


# Micro Business Empowerment: Strategies of Amil Zakat, Infaq and Sadaqah University of Muhammadiyah Yogyakarta

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Article History:	Abstract
<p><b>Submitted:</b> February 1<sup>st</sup>, 2024</p> <p><b>Revised:</b> July 22<sup>th</sup>, 2024</p> <p><b>Accepted:</b> July 31<sup>th</sup>, 2024</p> <p><b>Published:</b> September 19<sup>th</sup>, 2024</p> <p><b>By:</b> International Journal of Islamic Economics (IJIE)</p> <p><b>Copyright:</b> ©2024. Ana Sania</p>  <p>This article is licensed under the Creative Commons Attribution-Share Alike 4.0 International License. <a href="http://creativecommons.org/licenses/by-sa/4.0/">http://creativecommons.org/licenses/by-sa/4.0/</a></p>	<p><b>Introduction:</b> Poverty significantly impacts the social, economic, political, and health sectors. To reduce the poverty rate, appropriate solutions are needed, one of which is community-based microeconomic empowerment through the development of Micro, Small, and Medium Enterprises through the role of government, financial institutions, and society. Muhammadiyah amil zakat, infaq, and sadaqah institutions have Micro, Small, and Medium Enterprise empowerment programs in the economic field.</p> <p><b>Objective:</b> This research aims to find out the micro business empowerment strategy carried out by Muhammadiyah Zakat, Infaq, and Sadaqah Institution Muhammadiyah Yogyakarta University Service Office of the micro business empowerment program carried out by Muhammadiyah Zakat, Infaq, and Sadaqah Institution Muhammadiyah Yogyakarta University in Yogyakarta.</p> <p><b>Method:</b> This research uses a qualitative research method, a research method used to examine a natural or natural object. The researcher is the key instrument, and data collection techniques use triangulation.</p> <p><b>Result:</b> The findings show that Muhammadiyah Zakat, Infaq, and Sadaqah Institution Muhammadiyah Yogyakarta University's micro business empowerment strategy is an integrated plan, implementation, and evaluation. Empowerment assistance, training, consultation, and motivation can help business actors develop their businesses.</p> <p><b>Implication:</b> The research highlights the effectiveness of an integrated approach to micro-business empowerment. This suggests that combining planning, implementation, and evaluation in a cohesive strategy is crucial for successful business development. The findings provide valuable insights into how systematic support structures can significantly impact micro-businesses.</p> <p><b>Keywords:</b> Amil Zakat; Empowerment; Micro Business; Strategies.</p>

## A. Introduction

Economic growth serves as one of the indicators of a nation's prosperity. In the economic domain, a significant concern for many communities is poverty. The issue of poverty is a complex problem with wide-ranging impacts on social, political, and health sectors, leading to a decline in human resource quality (Agus Triono & Sangaji, 2023). Data from the Central Statistics Agency (BPS) indicates that the poverty rate in Indonesia reached

9.36 percent in March 2023, with the Special Region of Yogyakarta (DIY) having the highest percentage in Java, reaching 11.04 percent in the first semester of March 2023 (Badan Pusat Statistik, 2022).

Although the well-being level of the DIY population shows positive achievements, the COVID-19 pandemic has caused declines in several indicators, particularly in income, consumption, unemployment, and poverty. Progress towards gender equality in school participation has been made, but the poverty rate in DIY remains high with slow reduction, and income inequality is widening (Badan Pusat Statistik, 2022). Appropriate solutions are needed to reduce the poverty rate, one of which is through community-based microeconomic empowerment by developing Micro, Small, and Medium Enterprises (MSMEs). Community-based microeconomic empowerment, particularly for MSMEs, is a solution to address income distribution gaps and reduce poverty (Kholidah & Salma, 2020). The MSME sector plays a significant role in the Indonesian economy, comprising over 64.2 million businesses contributing 61.9% to the Gross Domestic Product (GDP) and employing 97% of the workforce. However, Indonesian MSMEs face various challenges, including access to financing and marketing and enhancing competitiveness and productivity (Coordinating Ministry for Economic Affairs, 2023).

Philanthropic institutions in Indonesia, particularly religious institutions, can encourage communities to reduce poverty and enhance economic empowerment. As the country with the largest Muslim population globally, Indonesia has the potential for philanthropic funding not only from zakat but also other instruments such as infaq and other religious social funds (DKSL), as explained by (Alawy & Zaki, 2021). Philanthropic institutions, especially Amil Zakat Agency (BAZ) and Amil Zakat Institution (LAZ) can potentially support community economic empowerment through various philanthropic programs. LazisMU (Amil Zakat, Infaq, and Shodaqoh Muhammadiyah), as a zakat institution managed by Muhammadiyah, has designed microeconomic empowerment programs aiming to lift communities out of poverty, focusing on empowering MSMEs (Anisah, 2022).

The LazisMU UMY Service Office also carries this out through the "Your Business" program, which is an MSME empowerment program providing additional capital, skill training, mentoring, and market development to micro-business actors based on sustainable community empowerment. Furthermore, LazisMU UMY has been awarded as an Outstanding Zakat and Infaq Institution in the 2023 Sharia Economics Festival (Fesyar) in Java. This award, given by Bank Indonesia, recognizes the excellence of LazisMU UMY in implementing economic programs that focus on economic empowerment and the management of Lazis in empowering the community associated with the SDGs (Fitriyanto, 2023) (LazisMU, 2023).

The effectiveness of business empowerment programs can be assessed by referring to several indicators, including program understanding, targeting accuracy, goal achievement, and tangible evidence that the implementation of MSME programs has been effectively executed (Ita Rosita, 2021). However, in micro-business empowerment, several inhibiting

factors can affect the implementation of empowerment programs. The poor quality of human resources and innovation among micro-entrepreneurs is a constraint in empowerment, causing implemented empowerment programs not to achieve optimal results according to the planned strategy.

The role of LazisMU in alleviating poverty through microeconomic empowerment programs aimed at improving Micro, Small, and Medium Enterprises (MSMEs) was discussed (Fadilah, 2020). However, the research did not delve into the importance of strategies in achieving the success of empowerment program implementation, resulting in a less favorable conclusion regarding the effectiveness of MSME empowerment programs.

Similarly, (Dwi, Rakhmadi, and Sunan, 2021) on the success of LAZISMU Gamping in eradicating poverty through empowerment programs aimed at improving community welfare, there was no mention of the empowerment strategies employed by LAZISMU Gamping. Therefore, this article emphasizes the importance of strategies in micro-business empowerment programs, as structured strategies contribute to the effectiveness of micro-business empowerment, ultimately enhancing productivity, income, and the sustainability of businesses, which is expected to reduce poverty in Yogyakarta.

In implementing empowerment programs, LazisMU needs to define program targets and have a well-thought-out plan, clear objectives, and defined program targets. Additionally, LazisMU must guide and ensure that the empowerment processes undertaken can achieve the established goals. This study highlights the importance of using structured strategies to enhance businesses' self-reliance and competitiveness in micro-business empowerment. The research provides insights into the "Your Business" program by LazisMU UMY, covering planning, implementation, and evaluation activities in micro-business empowerment in Yogyakarta.

## B. Literature Review

In general, according to (Yatminiwati, 2019), strategy is the process of formulating plans by top leaders oriented toward the organization's long-term goals, involving the design of ways or actions to achieve those goals. Strategy can also be interpreted to mobilize human resources, finances, labor, and equipment to achieve predetermined goals (Prasojo, 2018). According to (Santoso et al. 2022), the stages of strategy consist of three phases:

- a. Strategic planning involves setting targets related to what needs to be achieved in implementing programs or activities—the process of developing a strategic plan that details the goals and programs set in the strategic plan.
- b. Strategy implementation is planned based on the formulated strategy and integrated with a suitable implementation timeline, whether short-term, medium-term, or long-term. However, various obstacles are often encountered during implementation, both internal and external factors, which must be overcome for the planned strategy to achieve the set goals and objectives.
- c. Strategy evaluation aims to measure performance, goal achievement, administration, and performance indicators to identify the extent of accomplishments. The follow-up can be

continuation without changes, continuation with improvements, or changes in operational performance.

Considering the importance of achieving the goals of community economic empowerment, efficient, professional, and responsible management of ZIS funds is needed. Careful planning, appropriate organization, current implementation, and adequate supervision are professional and efficient governance characteristics in managing programs with ZIS funds. Hopefully, this can significantly contribute to addressing social, economic, and community issues (Wulandari, 2022).

*Zakat* comes from the word "*zaka*," which means pure, good, blessed, growing, and developing. Etymologically, *zakat* has two meanings: to increase and to purify. *Zakat* means to increase, indicating that the wealth given as *zakat* will increase both in this world and the afterlife (Haikal & Efendi, 2023). *Zakat* is a part of personal wealth that must be donated by individuals who adhere to Islam and given to those eligible to receive *zakat* (Aprilianto & Widiastuti, 2021). *Zakat* is directed to those eligible to receive it, known as the eight *ashnaf*, namely the poor, the needy, *amil* (*zakat* collectors), *muallaf* (new converts to Islam), *gharim* (debtors), *riqab* (those in bondage), *fisabilillah* (in the cause of Allah), and *ibnu sabil* (wayfarers) (Mahmudah, 2022).

On the other hand, "*infak*" originates from the word "*anfaqa*," which in the language means to spend essential wealth. *Infak* can be explained as an individual's act and activity for others with sincerity for the sake of Allah SWT (Chuswinta, Sudarwanto, Syam, & Rosyadi, 2020). "*Shodaqoh*" originates from the phrase "*ash-shadaqah*" and, according to the language, means a recommended gift that is not limited by time and amount (*Haul and Nisbah*). "*Sedekah*" means using or doing something in the form of wealth or non-material. *Sedekah* is material and includes all acts or good deeds (Mariroh & Anwar, 2020).

Community empowerment is a series of developments encouraging communities to initiate social activities to improve their situations and conditions (Maryani & Nainggolan, 2019). Economic empowerment aims to address poverty issues, improve social welfare, and stimulate prosperity growth to meet basic needs (Fadilah, 2020). Community empowerment can occur when the community actively participates. Thus, empowerment includes three main aspects: the development process, community initiative, and efforts to improve personal situations and conditions.

Community empowerment is closely related to sustainable development, where community empowerment is considered an essential prerequisite and can be likened to the primary vehicle that directs communities toward dynamic economic, social, and ecological sustainability (Rahayu, 2021). The success of community empowerment programs or activities depends not only on the party organizing the empowerment but also on the active involvement of those being empowered in efforts to improve their situations and conditions (Hamid, 2018).

States that the empowerment process is generally done collectively, but there are situations where facilitators can employ empowerment strategies individually. However, this strategy is still related to group cooperation, meaning that it involves clients (beneficiaries)

with resources or systems outside themselves (Parsons et al. 1994), as explained by (Handini et al. 2019).

According to Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises, empowerment is an effort conducted jointly by the Government, Regional Government, Business World, and the community synergistically in the form of fostering the climate and developing Micro, Small, and Medium Enterprises to grow and develop into resilient and independent businesses. A micro-enterprise is a productive business owned by individuals or business entities that meet the criteria for a micro-business as regulated in this law.

### C. Research Methodology

This research employs a qualitative research design with a descriptive method. Qualitative research is a method used to study a natural or real-world object, with the researcher acting as the key instrument. Data collection techniques are conducted through a combination of triangulation approaches. The research subjects are related to the zakat institution strategy, namely LazisMU UMY, and the MSMEs fostered by LazisMU UMY.

Data collection techniques used in this research involve observation, interviews, and documentation. The data sources in this study include primary and secondary data sources. In this study, the primary data sources are informants, consisting of the leadership of LazisMU UMY, staff implementing the Usahamu program, the general staff of LazisMU UMY, and the beneficiaries of the LazisMU UMY Usahamu program. The secondary data in this study includes supporting documents, such as data from the National and DIY Provincial Central Statistics Agency, news, and empowerment program documentation. To ensure data validity, triangulation of sources is utilized in the research. The purpose of source triangulation in this study is to compare data obtained through interviews. Data analysis techniques include data reduction, presentation, and verification or conclusion.

### D. Results and Discussion

Strategy is a technique in decision-making and actions by management that determines the long-term performance of a company or institution (Santoso et al., 2022). Strategic management is crucial in implementing micro-business empowerment programs. Based on research related to LazisMU UMY's strategy in empowering micro-businesses, it can be observed that the implementation of micro-business empowerment programs follows a strategic process, from the initial stage of planning to the final stage of evaluation. These strategies are employed to enhance the empowerment of business practitioners in running their enterprises and facilitate the implementation of the "Usahamu" program under the provisions set by LazisMU UMY.

According to (Santoso et al. 2022), the strategic process consists of three stages: planning, implementation, and evaluation. (Nataliningsih, 2018) Explain that there are generally four steps in the planning process. The first step is setting goals, the second step is formulating the current situation, the third step identifies supporting or hindering factors,

and the final step is developing an activity plan to achieve those goals. Considering the implementation period, each institution can develop plans aligned with its vision, mission, goals, targets, and activities needed to achieve the overall vision and mission while developing the institution. Planning can be done for the long, medium, and short term, facilitating implementation and goal achievement.

LazisMU UMY establishes planning to achieve its goals, as this planning becomes a benchmark for the program's success. The goals of the empowerment program formed by LazisMU UMY encompass various aspects, such as fostering entrepreneurial spirit, improving the quality of MSMEs, promoting new job opportunities, and creating new contributors (*muzakki*). These goals cover economic, managerial, social, and religious aspects, providing a holistic impact on society. The planning process involves seeking partners to support programs through various means, including funding and access to other resources. LazisMU UMY adopts an objective approach and selects structured implementation steps.

The first stage is the planning phase, and based on research results, it is evident that LazisMU UMY's empowerment program planning is conducted meticulously. LazisMU UMY utilizes a research-based approach when designing its program. The organization conducts studies and observations on patterns of MSME empowerment carried out by government agencies and other charitable organizations. Program decisions are based on research findings, ensuring that the designed program meets the needs and achieves the desired impact. The strategies implemented include mentoring, monitoring, evaluation, and additional capital injection to achieve empowerment goals.

Based on research results, LazisMU UMY employs two approaches to empowerment: from poverty to self-sufficiency and from those already self-sufficient to advancing to a higher class. These categories reflect a measured strategy to assist different groups, ensuring that the empowerment program aligns with the needs of each group. LazisMU UMY has engaged in exploratory strategic planning in developing and implementing MSME empowerment programs (Kiki, 2023) (Luqman, 2024). Research approach, partner involvement, clear goals, and structured implementation steps are emphasized. Therefore, considering the principles inherent in community empowerment processes such as independence, participation, group approach, and focused efforts, among others, the goals of the community empowerment process are inherently linked to efforts to achieve a sustainable existence for the community, covering planned changes, structural transformation, autonomy, and sustainability (Suail, 2023).

Strategic planning is the next step after identifying critical success factors, where each factor guides goal setting by linking missions to objectives. Each goal is then divided into targets with accompanying indicators, and each target has a set of strategies implemented through specific policies and programs (Nataliningsih, 2018).

Secondly, the implementation or execution of the strategy. The strategy is implemented by referring to the strategic planning prepared for long, medium, and short-term periods and operational plans. To facilitate implementation, execution guidelines, and technical instructions have been developed. Each work unit is then followed by creating

standard operating procedures (SOP) to achieve consistent quality and quantity of work that aligns with the targets. Activities in the implementation of the strategy include program and activity planning, cost allocation, implementation systems, as well as monitoring and supervision (Nataliningsih, 2018)

Based on the research conducted, in the implementation of the program strategy, there are 13 stages in the empowerment of micro-businesses, from socialization to program evaluation (Marsini, 2024) (Purwoko, 2024). These stages include the selection process, mentoring, training, monitoring, and evaluation, indicating that LazisMU UMY has a structured and comprehensive program implementation approach. Procedures or implementation steps serve as a guide in executing the strategy, and to facilitate this, implementation guidelines and technical guides can be created. Models or systems represent stages or procedures, and supporting procedural instructions is crucial to reduce the risk of failure (Nataliningsih, 2018).

LazisMU UMY encourages micro-businesses to become self-reliant and competitive. The criteria for business advancement include competitiveness and measurable future growth aspects. LazisMU UMY aims to create a positive and sustainable impact on micro-business empowerment in Yogyakarta through selective stages, clear business criteria, and a focus on self-reliance and competitiveness. The empowerment programs conducted by LazisMU UMY are relevant to the Sustainable Development Goals (SDGs), especially in poverty alleviation. Empowerment programs that promote community self-reliance involve community participation in planning, implementation, monitoring, and evaluation. However, achieving this level requires time and mentoring involving individuals highly committed to community empowerment (Suaib, 2023)

Thirdly, the evaluation stage. Based on research results, LazisMU UMY uses two monitoring and evaluation methods: offline and online. This approach is taken to adapt to the characteristics of MSMEs, which may be more unique and tend to be open in offline communication. Through online methods, especially WhatsApp groups, LazisMU UMY creates a more effective communication channel with MSME practitioners and ensures transparency in monitoring and evaluation.

Communication in the context of empowerment essentially aims to shape community behavior, starting with efforts to build awareness of potential and needs between LazisMU UMY and beneficiaries. It is then enhanced by encouraging the community to engage in empowerment efforts actively. This communication is directed towards motivating active community participation to transform the behavior of business practitioners for the better.

Furthermore, the communication goals also include the development of community motivation and potential so that they can become more self-reliant and improve their quality of life. Therefore, it is essential to carry out two-way communication, where those involved listen to the issues and needs of the community at the location of empowerment activities. In empowerment, communication becomes an effective means to understand and respond to the situations faced by the community. Communication effectiveness in community empowerment will be achieved through a dialogical approach, where interactions occur in a

harmonious and familial atmosphere. Empowerment agents must be able to create such communication situations (Hamid, 2018).

Reporting results in receipts and financial reports indicate that LazisMU UMY implements good governance to ensure sustainability and the use of funds per the established objectives. The program's success is measured through measurable outputs, such as permits, halal certification, PIRT, intellectual property rights (HAKI), NIB, and BPOM. The focus on certification and permits reflects efforts to improve the quality and competitiveness of MSME products. The "Usahamu" program provides financial assistance and involves active mentoring. This mentoring includes questions related to business activities and fund usage and the obligation to provide proof of purchases as a form of transparency and accountability.

Evaluation helps assess the level of achievement, and the follow-up can involve continuity without changes, continuity with improvements, or operational performance changes. The process of evaluating the strategy can be carried out through several stages or steps, such as establishing standards to measure program success, setting targets and strategies, and evaluating performance (Nataliningsih, 2018)

Through this approach, LazisMU UMY monitors quantitatively through program outputs and involves direct interaction and in-depth evaluation to understand the real impact achieved by MSME practitioners. Thus, LazisMU UMY successfully builds a holistic evaluation and control system focused on improving the quality and real impact it nurtures on the MSME practitioners it nurtures. In line with empowerment strategies, the approaches undertaken by LazisMU UMY fall into the macro approach category, involving policy formulation, social planning, campaigns, social actions, lobbying efforts, community organizing, and conflict management. This approach sees clients as individuals with the competence to understand their situations and choose the right strategies to act (Handini et al., 2019).

(Wulandari, 2022) In her research, she explains that LazisMU's planning and the application of strategic management concepts are evident through mapping activities. This activity aims to understand the internal conditions of the LazisMU organization as the subject or actor of empowerment and map the community conditions as the object or target of economic empowerment. This condition analysis is the basis for identifying management factors, including strengths, weaknesses, opportunities, and threats.

Soekanto (Maryani & Nainggolan, 2019) explains that community empowerment itself has seven stages that need to be taken in the community empowerment process, as follows:

- a. The preparation stage involves two stages that need to be prepared: empowerment officer and field preparation.
- b. The assessment stage is where the assessment process can be done individually or through groups in the community.
- c. Planning alternative programs or activities stage: at this stage, the change agent attempts to involve the community in a participatory manner in designing solutions to their problems.



- d. Formalization of action plan stage: At this stage, the change agent helps each group develop and determine programs and activities that they will carry out to address the problems they face.
- e. In the implementation stage of the program or activities, cooperation between officers and the community is crucial so that all program participants can clearly understand the program's purpose, objectives, and targets.
- f. Evaluation stage: Evaluation is a monitoring process by residents and empowerment officers for ongoing empowerment programs. This evaluation should involve resident participation to establish an internal monitoring system in the short term and build more vital communication in the long term by utilizing existing resources.
- g. The termination stage is the stage of formal disconnection with the target community. At this stage, it is expected that the program can be terminated immediately. The empowered community has become more independent in managing themselves and has been able to improve their previous situations.

In empowering micro-businesses, it is essential to follow a series of structured and comprehensive strategies from start to finish to achieve the goals of empowering these businesses. From the research results and theories above, it can be concluded that LazisMU UMY's strategy for implementing micro-business empowerment is carried out entirely by both LazisMU UMY and the beneficiaries. However, LazisMU UMY does not carry out the termination stage in the empowerment process because the empowerment conducted is a sustainable empowerment program.

Sustainability must be the focus of micro-business empowerment programs. This sustainability not only includes the sustainability of MSMEs but also encompasses the sustainability of the empowerment program. It is emphasized that empowerment programs should be long-term. At a minimum, mentoring for five years is considered necessary to ensure the sustainability of businesses. However, the program's sustainability also depends on the strength and capabilities of the Zakat institution involved. Mentoring can be divided into program terminologies to ensure practical sustainability and evaluation. There are one-year, three-year, and five-year programs covering short, medium, and long-term perspectives.

The importance of short-term and long-term monitoring and evaluation is emphasized. This includes monitoring progress in businesses and the impact of empowerment programs. This evaluation should serve as the basis for program improvements and adjustments to meet evolving needs. Program sustainability involves not only long-term mentoring but also requires the integration of sustainable strategies. This includes developing and implementing relevant and adaptive strategies to changes in the business environment and the needs of entrepreneurs.

However, LazisMU UMY must consider the importance of the principles and objectives of empowering MSMEs in Law No. 20 of 2008 concerning Micro, Small, and Medium Enterprises (MSMEs) as the legal basis governing MSMEs. This law provides guidance and provisions related to developing and empowering MSMEs in Indonesia. The most apparent indicators to assess the independence of MSMEs are achieving the principles

and objectives mandated by the law.

Suppose MSME empowerment does not align with the principles and objectives of the law. In that case, it can negatively impact the sustainability and development of MSMEs in Indonesia, particularly in this research in the Yogyakarta region. In the micro-business empowerment conducted by LazisMU UMY, there is selective selection, with business criteria set as requirements by LazisMU UMY, so not all applicants receive assistance and mentoring from this empowerment program. This may lead to unequal access and opportunities among MSMEs that should benefit from the empowerment program, resulting in social and economic injustice. To prevent such negative impacts, it is essential to ensure that the implementation of MSME empowerment is consistent with the principles and objectives set out in the applicable law and effectively involves stakeholders. If there are discrepancies, program improvements and adjustments must be made to align with the legal framework.

As empowerment agents, the role of the mentoring team in carrying out their duties is not about dictating to the local community. Generally, these communities already have experience and carry out their activities. However, the community still needs guidance to enhance their living capacity. Therefore, the role of mentors in empowerment is as facilitators, dynamic facilitators, communicators, and community guides (Hamid, 2018).

The success of upgrading MSMEs cannot be separated from mentoring. The mentor's role is a critical factor in achieving the success of more advanced MSMEs, as mentors are expected to act as motivators, provide business consultations, accompany MSMEs in marketing flagship products, help access financing sources, and enhance the quality of MSMEs through business training, managerial skill improvement, and expanding MSME marketing networks (Rofiqoh, Zulhawati, Buchdadi, & Gurendrawati, 2023). Empowerment is often defined as a time-consuming process that requires continuous and gradual actual actions for capacity improvement, so specific mentoring is needed when empowerment activities are carried out (Mahmudah, 2022).

Through empowerment programs, there is an improvement in the economic independence of micro-business practitioners. Beneficiaries receive financial assistance and gain knowledge and skills to manage their businesses more effectively. This aligns with the economic empowerment goals expected from the program.

Based on the research findings, and in line with the theory of strategies, which is a benchmark of strategy success, it can be seen from the company's ability to seize opportunities, respond to threats, and evaluate strengths and weaknesses in its internal environment. Because of continuous evaluation, success can be achieved, and the success obtained leads to goal achievement (Nataliningsih, 2018).

(Yanda & Faizah, 2020) State that the tangible impact seen from the success of beneficiaries who meet all empowerment success indicators can be considered fully empowered, thus positively impacting its members. This is because the businesses run can be considered successful, generating better income than before and experiencing improvements in non-material aspects due to routine activities such as training and mentoring. Mentoring success is marked by changes in capacity and behavior and the improvement of the

community's quality of life and well-being (Hamid, 2018).

Empowering Micro, Small, and Medium Enterprises (MSMEs) by applying various innovations can positively improve living standards. The increase in income through these efforts is expected to indirectly enhance prosperity at the individual, family, and community levels and, more broadly, at the national and state levels (Fadilah, 2020).

## E. Conclusion

LazisMU UMY Service Office implements a comprehensive and results-oriented empowerment strategy. LazisMU UMY uses strategy stages that start with planning, implementation, and evaluation. A strategic planning process involving thorough research and studies helps LazisMU UMY design programs that suit needs and provide the desired impact. Implementing strategies involving selection, mentoring, training, monitoring, and evaluation creates a structured and holistic approach to program implementation. Empowerment in the form of mentoring, training, and meeting community needs is a critical factor in the success of empowering micro businesses by emphasizing the role of mentors as facilitators and motivators in improving beneficiaries' businesses.

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