

## HAJJ FINANCIAL MANAGEMENT OPERATIONAL ANALYSIS AT MINISTRY OF RELIGION AFFAIRS

<sup>1</sup>Vitri Sarastuti, <sup>2</sup>Luki Karunia, <sup>3</sup>Enan Hasan, <sup>4</sup>Asfan Shabri  
<sup>123</sup> National Institute of Public Administration Jakarta Indonesia  
<sup>4</sup>Gunadarma University Depok, Indonesia

<sup>1</sup>[v3.saras29@gmail.com](mailto:v3.saras29@gmail.com); <sup>2</sup>[karunialuki@yahoo.com](mailto:karunialuki@yahoo.com); <sup>4</sup>[ashabri@yahoo.com](mailto:ashabri@yahoo.com)

### Abstract

*Financial Statements to the President and Parliaments (DPR) are regulated in Minister of Religion Regulation (PMA) Number 28 of 2019 concerning the Implementation of Hajj Financing. The case study is a research approach used, from Observation and Financial Management of Hajj Operations 1440 H/2019 M (Audited). Data Analysis using Qualitative Descriptive Method. The results of the Financial Report as accountability and transparency of the Ministry of Religion as the organizer of the Hajj. The results of budget analysis and verification, as an improvement strategy in Hajj Financial Management (HFO/PKOPIH) and the use of activities in Financial Management in Indonesian and Saudi Arabian work units, namely (a) Hajj Fund Management has BPIH Financial Report Setting Standards; (b) Accounting Standards using operational financial guidelines for the Organization of the Hajj; (c) verification as an administrative audit of financial accounting controls; (d) reconciliation activities compare the records of the parties related to the Financial Accounting for the Organization of the Hajj Pilgrims; (e) Supervision of the Verifier as control of the Realization Plan. Implications of the Ministry of Religion The government builds an Accounting System Application System, effective and efficient accounting makes accountability, real time and the Hajj fund management body makes plans, realizations and PKOPIH reports.*

**Keywords:** *operational financial management of the Hajj; organizing hajj and umrah; verification; reconciliation; financial management of Hajj operations.*

### Abstrak

Laporan Keuangan kepada Presiden dan DPR diatur dalam Peraturan Menteri Agama (PMA) Nomor 28 Tahun 2019 tentang Penyelenggaraan Pembiayaan Haji. Studi kasus merupakan pendekatan penelitian yang digunakan, dari Observasi dan Pengelolaan Keuangan Penyelenggaraan Haji 1440 H/2019 M (Audited). Analisis Data menggunakan Metode Deskriptif Kualitatif. Hasil Laporan Keuangan sebagai pertanggungjawaban dan transparansi Kementerian Agama selaku penyelenggara haji. Hasil analisis dan verifikasi anggaran, sebagai strategi penyempurnaan Pengelolaan Keuangan Haji (HFO/PKOPIH) dan pemanfaatan kegiatan Pengelolaan Keuangan di Satker Indonesia dan Arab Saudi yaitu (a) Pengelolaan Dana Haji memiliki Standar Penetapan Laporan Keuangan BPIH; (b) Standar Akuntansi dengan menggunakan pedoman keuangan operasional Penyelenggaraan Haji; (c) verifikasi sebagai audit administratif atas pengendalian akuntansi keuangan; (d) kegiatan rekonsiliasi membandingkan catatan pihak-pihak yang terkait dengan Akuntansi Keuangan Penyelenggaraan Jemaah Haji; (e) Pengawasan Verifikator sebagai pengendali Rencana Realisasi. Implikasi Kementerian Agama Pemerintah membangun Sistem Aplikasi Sistem Akuntansi, akuntansi yang efektif dan efisien membuat akuntabilitas, real time dan badan pengelola dana haji membuat rencana, realisasi dan laporan PKOPIH.

**Kata kunci:** *pengelolaan keuangan operasional haji; penyelenggaraan haji dan umrah; verifikasi; rekonsiliasi; pengelolaan keuangan penyelenggaraan haji.*

## INTRODUCTION

### Research Background

Organizing the Hajj is a national task because the number of pilgrims is very large, it involves various agencies and institutions, both domestically and abroad and is related to various aspects, including guidance, transportation, health, accommodation and security.

The Operational Financial Statements for the Implementation of the Hajj (LKOPIH) is prepared and presented as an implementation of the provisions of Law Number 8 of 2019 concerning the Implementation of the Hajj and Umrah Worship Article 51

paragraph (1) which mandates that the Financial Statements for the Implementation of the Hajj is prepared at the end of each fiscal year as described in article 20 paragraph (1) of the Regulation of the Minister of Religion Affairs Number 28 of 2019. LKOPIH is a consolidation of reports compiled by each work unit, namely the Regency/City Ministry Office, Provincial Ministry of Religion Affairs Regional Office, Jeddah Hajj Technical Office and the Directorate General Central Hajj and Umrah Organization.

In this regard, the organization of the pilgrimage must be managed in a professional and accountable manner by prioritizing the interests of the congregation and the non-profit principle.

In the context of realizing professionalism and accountability, the financial management of Hajj operations refers to the basic principles of good state financial management as a guide in financial implementation and accountability to provide a more comprehensive understanding to interested parties.

To realize accountability and transparency, the Minister of Religion Affairs as the Person in Charge of the Hajj organization is obliged to carry out accounting and be accountable in the form of Financial Reports on the Financial Management of Hajj Operations consisting of Balance Sheet, Operational Report, Cash Flow Report, Equity Change Report, Budget Realization Report and Notes On Financial Statements.

### **Research Objectives**

1. PKOPIH (Operational Financial Manager for the Implementation of the Hajj), especially the verifier, can analyze and know the procedures for implementing verification, reconciliation, and budget realization control in managing the operational finances of the Hajj Organizer;
2. PKOPIH especially verifiers can analyze in carrying out verification with the same treatment for all work units that manage PIH's operational finances;
3. PKOPIH especially verifiers can analyze and assess and ensure the completeness of budget disbursement documents that are useful in document services for audit purposes.

## **LITERATURE REVIEW**

### **Accounting**

According to Warren et al, accounting can be defined as an information system that produces reports to interested parties regarding the economic activities and conditions of the company. to internal and external parties of the company. Suparwoto L stated that accounting as a system or technique for measuring and managing financial transactions and providing the results of the management in the form of information to internal and external parties of the company.

These external parties consist of investors, government creditors, labor unions and others. Meanwhile, according to Soemarsono S.R accounting is a process of identifying, measuring and reporting economic information to enable clear and firm judgments and decisions for those who use the information.

### **Verification**

Verification is a confirmation that is carried out by providing objective evidence showing that the requirements have been met, as well as one form of supervision through testing of administrative financial documents with applicable guidelines and criteria. BPIH funds must receive special attention in order to avoid irregularities by

irresponsible persons considering the accounting treatment of BPIH hajj funds has not used the Statement of Financial Accounting Standards (PSAK).

### **Hajj Finance**

Hajj finances are all rights and obligations of the Government that can be valued in money related to the implementation of the pilgrimage as well as all wealth in the form of money or goods that can be valued in money as a result of the implementation of these rights and obligations, both originating from pilgrims and other legitimate sources, and not binding.

### **General Principle of Hajj Financial Management**

Hajj Financial Management Agency, hereinafter abbreviated as BPKH, is an institution that manages Hajj Finance. Hajj is one of the obligatory acts of worship for every Muslim who can afford it, once in a lifetime. Due to this obligation, the number of Indonesian Muslims who register for the pilgrimage continues to increase, while the available hajj quota is limited. As a result, there has been an increase in the number of pilgrims waiting in large numbers. On the other hand, the increase in the number of waiting Hajj pilgrims has led to a large accumulation of Hajj pilgrims' funds.

The accumulated amount of the Hajj pilgrims' funds has the potential to increase the value of the benefits that can be used to support the quality of the Hajj. The increase in the value of the benefits of the pilgrimage funds can only be achieved through effective, efficient, transparent and accountable financial management.

### **Hajj Financial Management within the Directorate General of Hajj and Umrah**

In the Regulation of the Minister of Religion Affairs (PMA) Number 28 of 2019 concerning Operational Financial Management of the Implementation of the Hajj, hereinafter abbreviated as PKOPIH, is the planning, implementation, and reporting of the Operational Financial Management of the Implementation of the Hajj, Chapter II Article 2 to 8 states that:

#### Articles 2

The Directorate General of Hajj Organizing is the entity that organizes the pilgrimage that has the duty to carry out planning, implementation, and accountability reporting on PKOPIH.

#### Article 3

Planning, implementation and reporting of PKOPIH accountability is carried out by a work unit consisting of:

1. Provincial Regional Office;
2. Saudi Arabian Office
3. Technical Implementation Unit; and Office of the Ministry of Religion Affairs

#### Article 4

The management officials in the Hajj Operational Worship Financial Management (PKOPIH) are:

1. Minister, acting as budget user;
2. Director General, Head of Regional Office, Technical Staff of Hajj at the Office of Hajj Affairs, Head of Technical Implementation Unit, and Head of Ministry of Religion Office as Budget User Authority (KPA);

KPA Proxy of Budget User appoints PKOPIH officials consisting of:

- a. Commitment Making Officer (PPK);
- b. the official examining the Payment Order (SPP);
- c. the official examining the Payment Order (SPM);

- d. SPM signatory official;
- e. the official signing the Order for Disbursement of Funds (SP2D);
- f. PKOPIH Expenditure Treasurer;
- g. assistant expense treasurer; and
- h. financial management staff.

KPA, PPK, SPP examining officers, SPM examining officers, SPM signatory officials, SPPD signing officials, and financial management staff may not serve as treasurers as intended and if there is a shortage of civil servants in the work unit, KPA can hold concurrent positions as PPK, SPM signatories, and/or SPPD signatory officials.

3. Director General of Hajj and Umrah as general treasurer of PKOPIH;
4. The Director General of Hajj and Umrah Organization shall stipulate the Director of Hajj Fund Management and Integrated Hajj Information System and the Head of Regional Office as the proxy for the general treasurer of PKOPIH.

### **Operational Financial Report for the Implementation of Hajj (LKOPIH)**

Based on Law Number 34 of 2014 concerning Hajj Financial Management, the Hajj Financial Management Agency, hereinafter abbreviated as BPKH, is an institution that manages Hajj Finance:

#### Article 2

Hajj management is based on:

1. sharia principles;
2. the precautionary principle;
3. benefits;
4. non-profit;
5. transparent; and
6. accountable.

#### Article 3

Hajj Financial Management aims to improve:

1. Quality of Hajj Services;
2. rationality and efficiency of the use of BPIH; and
3. benefits for the benefit of Muslims.

#### Article 4

Hajj Finance includes :

1. Revenues;
2. Expenditures; and
3. Wealth

#### Article 5

Hajj Financial Revenues as referred to in Article 4 letter a include:

1. BPIH and/or Special BPIH deposits;
2. the value of Hajj Financial benefits;
3. the efficiency fund for the Organization of the Hajj;
4. People's Endowment Fund; and/or
5. other legal and non-binding sources

### **The Role and Objectives of the Operational Financial Manager for the Implementation of the Hajj (PKOPIH)**

The role of the Regulation of the Minister of Religion Affairs Number 28 of 2019 concerning Operational Financial Management of the Implementation of the Hajj that

the PKOPIH Work Unit is required to compile a financial accountability report for the Implementation of the Hajj which consists of an operational financial accountability report and an operational financial report for the Organization of the Hajj. In addition to the Hajj Financial Management Agency (BPKH), the management of Hajj funds in Indonesia is carried out by a government agency called the Directorate of Hajj Fund Management and the Integrated Hajj Information System (SIHDU) of the Directorate General of Hajj and Umrah. The Ministry of Religion Affairs manages these funds based on statutory regulations so that the deposited funds can be optimized and obtain value benefits.

### **Components of the Operational Financial Report for the Implementation of Hajj (LKOPIH)**

Minister of Religion Affairs Regulation Number 28 of 2019 concerning Operational Financial Management of the Implementation of the Hajj, states that the components of the Operational Financial Report for the Implementation of the Hajj (LKOPIH) are:

1. budget realization report;
2. balance sheet;
3. operational reports;
4. cash flow statement;
5. report on changes in equity; and
6. notes to financial statements.

The operational financial reports of the Hajj Organization as referred to are part of the financial statements of the Ministry of Religion Affairs. Instructions for the implementation of accounting records and standard chart of accounts used in the preparation of financial accountability reports for the Organization of the Hajj) are stipulated by a Decree of the Director General of Hajj and Umrah.

### **Preview Research**

The previous research that became the references in this study:

1. Jeacklin Valenia Mamuaya et al (2017) in their research on: Analysis of Village Financial Management Based on Minister of Home Affairs Regulation Number 113 of 2014 (Case study in Adow Village, Central Pinolosian District, Bolaang Mongondow Regency). Aims to analyze village financial management activities in Adow Village which include administrative, reporting and accountability activities. By using a qualitative descriptive method. The results of the study concluded that indicating the cause of not using Permendagri No. 113 of 2014 concerning Village Financial Management, namely the lack of understanding of HR in existing regulations. For village financial administration activities in Adow Village, the whole is good. Village financial reporting activities in Adow Village are good but there are still discrepancies in reporting to the regions. And village financial accountability activities in Adow Village show that there are still some things that are not appropriate and there is no direct accountability to the community. The village financial management system in Adow Village already uses the Village Financial System (SISKEUDES). It is recommended that the following village financial management activities use Permendagri No. 113 of 2014 concerning Village Financial Management.
2. Leonardo Yosua Liando et al (2017) in their research on Analysis of Village Revenue and Expenditure Budget Management and Accountability in Kolong Village, Kombi District, Minahasa Regency. Aims to find out whether the management and accountability of the village income and expenditure budget is in accordance with Law no. 6 of 2014 concerning Villages, the central government, provincial local governments, and district/city local governments can carry out

village arrangements and how village officials make accountability reports. The method used is descriptive qualitative method, which is to analyze how to manage village finances from planning to accountability. The results showed that the existing financial management procedures in Kolongan Village were quite good and were in accordance with Law no. 6 of 2014 concerning villages but the problem is only in human resources, especially village officials who still do not really understand the technicalities of making accountability reports

3. Dahlia Dico et al (2014) in their research on Financial Management and Reporting Analysis in the North Sulawesi Regional Police's Financial Sector Work Unit. Aims to find out whether the implementation of financial management of the North Sulawesi Regional Police's Financial Sector Working Unit has been running well in accordance with Perkap No. 22 of 2011 in Chapter II Article 4, namely regarding the Management of State Finances within the Police and whether its financial reporting is in accordance with PP No. 71 of 2010 concerning SAP. The research method used is descriptive quantitative research, namely data that has been collected, formulated problems, and then describes as it is about financial management and reporting in this satker. The results of the study concluded that financial management and reporting have been carried out properly, it can be seen from the transactions that occur starting with planning for withdrawal of funds until the funds can be disbursed based on the duties of each State financial management officer and the financial reporting is in accordance with SAP, namely PP No. 71 of 2010, which has produced three forms of financial statements. Financial management and reporting at the North Sulawesi Regional Police's Financial Sector Working Unit is expected to be maintained and continue to follow the development of applicable regulations

## **METHODOLOGY**

### **Research Method**

In the research entitled "ANALYSIS OF HAJJ OPERATIONAL FINANCIAL MANAGEMENT AT THE DIRECTORATE OF HAJJ FUND MANAGEMENT AND SIHDU", the approach used is to analyze the comparison of the financial management of Hajj funds on the allocation of the accounting field at the Directorate of Hajj Fund Management and SIHDU, Ministry of Religion Affairs of the Republic of Indonesia, using two analytical approaches, that is :

1. Quantitative analysis is used to see the management of hajj funds in the allocation of the accounting system. This quantitative analysis is based on financial data, namely the outstanding finance of Hajj funds.
2. Qualitative analysis is used to determine the advantages and disadvantages of managing Hajj funds. This qualitative analysis is based on the results of structured interviews with the Director of Hajj Fund Management and SHIDU and data in the form of articles, news, and others that can provide an overview.

### **Place and Location of Research**

This research was conducted at the Directorate of Hajj Fund Management and SHIDU Ministry of Religion Affairs of the Republic of Indonesia Jl. Banteng Field No. 3-4, Central Jakarta.

### **Data Collection Techniques**

To obtain a scientific truth in internship writing. So the author uses data collection methods by:

1. Literature study, namely studying and systematically analyzing books, scientific works, laws and regulations with the material discussed in the internship.

2. Interviews were conducted to find out more in depth about the management of hajj funds on the allocation of financial statements from the parties concerned.  
Interviews were conducted with three sources (Key Informants), consisting of:
  - a. Director of Hajj Fund Management and SIHDU
  - b. Head of Sub-Directorate of Hajj Operational Financial Management at the Directorate of Hajj Fund Management and SIHDU Ditjen PHU, Ministry of Religion Affairs.
  - c. Head Subdivision of Verification
3. In the interview guide, the questions asked are:
  - a. How is the Analysis of the Mechanism in the Management of Operational Finances for Hajj Organizers at the Ministry of Religion Affairs?
  - b. What is the Reconciliation Mechanism in managing the Operational Finance of the Ministry of Religion's Hajj Organizers?
  - c. How is Budget Realization Control carried out in managing PIH's operational finances?

### **Data Processing and Analysis Techniques**

This research is included in descriptive research. Descriptive method is a research that intends to make (a picture) of situations or events. In this sense, descriptive research using descriptive basic data does not need to find or explain relationships, test hypotheses, make predictions, or get meaning and implications. This writing aims to describe the nature of something that was going on at the time the research was conducted and to examine the causes of certain symptoms.

It is also called descriptive survey research (development research), which is research that aims to develop a theory of the problems of a phenomenon associated with theories from a particular science to solve problems rationally. This research is in the form of direct research by means of a survey at the Directorate of Hajj Fund Management and SIHDU. This research also uses a document approach, namely collecting data and information through archives, documents.

## **RESULTS OF RESEARCH AND DISCUSSION**

### **Research Results**

#### **1. Budget Source**

Based on Law Number 8 of 2019, the source of the operational budget for the implementation of the Hajj is the Hajj Organizing Cost (BPIH) which comes from the Hajj Travel Cost (Bipih), the State Revenue and Expenditure Budget (APBN), the Regional Revenue and Expenditure Budget (APBD). ), Benefit Value, Efficiency Fund, and/or Other Legitimate Sources.

- a. Bipih is an amount of money that must be paid by citizens who will perform the pilgrimage;
- b. Benefit Value is the fund obtained from the financial development of the Hajj which is carried out through investment placement for the initial deposit and the full Bipih deposit;
- c. Efficiency Fund : Funds obtained from the efficiency of operational costs for the Hajj;
- d. Other Legitimate Sources: Funds for the implementation of the pilgrimage that come from other sources, for example rewards for placing funds in checking accounts, fines and other receipts.

The 2019 Hajj Operational Financial Report (LKOPIH) is compiled and presented as an implementation of the provisions in Law Number 8 of 2019 concerning the Organization of the Hajj and Umrah Worship Article 51 paragraph (1) which mandates

that the Financial Statements for the Implementation of the Hajj should be prepared at the end of every year. fiscal year as described in Article 20 paragraph (1) of the Regulation of the Minister of Religion Affairs Number 28 of 2019. LKOPIH is a consolidation of reports prepared by each work unit, namely: Regency/City Ministry of Religion Offices, Provincial Ministry of Religious Affairs Regional Offices, Technical Offices of Religious Affairs Hajj Jeddah, Hajj Dormitory Technical Implementation Unit, and the Central Directorate General of Hajj and Umrah.

In addition to the Hajj Financial Management Agency (BPKH), the management of Hajj funds in Indonesia is carried out by a government institution called the Directorate of Hajj Fund Management and the Directorate General of Hajj and Umrah Management SIHDU. The Ministry of Religion manages these funds based on statutory regulations so that the deposited funds can be optimized and obtain value benefits.

The role of the Hajj Financial Management Agency (BPKH) in the future is expected to be able to maximize the management and development of Hajj funds more transparently by referring to applicable accounting standards, so that the public can participate in evaluating and providing input in the management of BPIH funds.

## 2. Budget Component

It is a detail of the budget items for the use of funds, among others, useful for budget supervision, the maximum limit of the budget that can be used and the limit of activities that can be carried out.

The components of the use of the PIH budget as described in Article 45 paragraph (1) of Law Number 8 of 2019 for round-trip flights (PP), accommodation services, consumption services, transportation services, services in Arafah, Muzdalifah, and Mina, protection, services at embarkation or debarkation, immigration services and insurance premiums and other protection, travel documents, living costs, guidance for pilgrims in the country and in Saudi Arabia, public services in the country and in Saudi Arabia and management of BPIH.

## 3. Budget Allocation

The PIH Work Units/Satkers that have been allocated the Hajj operational budget are the Directorate General of Hajj and Umrah Implementation, the Provincial Office of the Ministry of Religion Affairs, the Office of Hajj Affairs in Jeddah, Saudi Arabia, the UPT Hajj Dormitory and the Regency/City Ministry of Religion Office.

## 4. Verification Mechanism

Verification also functions as a control tool and provides actual information in the event that there is a change in the disbursement mechanism to ensure the completeness of the documents that are needed at the time of inspection by the examining body.

The completeness of the documents that must be verified includes the availability of the budget that the disbursement file for the proposed activity must be ensured that the activity is indeed available and that there is sufficient budget in the approved RKA and the completeness of the document that the verifier must ensure that the documents submitted are complete in accordance with the provisions. In addition to the completeness of the documents, it is also verified the completeness and correctness of the proposed documents such as the name of the activity, the date of implementation, the date of the document, the date of the proposal letter, the letter number, the proposed amount of money (in numbers and letters), the account number, and so on.

## 5. Reconciliation Mechanism

### Control of Disbursement and Absorption of Funds

The mechanism for controlling and disbursing funds is carried out through the SMART HAJI application, the mechanism for disbursing PIH's operational funds uses a control tool in the form of a Routing Slip and a verifier makes a supervisory card (karwas).



In the implementation of the operational budget management for the implementation of the Hajj, the Directorate General of PHU conducts guidance, monitoring, and evaluation, the results of which can be used to improve the implementation of the Hajj, both domestically and in Saudi Arabia.

- a. Verification is a form of supervision through administrative testing of financial documents in accordance with applicable guidelines and criteria;
- b. Verification is carried out as an effort to realize the updating of documents for disbursement of activities, as well as in order to provide actual information on changes in the disbursement mechanism which includes the completeness of documents that are very much needed at the time of examination by the examining body;
- c. Verification is also carried out to prevent misstatements, whether intentional or unintentional;
- d. Reconciliation is an activity of matching records between parties involved in the financial management of PIH's operations;
- e. Reconciliation is carried out at least 1 (one) time in a year;
- f. Reconciliation is carried out together with the parties involved in the financial management of PIH's operations;
- g. The verifier is in charge of controlling the realization of the budget by keeping records in the supervision card, especially for the disbursement of UP, TUP, DP, and LS.

#### 6. Approach to Financial Reporting

The 2019 LKOPIH covers all financial aspects managed by the PKOH Sub-Directorate entity. For the 2019 LKOPIH, as an accounting entity at the work unit level (satker), it includes financial transactions that occur during the hajj season in 1440H/2019M. Meanwhile, the Director General of Hajj and Umrah as the General Treasurer of BPIH organizes the PKOPIH Accounting System. SA-PKOPIH produces Operational Financial Reports for the Implementation of the Hajj every hajj season.

#### 7. Accounting Policy

The presentation of assets, liabilities and equity in the balance sheet is recognized on an accrual basis, ie when the rights to the assets are obtained and the liabilities arise regardless of when cash or cash equivalents are received or issued from the Hajj Operational Cash.

The preparation and presentation of the 2019 LKOPIH has referred to the Accounting Guidelines regulated in PMA Number: 28 of 2019 concerning Operational Financial Management for the Implementation of the Hajj. Thus, in the preparation of LKOPIH, the principles of sound financial management in the PKOPIH environment have been applied. The Operational Report is prepared using the accrual basis, which is an accounting basis that recognizes the effects of transactions and other events based on the period of benefit.

The accounting principles used in the preparation of LKOPIH are assets, liabilities, equity, income, expenses, foreign exchange rates.

#### 8. Operational Financial Reports for the Implementation of Hajj

LKOPIH is a consolidation of reports prepared by each work unit, namely: Regency/City Ministry of Religion Office, Provincial Ministry of Religious Affairs Regional Office, Jeddah Hajj Technical Office, Hajj Dormitory Technical Implementation Unit, and Directorate General of Central Hajj and Umrah Implementation.

- a. Balance Sheet

Total Assets as of December 31, 2019 was Rp714,178,995,505,00, consisting of Current Assets of Rp635,204,495,458.00, Fixed Assets of Rp20,594,641,355.00 and other assets of Rp58,379,858,692.00.

Account Name	31 December 2019 (Audited)	31 December 2018 (Audited)	% Growth (Per centation)
<b>Assets</b>			
Currency Assets	635.204.495.458	715.506.521.780	(11,22)
Fixed Assets	20.504.641.355	60.758.328.153	(66,10)
Other Current Assets	58.379.858.692	77.498.648.367	(24,67)
<b>Total Current Assets</b>	<b>714.088.995.505</b>	<b>853.763.498.300</b>	<b>(16,35)</b>
<b>Liabilities</b>			
Shortterm Debts	261.322.400.898	207.328.640.842	26,04
Longterm Debts			
<b>Total Liabilities</b>	<b>261.322.400.898</b>	<b>207.328.640.842</b>	<b>26,04</b>
<b>Equity</b>			
New Equity	304.192.660.877	275.247.136.819	10,52
Current profit	128.069.292.376	308.084.432.639	(58,43)
Temporer Equity	20.594.641.355	6.310.328.800	(67,36)
<b>Total Equity</b>	<b>452.856.594.607</b>	<b>589.641.898.258</b>	<b>(29,95)</b>
<b>Total Equity and Current Asset</b>	<b>714.178.995.505</b>	<b>853.763.498.300</b>	<b>(16,35)</b>

Total Liabilities as of December 31, 2019 was Rp.261,322,400,898.00 and total Equity as of December 31, 2019 was Rp.452,856,594,607.00 so that Total Liabilities and Equity as of December 31, 2019 was Rp.714,178,995,505,00.

#### b. Budget Realization Report (LRA)

Realization of Operational Expenditure for the Implementation of Hajj from January 1, 2019 to December 31, 2019 was Rp. 14,776,828,872,812.20 or 98.86% of the budget allocation of Rp. 14,947,582,537,614.90.

Summary Report on the Realization of the Operational Budget for the Implementation of the Hajj for the year 1440H/2019M as of 31 December.

Account Name	Budget Amount	Actuality Amount	% Percent
<b>Account</b>	<b>14.947.582.537.614.90</b>	<b>14.776.828.872.812.20</b>	<b>98.86</b>
Organizing Hajj	14.947.582.537.614.90	14.776.828.872.812.20	98.91
Bipih	7.673.682.108.361.36	7.625.485.592.242.34	99.37
a. Hajj Pilgrims	7.567.032.147.867.00	7.523.961.385.190.00	99.43
b. PHD	106.649.900.494.36	101.524.207.052.34	95.19
<b>Interest. efficiency</b>	<b>7.259.801.971.253.58</b>	<b>7.144.484.163.569.86</b>	<b>99.41</b>
a. Service Hajj Pilgrims	7.222.077.224.232.73	7.127.733.992.503.68	98.69
b. Operational Hajj	17.724.747.020.85	16.750.171.066.18	94.50
1. Saudi	762.262.937.85	16.750.171.066.18	82.77
2. Domestic	16.962.282.083.00	16.119.041.781.00	95.03
c. Overhead	20.000.000.000.00		100.00
Organizing Special Hajj	14.098.458.000.00	6.859.117.000.00	48.65

#### c. Operational Report

Realized revenue for the period January 1 to December 31, 2019 was Rp. 14,987,348,053,101.00. Actual expenses for the period January 1 to December 31, 2019 amounted to Rp14,859,278,760,725.00 so that for the period January 1 to December 31, 2019 there was a surplus of Rp128,069,292,376.00. The summary of the Operational Report as of December 31, 2019 is presented as follows:

Account Name	31 December 2019 (Audited)	31 December 2018 (Audited)	% Growth (Per centation)
<b>Assets</b>			
Currency Assets	635.204.495.458	715.506.521.780	(11,22)
Fixed Assets	20.504.641.355	60.758.328.153	(66,10)
Other Current Assets	58.379.858.692	77.498.648.367	(24,67)
<b>Total Current Assets</b>	<b>714.088.995.505</b>	<b>853.763.498.300</b>	<b>(16,35)</b>
<b>Liabilites</b>			
Shortterm Debts	261.322.400.898	207.328.640.842	26,04
Longterm Debts			
<b>Total Liabilites</b>	<b>261.322.400.898</b>	<b>207.328.640.842</b>	<b>26,04</b>
<b>Equity</b>			
New Equity	304.192.660.877	275.247.136.819	10,52
Current profit	128.069.292.376	308.084.432.639	(58,43)
Temporer Equity	20.594.641.355	6.310.328.800	(67,36)
<b>Total Equity</b>	<b>452.856.594.607</b>	<b>589.641.898.258</b>	<b>(29,95)</b>
<b>Total Equity and Current Asset</b>	<b>714.178.995.505</b>	<b>853.763.498.300</b>	<b>(16,35)</b>

(in rupiah)

Account Name	31 December 2019 (Audited)	31 December 2018 (Audited)	% Growth (Per centation)
<b>Revenue</b>	635.204.495.458	715.506.521.780	4,47
<b>Liabilites</b>	20.504.641.355	60.758.328.153	5,85
<b>Current Assets</b>	58.379.858.692	77.498.648.367	(58,43)

## d. Cash Flow Statement

Presenting information about the position of the opening cash balance, cash in and cash out originating from income and cash paid for expenses. Total net cash flow from operating activities was (Rp 41,478.050,648.00) and net cash flow from investing activities was (Rp 179,400,000.00). so there is a decrease.

Account Name	31 December 2019 (Audited)	31 December 2018 (Audited)
<b>CASH FLOW FROM OPERATIONAL</b>		
Revenue	14.987.348.053.101	14.346.222.080.313
Expenditure	15.028.826.103.749	14.333.777.349.595
<b>Net Cash Flow</b>	<b>(41.478.050.648)</b>	<b>12.444.730.718</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Revenue		
Expenditure	179.400.000	23.971.914.855
<b>Net Cash Flow Investing Activities</b>	<b>(179.400.000)</b>	<b>(23.971.914.855)</b>
<b>INCREASE AND CASH EQUIVALENTS</b>	<b>(41.657.450.648)</b>	<b>(11.527.184.137)</b>
<b>CASH AND CASH EQUIVALENTS FIRST YEAR</b>	<b>603.568.823.379</b>	<b>615.096.007.516</b>
<b>CASH AND CASH EQUIVALENTS LAST YEAR</b>	<b>561.911.372.730</b>	<b>603.568.823.379</b>

## e. Equity Change Report

The Change in Equity Report presents information on the increase or decrease in equity during the period January 1 to December 31, 2019. Changes in equity up to December 31, 2019 increased by Rp452,856,594,607.00. The summary of the Statement of Changes in Equity as of December 31, 2019 is presented as follows:

Correction of Accumulated Depreciation	E.2.4.	121.330.867.801	
Correction Equitas	E.2.5.	(192.589.961.360)	
Correctioni of Inventory	E.2.6.	(462.892.394)	
Correction Payable	E.2.7.	(88.431.014.674)	
Correction Revenue	E.2.8.	-	
Correction Receivable	E.2.9.	-	
<b>Suplus/Devisit Equitas</b>			<b>(193.578.262.851)</b>

f. Note on the Financial Statements (CaLK) of LKOPH year 1440H/2019M As of December 31, 2019 (Audited) outlines the legal basis, profile, technical policies, approaches to preparing financial statements, and accounting policies applied. In addition, the CaLK provides explanations for financial statement items in the context of adequate disclosure. In accordance with Governmental Accounting Standards, expenses are recognized on an accrual basis, ie when revenues are earned and expenses are incurred, and liabilities are incurred regardless of when cash or cash equivalents are received or disbursed.

## **CLOSING**

### **Conclusion**

1. Management of Hajj Funds in Indonesia already has accounting reference standards that regulate in detail related to the technical preparation of BPIH financial reports which are used as guidelines in managing PIH's operational finances in order to achieve uniformity in the treatment of various reports.
2. The applicable accounting standards can be used as learning materials for PIH operational finance managers in all satkers, as reference materials in technical guidance or technical education and training.
3. Verification is a form of supervision through examination of administrative financial documents in accordance with applicable guidelines and criteria.
4. Verification is carried out as an effort to realize the updating of documents for disbursement of activities, as well as in order to provide actual information on changes to the disbursement mechanism which includes the completeness of documents that are very much needed at the time of examination by the examining body.
5. Verification is also carried out to prevent misstatements, whether intentional or unintentional.
6. Reconciliation is an activity of matching records between parties involved in the financial management of PIH's operations.
7. Reconciliation is carried out at least 1 (one) time in a year.
8. Reconciliation is carried out together with the parties involved in the financial management of PIH's operations.
9. The verifier is in charge of controlling the realization of the budget by keeping records in the supervision card, especially for the disbursement of UP, TUP, DP, and LS

### **Suggestion**

1. The Ministry of Religion must immediately build an IT-based accounting application system that is connected from the Ministry of Religion Office located in the center (Jakarta) to the regions so that the bookkeeping and accounting reporting of Hajj is more effective and efficient.
2. A centralized accounting system in addition to reducing administrative costs can also produce financial reports that are more accountable and in real time, so as to avoid errors in recording and compiling financial reports between the offices of the ministry of religion.
3. The use of hajj funds financed by the state budget must be included in the government's financial statements, while hajj funds borne through the costs of organizing the hajj (BPIH) originating from the congregation must be reported in a separate financial report such as the financial report for the hajj organization (LPKOPH).

4. Evaluation and coordination with related parties must always get the attention of the Ministry of Religion, considering that the implementation of the Hajj involves many ministries and agencies..
5. The Hajj Financial Management Entity can carry out the planning, implementation, and reporting of accountability for PKOPIH.

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