umrah, religious and religious education, halal certification, and also interfaith harmony.

### **Adjustment of Community Services and Guidance**

As a vertical institution, the Ministry of Religious Affairs (Kemenag) recognizes its numerous duties and functions. One crucial example currently facing the Ministry is marriage registration services at the Office of Religious Affairs (KUA). Regarding public services, the central Ministry of Religious Affairs has issued various policies through circulars, such as those at the KUA, to prevent the uncontrolled spread of the virus. However, the principle of public service must remain in place while adhering to established protocols, and it is the duty of Ministry of Religious Affairs employees to communicate this to the public. If specific situations arise due to varying regional conditions, Ministry of Religious Affairs civil servants must be able to take innovative



steps to resolve complex issues without violating COVID-19 prevention protocols and existing regulations.

Within the Directorate General of Islamic Community Guidance, the Ministry of Religious Affairs' participation in handling the spread of Covid-19 is as stated in the Circular Letter of the Director General of Islamic Community Guidance Number: P-003/DJ.III/Hk.00.7/04/2020 amending the Circular Letter of the Director General of Islamic Community Guidance Number P-002/Dj.III/Hk.00.7/03/2020 concerning the Implementation of Covid-19 Handling Protocols in Public Areas within the Directorate General of Islamic Community Guidance dated April 2, 2020. The contents of the Circular Letter are as follows:

1. Preventing the spread of COVID-19 during marriage ceremonies at the Office of Religious Affairs (KUA):
  - a. Marriage registration remains open online through [simkah.kemenag.go.id](http://simkah.kemenag.go.id);
  - b. Requests for new registrations to perform marriage ceremonies during the COVID-19 emergency period will not be accepted, and the public is asked to postpone their performance;
  - c. Marriage ceremonies will only be held for prospective brides and grooms who registered before April 1, 2020;
  - d. Marriage ceremonies outside the KUA are suspended, and the public is asked to perform their ceremonies at the KUA instead;
  - e. Continue providing online consultation and information services to the public;
  - f. Provide the public with the contact numbers or email addresses of KUA service officers to ensure optimal online service delivery;
  - g. Conducting marriage ceremonies online, whether by telephone, video call, or other web-based applications, is not permitted.
2. Preventing the spread of Covid-19 during marriage ceremonies at the Office of Religious Affairs (KUA):
  - a. Limiting the number of people attending the ceremony to no more than 10 (ten) people in one room;
  - b. Prospective brides and grooms and family members attending the ceremony must wash their hands with soap/hand sanitizer and wear masks; and
  - c. Officials, marriage guardians, and the prospective bride and groom must wear gloves and masks during the marriage vows.
3. Temporarily suspending all services other than administrative and marriage registration services at the KUA that have the potential to involve close contact and create crowds, such as marriage guidance for prospective brides and grooms, marriage consultations, classical guidance, and so on.
4. Always coordinate with health workers to prevent the spread of Covid-19, including providing necessary referrals if signs and symptoms of illness occur in either staff or the public during service delivery.
5. Service staff must diligently implement the following:
  - a. Ensure that Covid-19 prevention protocols are adhered to and implemented diligently and with discipline, and refuse services that do not comply with the protocols as a sign of seriousness in their implementation;

- b. Encourage the public to utilize information technology to obtain services and postpone requests for services that require face-to-face contact; and
  - c. Coordinate intensively with local government officials and security forces to jointly educate the public on staying at home, maintaining safe physical/social distancing, avoiding crowds, and postponing receptions and weddings;
6. Understanding that the emergency level varies from region to region, the Office of Religious Affairs (KUA) is required to improve coordination, comply with, and align the provision of public services in accordance with evolving local government policies to prevent the spread of Covid-19 in its region.

In addition to the service policies outlined above, the Directorate General of Islamic Community Guidance also urges civil servants at the Ministry of Religious Affairs, particularly those within the Islamic Community Guidance (Bimas Islam), to act as catalysts, or at least agents, of social concern. Any donation, whether material or immaterial, will be meaningful to those in need. The Directorate General of Islamic Community Guidance, through all Islamic religious instructors, must play a pioneering role in the movement to return to divine spirituality, with calls to draw closer to God. This da'wah approach is encouraged to be creatively packaged through electronic media broadcasts and current mainstream media.

This da'wah is crucial because the public currently needs emotional touch and inner awareness that can enrich their spiritual horizons so that their faith and piety in God continue to grow amidst the pandemic. Meanwhile, all resources within the Directorate General of Islamic Community Guidance are urged to actively participate as "campaigners" by educating the public about the pandemic, such as promoting "Stay at Home," "Stay at Home," and similar initiatives.

Based on expert advice, the most effective way to combat the spread of the virus is through physical distancing. This, of course, also encompasses religious aspects, for example, congregational prayers at mosques may be temporarily moved to individual homes.

### **Employee Work System Adjustments**

To minimize the spread of COVID-19 in Indonesia, Indonesian President Joko Widodo, through a press conference at the Bogor Palace in West Java on March 15, 2020, urged the public to work, study, and worship at home. Specifically for State Civil Apparatus (ASN), the Minister of Administrative and Bureaucratic Reform (PANRB) has followed up on this appeal through Circular Letter Number 19 of 2020 concerning Adjustments to the State Civil Apparatus Work System in Efforts to Prevent the Spread of COVID-19 in Government Agencies. This circular serves as a guideline for government agencies in carrying out official duties while working from home.

In response to this, the Ministry of Religious Affairs has also implemented various policies to anticipate the spread of the COVID-19 virus, including issuing a Work From Home (WFH) policy through a circular issued by the Minister of Religious Affairs Number SE.5 of 2020 dated March 30, 2020, concerning Adjustments to Employee Work Systems in Efforts to Prevent the Spread of Coronavirus Disease 2019 (COVID-19) at the Ministry of Religious Affairs. The WFH policy within the Ministry of Religious Affairs' vertical units is delegated to the unit heads of each regional office/service office, but must still adhere to the Ministerial Circular. The contents of the circular are as follows:

1. Regulations on Attendance at the Office:
  - a. Ministry of Religious Affairs employees are to work from home to complete their respective duties and functions as much as possible;
  - b. For employees whose work, due to the nature of their work providing services or requiring direct public service, they are to attend the office while still
  - c. paying attention to safety and health;
  - b. The attendance of security officers and post officers is regulated and they must continue to carry out their duties in accordance with existing Standard Operating Procedures, and they must always report any urgent matters that must be forwarded to the leadership or relevant parties.
  - c. If meetings are necessary, efforts should be made to conduct them via video conference or other technology accessible to the meeting participants. However, if this is not possible and attendance at the office or other designated location is required, the following must be observed:
    - 1) only relevant/necessary officials and/or staff must attend;
    - 2) the meeting must be held in the shortest possible time;
    - 3) maintain a safe distance between meeting participants; and
    - 4) provide and maintain a clean meeting room that meets health standards.
  - d. During the work-from-home period, employees are not permitted to travel outside the region and/or travel home for Eid al-Fitr 1441 H or other homecoming activities.
2. Work from Home/Residence Arrangements:
  - a. Each direct supervisor must monitor and ensure that all employees under their authority are working from home/residence;
  - b. Work units must begin providing online services using information and communication technology to ensure that services to other parties can continue to be provided;
  - c. Work from home/residence should be carried out in coordination with other work units and reporting on work from home/residence should be carried out using information and communication technology that employees are accustomed to;
  - d. Reports on work from home/residence should be submitted in stages every Monday;
  - e. If possible, while working from home/residence, employees can educate the community in their residential area to continue adhering to government recommendations for physical distancing and not leaving the city or returning to their hometowns.
3. Work units that have implemented online attendance can still perform attendance from their respective homes. However, for those that are unable to do so, attendance at work should be reflected in the daily work report.
4. Employee entitlements, including salaries, meal allowances, and performance allowances, will continue to be paid while employees work from home/residence.

5. To monitor developments and prevent the transmission of COVID-19 among Ministry of Religious Affairs employees, Personnel Development Officials are required to update data on employees exposed to and/or tested positive for COVID-19 in the Personnel Service Application System (SAPK), the Implementation Instructions for which will be further regulated by the State Civil Service Agency (BKN).
6. Closing
  - a. Regulations for official travel, employees experiencing illness and/or having a history of interaction with parties/environments infected with COVID-19, and the use of religious worship facilities at Ministry of Religious Affairs Work Unit Offices continue to refer to Circular Letter of the Minister of Religious Affairs Number: SE 3 of 2020 and Circular Letter of the Minister of Religious Affairs Number: SE 4 of 2020;
  - b. This Circular Letter is effective from the date of its stipulation and will continue until April 21, 2020, and will be further evaluated in accordance with evolving circumstances.

In its implementation, the WFH policy has drawn a lot of backlash from employees, both positive and negative. This is because not all employees have adequate supporting facilities for WFH, and not all work can be done from home. However, in an effort to implement physical distancing and prioritize the health and safety of Ministry of Religious Affairs employees, the provisions stipulated in Circular Letter of the Minister of Religious Affairs Number 5 of 2020 concerning Adjustments to the Civil Servant Work System in Efforts to Prevent the Spread of COVID-19 at the Ministry of Religious Affairs remain in effect. The work-from-home period for all Ministry of Religious Affairs employees has been extended until May 13, 2020, and will be further evaluated as needed.

### **Budget Adjustments**

On March 20, 2020, the government issued Presidential Instruction Number 4 of 2020 concerning Refocusing Activities, Budget Reallocation, and Procurement of Goods and Services in the Context of Accelerating the Handling of Coronavirus Disease 2019 (COVID-19). In general, in this Presidential Instruction, the President instructs the Ministers of the Indonesia Onward Cabinet, the Cabinet Secretary, the Presidential Chief of Staff, the Commander of the Indonesian National Armed Forces, the Chief of the Indonesian National Police, the Attorney General, the Heads of Non-Ministerial Government Institutions, the Heads of State Institution Secretariats; Governors throughout Indonesia; and Regents/Mayors throughout Indonesia. According to the Presidential Instruction, all institutions are instructed to:

*First*, prioritize the use of existing budget allocations for activities that accelerate the handling of COVID-19 (refocusing activities and reallocating budgets) by referring to the COVID-19 handling protocols in Ministries/Institutions/Regional Governments and the operational plan for accelerating COVID-19 handling established by the COVID-19 Acceleration Task Force.

*Second*, accelerate the refocusing of activities and reallocating budgets through budget revision mechanisms and immediately submit budget revision proposals to the Minister of Finance in accordance with their authority.

*Third*, accelerate the procurement of goods and services to support the acceleration of COVID-19 response by facilitating and expanding access in accordance with Law Number 24 of 2007 concerning Disaster Management, Government Regulation Number 21 of 2008 concerning the Implementation of Disaster Management, Government Regulation Number 22 of 2008 concerning the Funding and Management of Disaster Assistance, Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods and Services, and Presidential Regulation Number 17 of 2018 concerning the Implementation of Disaster Management in Certain Circumstances.

*Fourth*, procure goods and services to accelerate COVID-19 response by involving the Government Goods/Services Procurement Policy Agency and the Financial and Development Supervisory Agency.

*Fifth*, procure goods and services for medical devices and medical equipment for COVID-19 response, while adhering to standards set by the Ministry of Health.

*Sixth*, specifically to:

1. The Minister of Finance to facilitate a fast, simple, and accountable budget revision process.
2. The Minister of Home Affairs to take further steps to accelerate the use of the Regional Revenue and Expenditure Budget (APBD) and/or amendments to Regional Head Regulations concerning the elaboration of the APBD to expedite the handling of COVID-19 to Governors/Regents/Mayors.
3. The Minister of Public Works and Public Housing to expedite the preparation and development of infrastructure needed to handle COVID-19.
4. The Minister of Health to expedite the registration of medical devices and medical equipment for handling COVID-19 that do not yet have registration numbers in accordance with statutory provisions.
5. The Head of the Financial and Development Supervisory Agency to provide financial assistance and oversight in accordance with statutory provisions regarding state financial accountability to accelerate the handling of COVID-19.
6. The Head of the Government Goods/Services Procurement Policy Agency to provide assistance in the implementation of the procurement of goods and services to accelerate the handling of COVID-19.

*Seventh*, implement this presidential instruction responsibly. In Presidential Instruction Number 4 of 2020 concerning Refocusing Activities, Budget Reallocation, and Procurement of Goods and Services to Accelerate the Handling of the Coronavirus Disease 2019 (COVID-19), the President specifically instructed the Minister of Finance to facilitate a swift, simple, and accountable budget revision process and instructed the Financial and Development Supervisory Agency (BPKP) to provide assistance and supervision to accelerate the handling of COVID-19 in terms of financial accountability. Following up on the aforementioned instructions, the Minister of Religious Affairs has taken several steps related to the budget to accelerate the handling of COVID-19. As outlined in internal circulars within the Ministry of Religious Affairs, such as:

1. Letter Number B-2155/SJ/B.I/KU.00.2/03/2020 dated March 23, 2020, concerning the Refocusing of Activities and Budget for Handling the Spread of COVID-19 at the Ministry of Religious Affairs;
2. Letter Number B-2160/SJ/B.I.2.3/KU.00.2/03/2020 dated March 24, 2020, concerning the Reallocation of the COVID-19 Handling Budget at Echelon I Units;



3. Letter Number 2161/SJ/B.I.2.3/KU.00/3/2020 dated March 27, 2020, concerning the Technical Refocusing of Activities and Budget Reallocation for Handling the Spread of Coronavirus Disease 2019.

These letters are addressed to: 1. Inspector General/Director General/Head of Agency; 2. Rectors of UIN, IAIN, IAKN, IAHN, and IHDN; 3. Heads of Bureaus/Centers at the Secretariat General; 4. Heads of Provincial Offices of the Ministry of Religious Affairs; 5. Chairs of State Religious Colleges; 6. Heads of Religious Research and Development Centers/Religious Training Centers; and 7. Heads of Hajj Dormitory Technical Implementation Units. The letter was issued to encourage work units within the Ministry of Religious Affairs to refocus activities and reallocate budgets for handling the spread of COVID-19.

Within the Directorate General of Islamic Community Guidance, the 2020 budget refocusing and reallocation were carried out, taking into account various regulations derived from Presidential Instruction Number 4 of 2020, as issued by the Ministry of Finance and the Secretariat General of the Ministry of Religious Affairs. The budget refocusing was used to support the handling of COVID-19 in accordance with the institution's duties, both internally and externally. This primarily concerned matters needed and responding to public complaints. Within the Directorate General of Islamic Community Guidance, refocusing activities and budget reallocation for handling and spreading COVID-19 must be carried out by taking into account the matters stipulated in Letter Number B-946/DJ.III/KU.00/03/2020 dated March 30, 2020, concerning Refocusing Activities and Budget Reallocation for Handling the Spread of COVID-19, addressed to the Head of the Provincial Office of the Ministry of Religious Affairs, the Head of the Baznas Secretariat, the Head of the Al-Qur'an Printing Unit, and the Head of the Registry/City Office of the Ministry of Religious Affairs.

1. Refocusing activities and budget reallocation for handling and spreading COVID-19 shall be carried out through a budget revision mechanism to meet the internal needs of work units and the surrounding community related to the duties and functions of the Directorate General of Islamic Community Guidance;
2. Such revisions may only be made to one and/or between activities, and/or between outputs within a single Islamic Community Guidance Program, and may be made between work units within the same DJPB work area;
3. The budget to be refocused and reallocated comes from operational and/or non-operational expenditures of work units, the source of which is purely rupiah funds, with account usage and utilization subject to adjustments in accordance with Decree of the Director General of the Treasury Number KEP-211/PB/2018 concerning the codification of account segments in the standard chart of accounts;
4. Activities that can be refocused and their budgets reallocated include:
  - a. Expenditures for goods that are no longer urgent due to COVID-19, including official travel, meeting packages, and events that gather large numbers of people;
  - b. Procurement of capital expenditures that are expected to be hampered by COVID-19, or those still in the initial tender process;
  - c. Auction remaining/optimization;
  - d. Activities that are expected to be unavailable due to the direct or indirect impact of COVID-19.

5. Work units can conduct refocusing in the following ways:
  - a. Procurement of personal protective equipment (PPE), such as nose masks, hand wash, hand sanitizer, and so on for officials and employees within the work unit;
  - b. Office disinfection costs;
  - c. Costs for work from home (WFH) support;
  - d. Costs for activities deemed reasonable and necessary to prevent Covid-19.
6. The Central Islamic Community Guidance Directorate General Work Unit will reallocate the budget to several work units requiring funding to handle the spread of Covid-19, in the form of work unit operational costs (002) using the Budget Implementation Plan (Dipa) revision mechanism.
7. The budget revision mechanism will be implemented while still referring to the Minister of Finance Regulation Number 210/PMK.02/2019 concerning Procedures for Revisions for the 2020 Fiscal Year, the Director General of Budget Regulation Number Per-2/AG/2020 concerning Technical Instructions for Accelerating the Completion of Budget Revision Proposals within the Authority of the Directorate General of Budget for the 2020 Fiscal Year, and the Director General of Treasury Circular Letter Number S-254/PB/2020 dated March 18, 2020, concerning Regulations for Submitting Budget Revision Proposals to the Directorate General of Treasury for the 2020 Fiscal Year, as well as other related regulations.
8. Furthermore, the Provincial Office of the Ministry of Religious Affairs will coordinate and report on the implementation of the refocusing of activities and budget reallocation for handling the spread of COVID-19 to the Directorate General of Islamic Community Guidance.

In implementing the Refocusing of Activities and Budget Reallocation for Handling the Spread of COVID-19, as outlined in point 5 above, expenditures for supporting COVID-19 handling needs, such as vitamins, masks, and hand sanitizer, must comply with Circular Letter of the Minister of Finance Number SE-6/MK.2/2020 concerning the Refocusing of Activities and Budget Reallocation of Ministries/Institutions in the Context of Accelerating the Handling of the Coronavirus Disease 2019 (COVID-19).

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The above study demonstrates that the strategies and policies implemented by the Ministry of Religious Affairs, particularly the Islamic Community Guidance (Bimas Islam) of Lampung Province, have responded quite effectively to help address the spread of COVID-19. This is evident in the policies adopted, both in accordance with central government instructions and through strategic initiatives, such as adjusting methods for public services and guidance, adjusting employee work systems through the Work From Home (WFH) policy, and adjusting budgeting through Activity Refocusing and Budget Reallocation for Handling the Spread of COVID-19, which have significantly impacted the containment of the COVID-19 outbreak.

This is because by preventing or minimizing public mobility or offline meetings, all activities have been refocused on providing the necessary health infrastructure for COVID-19 prevention, both for Ministry of Religious Affairs civil servants, especially human resources in the Islamic Community Guidance (Bimas Islam), and the surrounding community. This also includes refocusing offline activities on strengthening

marriage and religious services infrastructure, ensuring that during this pandemic, optimal services can be provided to the public with adequate and adequate facilities. What's also crucial is the Ministry of Religious Affairs' (Kemenag) ability to focus on its strategic role and duties in the religious field, such as Islamic religious instructors, so they can capitalize on the momentum. This includes strengthening the community's spiritual foundation, ensuring it remains strong and optimistic in facing the impacts of the COVID-19 pandemic. This allows all elements of society to work together and collaborate to strengthen each other physically, spiritually, and mentally in handling and overcoming the COVID-19 outbreak.

### **Recommendation**

All of this can be done with or without a budget because the Ministry of Religion, especially the Office of Religious Affairs (KUA), is in touch with the community through its religious services, delivering important information that must be conveyed to the community, either through its counselors or registrars with several methods such as making short films with operational funds available at the office/work unit and socializing through social media, or providing fiqh studies through Taqlim assemblies on efforts to increase worship and stay healthy and preventative measures amidst the Covid pandemic. In addition, they can also directly interact in every offline activity that gathers masses while still prioritizing Health protocols during the event, as well as guaranteeing economic income by providing transportation and daily allowances for activity participants where to attend the activity they (the community) must leave their routine jobs, because from some activities there are still technical guidelines that are considered detrimental to the community in terms of economy so that when the activity is maintained during this pandemic and is a National Priority it is rather difficult to achieve maximum output because it is considered not profitable/impacts their economic life even on a small scale, So the center is expected to be able to review such activities, not to give too large output targets or change the technical guidelines to provide a little additional income/economic opportunities for the community as participants.

### **REFERENCE**

- Agama, S. E. (2020). *Nomor SE .5 : Penyesuaian Sistem Kerja Pegawai dalam Upaya Pencegahan Penyebaran Corona Virus Disease 2019 (COVID-19) pada Kementerian Agama*. Jakarta: Kementerian Agama.
- Aria, P. (2020, April 07). *Globalisasi dan Rantai Pasok Dunia yang Terkunci Pandemi Covid-19*. Retrieved from Katadata: <https://katadata.co.id/pingitaria/indepth/5e9a41f63ba98/globalisasi-dan-rantai-pasok-dunia-yang-terkunci-pandemi-covid-19>
- BimasIslam, D. (2020). *Surat Nomor B-946/DJ.III/KU.00/03/2020 : Refocussing Kegiatan dan Realokasi Anggaran Penanganan Penyebaran COVID-19*. Jakarta: Kementerian Agama.
- Fahzry, R. (2020, April 24). *Musibah Kelaparan Melanda Dunia di Tengah Pandemi Covid-19*. Retrieved from Nasional Okezone: <https://nasional.okezone.com/read/2020/04/24/337/2204105/musibah-kelaparan-melanda-dunia-di-tengah-pandemi-covid-19>
- Huang, C. W. (2020). *Clinical Features of Patience Infected With 2019 Novel Corona Virus 2019, In Wuhan China*. Shanghai: The Lancet.

- Indonesia, F. M. (2020). *Nomor: 14 Tahun 2020 Tentang Penyelenggaraan Ibadah dalam Situasi Terjadi Wabah Covid-19 tanggal 16 Maret 2020 M*. Jakarta: Majelis Ulama Indonesia.
- Indonesia, P. P. (2020). *Nomor 54 : Perubahan Postur Dan Rincian Anggaran Pendapatan Dan Belanja Negara Tahun Anggaran 2020*. Jakarta: Sekretariat Negara.
- Insani, R. P. (2020, Maret 15). *Fatwa Ulama Al-Azhar Mesir Terkait Virus Corona : Peniadaan Sholat Berjamaah*. Retrieved from Rehlata: <https://www.rehlata.co.id/2020/03/15/fatwa-ulama-al-azhar-mesir-terkait-virus-corona/>
- Kuangan, S. E. (2020). *Nomor SE-6/MK.2/2020 : Refocussing Kegiatan dan Realokasi Anggaran Kementerian/Lembaga dalam Rangka Percepatan Penanganan Corona Virus Disease 2019 (COVID-19)*. Jakarta: Kementerian Keuangan.
- Murtadho, A. (2020, April 3). *Apa Dampak Covid-19 terhadap Tata Cara Ibadah dalam Beragama?* Retrieved from Kompasiana: <https://www.kompasiana.com/akangalio47554/5e860cc3097f360d2e00ad92/apa-dampak-Covid-19-terhadap-tata-cara-ibadah-dalam-beragama>
- Praditya, I. I. (2020, April 12). *Dampak Corona, Pertumbuhan Ekonomi 170 Negara Diprediksi Negatif*. Retrieved from Liputan6: <https://www.liputan6.com/bisnis/read/4225298/dampak-corona-pertumbuhan-ekonomi-170-negara-diprediksi-negatif#>
- Pramisti, N. Q. (2020, April 06). *IMF: Dampak Ekonomi COVID-19 Lebih Buruk dari Krisis Finansial 2008*. Retrieved from Tirto.id: <https://tirto.id/imf-dampak-ekonomi-covid-19-lebih-buruk-dari-krisis-finansial-2008-eLiM>
- Presiden, I. (2020). *Nomor 4 : Refocussing Kegiatan, Realokasi Anggaran, serta Pengadaan Barang dan Jasa dalam rangka Percepatan Penanganan Corona Virus Disease 2019 (COVID-19)*. Jakarta: Sekretariat Negara.
- Rehlata. (2020, Maret 17). *5 Poin Fatwa Ulama Saudi Terkait Virus Corona : Penutupan Masjid Seluruh Negeri*. Retrieved from Rehlata: <https://www.rehlata.co.id/2020/03/18/5-poin-fatwa-ulama-saudi-terkait-virus-corona/>
- Syaifudin. (2020, Maret 31). *Covid-19, Kerentanan Sosial, dan Gagalnya Physical Distancing*. Retrieved from kolom tempo: <https://kolom.tempo.co/read/1326074/covid-19-kerentanan-sosial-dan-gagalnya-physical-distancing>

