EFFECTIVENESS AND EFFICIENCY OF REGIONAL BUDGET PERFORMANCE PERFORMANCE: EVIDENCE FROM NORTH BARITO REGENCY (2020–2024)

Oleh

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LEMBAR PERSETUJUAN

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Ditetapkan di : Palangka Raya
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UCAPAN TERIMA KASIH

Puji Syukur kepada ALLAH SWT Yang Maha Esa atas Rahmat dan Hikmatnya sehingga dapat diselesaikannya Jurnal Ilmiah yang berjudul ***“ Effectiveness And Efficiency Of Regional Budget Performance Performance: Evidence From North Barito Regency (2020–2024)”.*** Jurnal Ilmiah ini diajukan sebagai dari tugas akhir dalam rangka menyelesaikan studi dan meraih gelar Magister pada Program Magister Ilmu Ekonomi Universitas Palangka Raya.

Pada kesempatan ini penulis mengucapkan terima kasih Kepada:

1. Rektor Universitas Palangka Raya Prof. Dr. Salampak Dohong, MS atas kesempatan yang diberikan kepada penulis untuk mengikuti dan menyelesaikan Pendidikan Program Magister di Universitas Palangka Raya.
2. Dekan Fakultas Ekonomi dan Bisnis Universitas Palangka Raya sekaligus Dosen Pembimbing I Penulis Dr. Sunaryo Neneng, SE., MP. yang telah membantu penulis dalam memberikan pendalaman materi, pemahaman sistematika dan metode penelitian.
3. Drs. Benius, MM., Ph.D selaku Ketua Program Studi Magister Ilmu Ekonomi Fakultas Ekonomi dan Bisnis Universitas Palangka Raya Sekaligus dosen pembimbing II Penulis yang telah banyak membantu penulis dalam memberikan ide , saran dan kritiknya;
4. Dr. Miar, M.Si selaku Dosen Penilai yang telah memberikan saran dan masukan di penulisan Artikel Tugas Akhir penulis;
5. Bapak dan Ibu Dosen pada Magister Ilmu Ekonomi Fakultas Ekonomi dan Bisnis Universitas Palangka Raya;
6. Keluarga saya yang selalu memberikan doa dan dukungan di setiap Langkah perjalanan penulis dalam proses penyusunan Artikel Ilmiah ini;
7. Efi Susanti, S.Pd., M.Pd. Staf di Program Magister Ilmu Ekonomi yang telah banyak membantu penulis di Magister Ilmu Ekonomi Universitas Palangka Raya.
8. Semua pihak yang tidak dapat disebutkan satu persatu yang ikut serta dan membantu dalam penyelesaian penulisan Artikel Ilmiah Ini, terima kasih atas segalanya;

Akhirnya penulis meyadari masih banyak kekurangan dan kelemahan. Untuk itu saran dan kritik yang konstruktif akan sangat membantu agar Jurnal Ilmiah ini dapat menjadi lebih baik.

Palangka Raya, Juli 2026

RENNY INDAH PURNAMA DEWI

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EFFECTIVENESS AND EFFICIENCY OF REGIONAL BUDGET PERFORMANCE PERFORMANCE: EVIDENCE FROM NORTH BARITO REGENCY (2020–2024)

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DOI: https://doi.org/10.37641/jiakes.v13i6.4517

Abstract

This study analyzes the effectiveness and efficiency of the implementation of the regional revenue and expenditure budget in North Barito Regency from 2020 to 2024. Using a descriptive quantitative approach and longitudinal analysis, the research evaluates fiscal performance based on key indicators: revenue realization, expenditure absorption, and budget composition. The findings reveal that the average effectiveness ratio of locally generated revenue reached 98.26%, indicating strong performance and surpassing targets in 2024. Meanwhile, the efficiency ratio of regional expenditure remained consistently above 99%, reflecting disciplined budget execution. However, the composition of spending was dominated by operational expenditures, particularly personnel costs, which accounted for over 40% of total spending. Capital expenditure fluctuated and peaked in 2023 yet remained below optimal levels for long-term development impact. The study identifies persistent fiscal deficits each year, offset by increasing net financing, with the highest budget financing surplus recorded in 2024. These trends suggest both potential efficiency and weaknesses in planning and absorption. The research concludes that while regional revenue and expenditure budget implementation in North Barito is relatively effective and efficient, structural challenges remain.

Keywords: Effectiveness, Efficiency, Fiscal Performance, Regional Budgeting, Regional Revenue and Expenditure.

I. INTRODUCTION

In the period 2020–2024, North Barito Regency experienced significant fiscal dynamics, influenced by the COVID-19 pandemic, fluctuations in regional revenues, and adjustments to national policies. Based on the Budget Realization Report (Laporan Realisasi Anggaran/LRA) and Regional Revenue and Expenditure Budget (Anggaran Pendapatan dan Belanja Daerah/APBD) documents, it is recorded that the average realization of regional expenditure only reaches 85-90% of the budget ceiling. Capital expenditure shows a fluctuating trend, with a sharp decline in 2020 and a gradual recovery through 2023. The ratio of regional revenue effectiveness ranges from 70–80%, indicating a high dependence on central transfer funds. The efficiency of operational expenditure has not been optimal, with the proportion of employee expenditure dominating the APBD structure. These indicators suggest a planning–implementation gap between budget planning and implementation, which has an impact on regional development achievements and public services (Syamsuddin, 2011; Kekry & Iriawan, 2024).

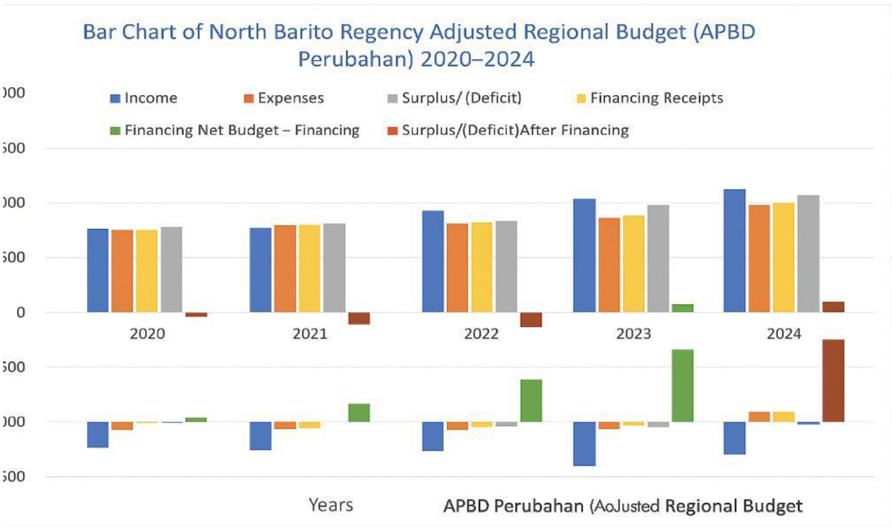

Figure 1. APBD Trends in North Barito Regency in 2020–2024

Figure 1 shows the trend of the North Barito Regency APBD for 2020–2024 in the form of line and bar graphs. Regional revenues and expenditures are shown as blue and red lines, while net financing and Budget Financing Surplus (Sisa Lebih Pembiayaan Anggaran/SILPA) are visualized with green and yellow bars. This chart provides a clear picture of fiscal dynamics over the past five years. Emergent problems include the mismatch between performance targets and budget realization (Suranta et al., 2019). Low budget absorption in the first and third quarters triggered a build-up of realizations at the end of the year. There is no optimal synergy between strategic planning and annual budgeting, and limited institutional capacity in performance-based budget management. This problem raises a critical question, namely, the extent to which the implementation of the North Barito Regency APBD over the past five years has been effective and efficient in supporting regional development.

Several previous studies that have become references, such as Mardiasmo (2009), emphasized the importance of effectiveness and efficiency in regional financial management as an indicator of government performance (Halim 2007). Research by Syauqi et al. (2017) shows that the effectiveness of the APBD is greatly influenced by the quality of planning and human resource capacity and regional studies in Central Kalimantan by Syam et al. (2018) reveal that capital expenditure efficiency contributes directly to local economic growth. However, there have not been many studies that specifically explore the effectiveness and efficiency of the APBD in North Barito Regency with a longitudinal approach and fiscal performance analysis.

The study adopts several theoretical perspectives, including the Theory of Organizational Effectiveness, which assesses the extent to which budget outputs align with development objectives (Steers, 1977). The Allocation Efficiency Theory examines the optimal use of fiscal resources; and the Value for Money (VFM) approach, which emphasizes economic efficiency and effectiveness in public expenditure (Usman et al., 2025; Sinaga et al., 2025). The analysis applies a quantitative descriptive methodology, utilizing effectiveness and efficiency ratios and supported by triangulation with regional development performance indicators.

The selection of this research topic is grounded in the urgency of evaluating fiscal performance as a basis for improving regional financial management. It also addresses the limited academic studies focusing on the effectiveness and efficiency of the APBD in North Barito Regency and the need for evidence-based policy recommendations to support budget reform and enhance the quality of public spending. This research aims to analyze the effectiveness and efficiency of the implementation of the APBD of North Barito Regency for the period 2020–2024, identify factors that influence budget performance outcomes, and formulate strategic recommendations to strengthen regional fiscal governance. The relevance of this study is significant, considering the demands of bureaucratic reform, public accountability, and optimization of fiscal resource utilization within the framework of regional decentralization.

II. LITERATURE REVIEW

The Concept of Effectiveness and Efficiency in Public Budget Management

Effectiveness and efficiency are the two main indicators in assessing the performance of public budget management (Bastian, 2010). According to Anthony and Govindarajan (2007), effectiveness refers to the achievement of organizational goals, while efficiency measures the optimal use of resources to produce the desired output. In the context of the APBD, effectiveness means the extent to which regional revenues are realized according to the target, and efficiency shows how regional spending is used sparingly and productively (Wardani & Hasibuan, 2024). These concepts have become increasingly critical in the era of fiscal decentralization in Indonesia, where local governments are required not only to meet budget targets but also to ensure that public resources deliver maximum benefits to the community. Imbalances between effectiveness and efficiency often lead to high SILPA or low budget absorption in the early quarters of the fiscal year. Therefore, measuring both indicators in an integrated manner is essential to reflect sustainable regional financial performance.

Musgrave (1959) in The Theory of Public Finance put forward three main functions of public finance: allocation, distribution, and stabilization. The allocation function emphasizes the importance of efficiency in government spending on public goods and services. Fiscal efficiency is the basis for determining regional spending priorities so that it has a direct impact on people's welfare (Tirtosuharto, 2022; Zhao & He, 2024). This allocation function requires local governments to optimally distribute budgets between operational and capital expenditures to enable sustainable infrastructure development and public services. In the Indonesian context, the frequent dominance of personnel expenditures, often exceeding 40% of the total APBD, indicates weak application of allocative efficiency principles. This situation can ultimately hinder the stabilization and distribution functions, widening inter-regional disparities and reducing the positive impact of budgeting on community welfare.

Effectiveness of Regional Revenue and Regional Spending Efficiency

According to Bird & Vaillancourt (1998), the effectiveness of regional revenues is 1820 greatly influenced by local fiscal capacity, economic structure, and tax system design. In developing countries, including Indonesia, dependence on central transfers often hinders regional fiscal independence. Therefore, the strategy of increasing Local Own-Source Revenue (Pendapatan Asli Daerah/PAD) is crucial in strengthening the effectiveness of the APBD. Shah (2006), in local governance in developing countries, emphasizes that fiscal effectiveness is not only measured by the achievement of targets, but also by the sustainability and fairness of income distribution.

Regional spending efficiency is closely related to budget planning, implementation, and supervision. Richard and Daniel (2001) in managing public expenditure states that efficiency can be achieved through a performance-based budgeting system, which links budget allocation with output and outcome indicators. Fiscal efficiency requires institutional reform, transparency, and accountability in the budgeting process (Schick, 1998; Sakdiyah et al., 2023). In practice, low capital expenditure and dominance of operational expenditure are often indicators of inefficiency in the APBD (Firmansyah, 2024).

A study by Robinson and Brumby (2005) shows that countries with performance-based budgeting systems tend to have higher spending efficiency. In Indonesia, the implementation of the Local Government Information System (Sitem Informasi Pemerintah Daerah/SIPD) and the integration of the regional planning with annual budgeting are the first steps towards fiscal efficiency. Efficient regional spending must be directed to priority sectors such as education, health, and infrastructure, with strengthening human resource capacity and an adaptive monitoring system (World Bank Group, 2020).

Value for Money Theory (VFM)

The Value for Money (VFM) framework, widely adopted by organizations such as the OECD and the World Bank, has become a key reference for evaluating the performance of public budgets in many countries. VFM emphasizes that the use of public resources must demonstrate measurable benefits that reflect economic responsibility, operational efficiency, and achievement of development outcomes (Ahmad et al., 2024). The framework consists of three primary dimensions. First, the economy, which focuses on procuring inputs at the lowest reasonable cost without reducing quality, emphasizing prudent purchasing and resource optimization (OECD, 2019). Second, efficiency, which measures the relationship between inputs and outputs, indicating how well resources are converted into public goods and services (Mihaiu et al., 2010; Sinha & Edalatpanah,2023). Third, effectiveness, which evaluates whether the outcomes achieved align with planned goals and community welfare improvements. In the context of regional budgeting, these three principles provide a comprehensive assessment of whether public spending creates tangible public value through transparent and accountable fiscal management (Islam, 2025).

Application of VFM in regional financial management, such as the regional revenue and expenditure budget, enables analysis of whether the allocation and realization of regional expenditure provide maximum benefit for society through efficient processes and outcomes consistent with development priorities (Seran, 2021). Therefore, this study adopts an analytical framework based on several key indicators, including the ratio of local revenue realization to its target as a measure of effectiveness, the ratio of expenditure realization to the approved budget as an indicator of efficiency, and the composition between operational and capital spending as a reflection of development orientation. The integration of the VFM approach within this framework enables an objective and evidence-based evaluation of APBD implementation in North Barito Regency over the past five years, providing theoretically grounded recommendations aligned with global best practices in public sector financial governance.

III. RESEARCH METHODS

This research is quantitative descriptive research with a longitudinal approach. The Effectiveness and Efficiency of Regional Budget Performance 1821 goal is to describe and analyze the level of effectiveness and efficiency of the implementation of the North Barito Regency APBD for five fiscal years (2020–2024). This approach allows researchers to systematically identify trends, patterns, and dynamics of regional fiscal performance. The research was conducted in North Barito Regency, Central Kalimantan Province, with data coverage for the 2020 to 2024 fiscal years. Data collection and analysis will be carried out during the July–September 2025 period.

The research relies on secondary data sourced from official regional financial documents and government information systems. The primary materials include the regional revenue and expenditure budget and the budget realization report of North Barito Regency, supported by Local Government Financial Statements (Laporan Keuangan Pemerintah Daerah/LKPD) as formal accountability records. Additional data were obtained from regional financial statistics published by the Central Statistics Agency (Badan Pusat Statistik/BPS), financial management records within the regional government information system, as well as regional regulations and regent regulations governing budgeting policies. Together, these data sources provide a comprehensive basis for evaluating fiscal performance and budget implementation accuracy. Data collection is carried out through documentation and literature studies. The researcher accessed official documents from the local government website, BPS, and the internal archives of the relevant SKPD. Data validation is carried out by triangulating sources and years.

The study applies a quantitative analytical approach using effectiveness and efficiency indicators to evaluate regional financial performance. Effectiveness is measured by comparing revenue realization to revenue targets through the formula

Effectiveness =Revenue Realization / Revenue Target × 100%, with performance categorized as highly effective (>100%), effective (90–100%), moderately effective (80–89%), and less effective (<80%). Meanwhile, efficiency is calculated using the formula Efficiency = Expenditure Realization / Expenditure Budget × 100%, classified into highly efficient (<90%), efficient (90–100%), and inefficient (>100%). In addition, expenditure composition is analyzed by examining the proportion of operational, capital, and employee spending relative to total regional expenditure to reveal development priorities and service delivery orientation. To complement the assessment, longitudinal trend and graphical analyses in the form of line and bar charts are used to illustrate year-to-year changes in effectiveness and efficiency, providing a comprehensive overview of fiscal performance dynamics over the observed period. The validity of the data is guaranteed through triangulation of sources (APBD, LRA, and BPS documents). Reliability is maintained by using official and consistent data from year to year, as well as retesting ratios and calculations.

IV. RESULT AND DISCUSSION

IV.I RESULTS

The following table presents a summary of the revised regional revenue and expenditure budget of North Barito Regency for the 2020–2024 fiscal period, outlining key fiscal indicators including total local own-source revenue, regional spending, surplus or deficit positions, financing acceptance and withdrawal, net financing, and Budget Financing Surplus. The data illustrate the annual fiscal performance trends and the government's budget management strategy in balancing expenditure and financing sources. Over the five-year period, regional revenue and expenditure consistently increased, while the budget position remained in deficit and was covered through net financing. The fluctuation in budget financing surplus reflects varying levels of budget absorption efficiency and financial planning accuracy. The detailed figures are presented below.

From Table 1, the regional revenue of North Barito Regency shows an increasing trend from IDR 2.315 trillion (2020) to IDR 2.645 trillion (2024). However, the revenue structure is still dominated by central transfer funds (>90%), with a relatively small and stagnant local own-source revenue contribution. According to (Bird & Vaillancourt,1998), dependence on central transfers indicates low local fiscal capacity. In the contextof fiscal decentralization, the importance of fiscal independence as a condition for the effectiveness of local government (Rondinelli et al., 1983; Shah, 2006). Therefore, increasing local own-source revenue is a strategic priority to strengthen fiscal autonomy.

Table 1. Summary of revised APBD of North Barito Regency for 2020–2024
(In billions of rupiah)

Year	PAD	Regional Spending	Surplus/ (Deficit)	Financing Acceptance	Financing Withdrawal	Net Financing	SILPA
2020	2,315.40	2,415.60	(100.20)	120.00	10.00	110.00	9.80
2021	2,420.75	2,530.90	(110.15)	130.00	15.00	115.00	4.85
2022	2,560.30	2,670.45	(110.15)	140.00	20.00	120.00	9.85
2023	2,610.80	2,730.95	(120.15)	150.00	25.00	125.00	4.85
2024	2,645.42	2,765.96	(120.54)	220.93	15.00	205.93	85.39

Source: North Barito Regency Government 2021-2025

Regional expenditure increased from IDR 2.415 trillion (2020) to IDR 2.765 trillion (2024). The composition of expenditure shows the dominance of operational expenditure, especially employee expenditure, which absorbs more than 40% of total expenditure. Capital expenditure has fluctuated, with a peak in 2023 (IDR 1.01 trillion), but it has not been consistent as a development priority. Musgrave (1959), in the theory of fiscal allocation, states that government spending should be directed to produce productive public goods. The dominance of operational spending shows that the allocation is not yet efficient. Richard and Daniel (2001) emphasized that spending efficiency can be achieved through performance-based budgeting, which links spending to development outputs and outcomes.

For five years, the regional revenue and expenditure budget experienced a consistent deficit, ranging from IDR 100-Rp120 billion per year. This deficit is closed through net financing, which will increase significantly in 2024 (IDR 205.93 billion). The highest budget financing surplus was recorded in 2024 at IDR 85.39 billion, indicating efficiency or delay in the realization of spending. A sustainable fiscal deficit must be controlled through prudent and transparent financing policies. A high budget financing surplus can reflect efficiency, but it can also indicate weak budget planning and absorption. Schick (1998) emphasized the importance of a system of budget supervision and evaluation to ensure the effectiveness of implementation.

Table 2. Integration of Current International Theories/Models

Theory/Model	Contribution to the Analysis of the North Barito Regional Budget
Musgrave's Public Finance Theory	Assess the allocation of public spending efficiently
Value for Money (OECD, WB)	Evaluation of economics, efficiency, and effectiveness
Performance-Based Budgeting	Linking spending to development performance
Local Fiscal Capacity (Bird, Shah)	Measuring regional fiscal independence
Fiscal Prudence (IMF Guidelines)	Managing deficits and financing in a healthy manner

Table 2 presents the integration of international theories used to evaluate the North Barito Regional Budget. Musgrave's public finance theory guides the assessment of spending allocation, while the Value for Money framework supports the evaluation of economic, efficient, and effective use of resources. Performance-based budgeting links expenditure to development results, the Local Fiscal Capacity model measures financial independence, and IMF fiscal prudence principles address deficit management. The analysis shows that although regional revenues are stable, fiscal independence remains weak, spending is dominated by operational costs with inconsistent capital investment, and the fiscal deficit is covered by increased financing. The presence of budget financing surplus also indicates suboptimal efficiency, highlighting the need to strengthen performance-based budgeting, increase local own-source revenue, and improve fiscal evaluation systems.

The analysis of the effectiveness and efficiency of the implementation of the regional revenue and expenditure budget of North Barito Regency in 2020–2024 shows a positive trend, but there are still challenges in optimizing capital expenditure and increasing fiscal independence.

Table 3. The Effectiveness Ratio Calculation

Year	Target PAD (in Million IDR)	Realization of PAD (In Billion IDR)	Effectiveness Ratio (%)	Category
2020	98.5	95.2	96.65	Effective
2021	102.0	99.1	97.16	Effective
2022	104.3	101.5	97.31	Effective
2023	106.0	104.0	98.11	Effective
2024	106.2	108.4	102.07	Highly Effective

Table 3 illustrates the effectiveness of regional revenue performance in North Barito Regency from 2020 to 2024. The data show a consistently strong level of effectiveness, with effectiveness ratios ranging from 96.65% to 98.11% between 2020 and 2023, each falling within the “Effective” category. In 2024, revenue realization exceeded the target, achieving 102.07%, which places it in the “Highly Effective” category. The average effectiveness of local own-source revenue for five years is 98.26%, shows that regional revenue management is quite optimal and tends to increase.

Table 4. Spending Efficiency Ratio

Year	Budget (in Million IDR)	Expenditure Realization (In Billion IDR)	Efficiency Ratio (%)	Category
2020	2,415.60	2,405.80	99.59	Efficient
2021	2,530.90	2,518.00	99.49	Efficient
2022	2,670.45	2,655.00	99.42	Efficient
2023	2,730.95	2,715.20	99.42	Efficient
2024	2,765.96	2,750.00	99.39	Efficient

Table 4 indicates that the spending efficiency ratio of North Barito Regency consistently falls within the “Efficient” category throughout 2020–2024. The ratio ranges from 99.39% to 99.59%, showing that expenditure realization remained slightly below the allocated budget each year. This trend reflects strong control over public spending and the government’s ability to manage fiscal resources prudently without exceeding planned limits. The average expenditure efficiency is 99.46%, which indicates that the implementation of the budget is quite efficient, although there are indications of a buildup of realizations at the end of the year.

The composition of regional expenditure in 2024 shows a dominant allocation toward operational spending, which reached IDR 1,420.29 billion or about 51.3% of the total budget of IDR 2,765.96 billion, especially employee expenditure (IDR 651.65 billion). Capital expenditure accounted for IDR

1,005.68 billion or approximately 36.4%, indicating capital expenditure is significant enough, but it has not reached the ideal proportions to drive long-term economic growth. Meanwhile, transfer and unexpected expenses amounted to IDR 340.0 billion or around 12.3% of total spending. Transfer and unexpected spending is relatively stable, but its effectiveness on public services needs to be studied. This structure reflects a balance between routine administrative needs and investment for development, although the proportion of operational expenditure remains slightly higher than capital spending.

Based on the results of the analysis, it can be concluded that the effectiveness of regional own-source revenue is consistently strong, with annual achievement levels exceeding 95% and surpassing the target in 2024. Regional spending efficiency also remains stable above 99%, demonstrating disciplined budget execution and controlled expenditure management. Furthermore, the composition of expenditure reflects a predominant focus on operational spending, indicating the need to enhance the proportion of productive capital expenditure in order to strengthen development outcomes and long-term regional economic growth.

IV.II DISCUSSION

The analysis of regional financial performance in North Barito Regency from 2020–1824 2024 demonstrates significant progress in terms of effectiveness, efficiency, and budget management dynamics. The effectiveness ratio of regional own-source revenue shows a consistently positive trend, with an average achievement of 98.26% throughout the fiveyearperiod. The highest effectiveness level was recorded in 2024 at 102.07%, indicating that the local own source revenue target was not only met but exceeded. This reflects strengthened revenue collection strategies and improved administrative capacity (Khaerani et al., 2023). Although the nominal contribution of local own-source revenue to total regional revenue remains relatively small, still below 10%, the effectiveness ratio confirms optimal management of existing revenue potential. These findings are consistent with Abdulaziz (2021), who reported that Surabaya City achieved a highly effective local own-source revenue performance through structured fiscal strategies. Similarly, Vebiani et al. (2022) noted that local own-source revenue effectiveness serves as a key indicator of successful regional fiscal reform, reinforcing the conclusion that North Barito is progressing towards more accountable and result-oriented financial governance.

The expenditure efficiency ratio also shows a consistently high level of efficiency, averaging 99.46% and falling within the “efficient” category. However, despite these positive results, the very high efficiency ratio warrants deeper interpretation. The tendency for budget realization to accumulate toward the year’s end implies less-thanoptimal quarterly budgeting and reflects weaknesses in expenditure planning and execution cycles. Moreover, the dominance of operational spending, particularly personnel expenditure that absorbs more than 40% of the APBD, indicates a fiscal structure that is still heavily oriented toward routine spending rather than developmental investment. These findings align with research by Hapsari (2022), who found similar efficiency levels in Tulungagung Regency and suggested that efficiency must be interpreted with caution to avoid masking structural budgeting weaknesses. Novitasari et al. (2023) also identified Surakarta City’s efficiency ratio as consistently categorized as efficient, although realization patterns similarly clustered at year-end. Susanto (2019) emphasizes that expenditure efficiency must adhere to value for money principles, namely economic, efficient, and effective by prioritizing development needs and maximizing public benefit. Therefore, increasing efficiency alone is insufficient without a stronger shift towards productive spending allocations.

The composition analysis confirms this concern, revealing that operational spending accounts for 51.3% of total expenditure in 2024, compared to 36.4% allocated to capital expenditure. Even though the peak for capital investment occurred in 2023, its share remains below the ideal benchmark required to support long-term economic development and social infrastructure improvement. As a result, the spending orientation remains more consumptive than productive, limiting the transformative impact of regional budgeting (Lima & Bulan, 2025).

Regarding fiscal balance, the regional revenue and expenditure budget consistently experienced deficits, which were offset by rising net financing. The highest surplus of budget financing was observed in 2024, amounting to IDR 85.39 billion. While a high budget financing surplus may indicate surplus funds resulting from efficient expenditure, it may also reflect weak budget absorption capability or postponed development activities. This condition suggests the need for improvement in planning synchronization, implementation discipline, and monitoring mechanisms (Tjokroamidjojo, 2011; Saknosiwi et al., 2021).

This research presents several novelties compared to previous studies. First, it employs a longitudinal analysis spanning five years (2020–2024), offering comprehensive insight into fiscal trends rather than a single-year assessment. Second, it integrates international theoretical frameworks, namely Musgrave’s Public Finance Theory and the Value for Money (VFM) approach, together with performance-based budgeting principles in analyzing fiscal governance within the local context. Third, it provides a more comprehensive assessment by linking effectiveness and efficiency with financing behaviorand budget financing surplus dynamics. Lastly, it highlights the significance of aligning medium-term development plans with annual budgeting, an aspect crucial for fiscal consistency and sustainability.

Collectively, these findings suggest several policy implications, including the need to strengthen innovative local own-source revenue strategies, increase productive capital expenditure, implement quarterly budget absorption targets, and adopt digital performance-based monitoring systems (Syam et al., 2018). Strengthening these aspects will support fiscal independence, enhance public value, and realize more sustainable regional governance (Harun et al., 2021).

V. CONCLUSION

This study assessed the effectiveness and efficiency of the North Barito Regency regional budget over the 2020–2024 fiscal period through a quantitative descriptive longitudinal approach. The findings demonstrate that the region achieved strong revenue performance, with the effectiveness ratio of locally generated revenue consistently above 95% revenue realization relative to targets. Budget implementation also recorded stable efficiency, with spending ratios ranging between 99.39% and 99.59%, placing all five years within the "Efficient" category. These results reflect prudent fiscal management and controlled expenditure. However, the study also reveals ongoing structural challenges: regional revenue remains highly dependent on central government transfers, exceeding 90% of total revenue, and the composition of expenditure is dominated by operational spending, particularly personnel costs, which absorb more than 40% of the budget. Capital expenditure has not yet shown consistency as a strategic development priority, despite its increase in certain years. The continuing annual deficits, covered by financing, and the significant increase in SILPA in 2024 signal issues related to planning accuracy and absorption capacity.

The implications of these findings emphasize the importance of strengthening fiscal independence by increasing locally generated revenue through improved tax administration, expanding local economic bases, and optimizing regional assets. Enhancing performance-based budgeting and reallocating a higher proportion of funds towards capital expenditure is essential to support long-term development and reduce dependence on routine spending. Tightening monitoring and evaluation mechanisms is also critical to prevent inefficiencies masked by year-end spending concentrations. This study is limited by its reliance solely on secondary financial data and descriptive analysis, which does not capture qualitative factors such as institutional capacity, governance practices, and stakeholder perspectives. Future research should incorporate mixedmethods approaches, cross-regional comparative studies, and performance outcome indicators to provide a more comprehensive assessment of fiscal sustainability and development impact.

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Effectiveness and Efficiency of Regional Budget Performance: Evidence from North Barito Regency (2020–2024)

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Submitted:
NOVEMBER 2025

Accepted:
DECEMBER 2025

ABSTRACT

This study analyzes the effectiveness and efficiency of the implementation of the regional revenue and expenditure budget in North Barito Regency from 2020 to 2024. Using a descriptive quantitative approach and longitudinal analysis, the research evaluates fiscal performance based on key indicators: revenue realization, expenditure absorption, and budget composition. The findings reveal that the average effectiveness ratio of locally generated revenue reached 98.26%, indicating strong performance and surpassing targets in 2024. Meanwhile, the efficiency ratio of regional expenditure remained consistently above 99%, reflecting disciplined budget execution. However, the composition of spending was dominated by operational expenditures, particularly personnel costs, which accounted for over 40% of total spending. Capital expenditure fluctuated and peaked in 2023 yet remained below optimal levels for long-term development impact. The study identifies persistent fiscal deficits each year, offset by increasing net financing, with the highest budget financing surplus recorded in 2024. These trends suggest both potential efficiency and weaknesses in planning and absorption. The research concludes that while regional revenue and expenditure budget implementation in North Barito is relatively effective and efficient, structural challenges remain.

Keywords*: Effectiveness, Efficiency, Fiscal Performance, Regional Budgeting, Regional Revenue and Expenditure.*

ABSTRAK

Studi ini menganalisis efektivitas dan efisiensi pelaksanaan anggaran pendapatan dan belanja daerah di Kabupaten Barito Utara dari tahun 2020 hingga 2024. Dengan menggunakan pendekatan kuantitatif deskriptif dan analisis longitudinal, penelitian ini mengevaluasi kinerja fiskal berdasarkan indikator utama: realisasi pendapatan, penyerapan belanja, dan komposisi anggaran. Temuan penelitian mengungkapkan bahwa rasio efektivitas rata-rata pendapatan asli daerah mencapai 98,26%, menunjukkan kinerja yang kuat dan melampaui target pada tahun 2024. Sementara itu, rasio efisiensi belanja daerah tetap konsisten di atas 99%, mencerminkan pelaksanaan anggaran yang disiplin. Namun, komposisi belanja didominasi oleh belanja operasional, khususnya biaya pegawai, yang mencapai lebih dari 40% dari total belanja. Belanja modal berfluktuasi dan mencapai puncaknya pada tahun 2023, namun masih berada di bawah tingkat optimal untuk dampak pembangunan jangka panjang. Studi ini mengidentifikasi defisit fiskal yang persisten setiap tahun, diimbangi dengan peningkatan pembiayaan neto, dengan sisa lebih anggaran tertinggi tercatat pada tahun 2024. Tren ini menunjukkan potensi efisiensi dan kelemahan dalam perencanaan dan penyerapan. Penelitian ini menyimpulkan bahwa meskipun

JIAKES
Jurnal Ilmiah Akuntansi Kesatuan
Vol. 13 No. 6, 2025
pp. 1817-1828
IBI Kesatuan
ISSN 2337 – 7852
E-ISSN 2721 – 3048
DOI: 10.37641/jiakes.v13i6.4517

pelaksanaan anggaran pendapatan dan belanja daerah di Barito Utara relatif efektif dan efisien, tantangan struktural tetap ada.

Kata kunci: *Efektivitas, Efisiensi, Kinerja Fiskal, Penganggaran Daerah, Pendapatan dan Belanja Daerah.*

INTRODUCTION

In the period 2020–2024, North Barito Regency experienced significant fiscal dynamics, influenced by the COVID-19 pandemic, fluctuations in regional revenues, and adjustments to national policies. Based on the Budget Realization Report (*Laporan Realisasi Anggaran*/LRA) and Regional Revenue and Expenditure Budget (*Anggaran Pendapatan dan Belanja Daerah*/APBD) documents, it is recorded that the average realization of regional expenditure only reaches 85-90% of the budget ceiling. Capital expenditure shows a fluctuating trend, with a sharp decline in 2020 and a gradual recovery through 2023. The ratio of regional revenue effectiveness ranges from 70–80%, indicating a high dependence on central transfer funds. The efficiency of operational expenditure has not been optimal, with the proportion of employee expenditure dominating the APBD structure. These indicators suggest a planning–implementation gap between budget planning and implementation, which has an impact on regional development achievements and public services (Syamsuddin, 2011; Kekry & Iriawan, 2024).

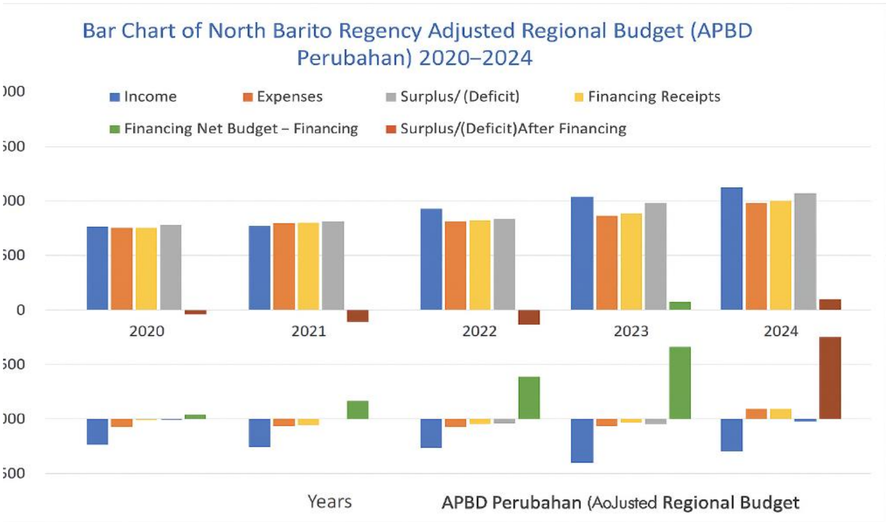

Figure 1. APBD Trends in North Barito Regency in 2020–2024

Figure 1 shows the trend of the North Barito Regency APBD for 2020–2024 in the form of line and bar graphs. Regional revenues and expenditures are shown as blue and red lines, while net financing and Budget Financing Surplus (*Sisa Lebih Pembiayaan Anggaran*/SILPA) are visualized with green and yellow bars. This chart provides a clear picture of fiscal dynamics over the past five years. Emergent problems include the mismatch between performance targets and budget realization (Suranta et al., 2019). Low budget absorption in the first and third quarters triggered a build-up of realizations at the end of the year. There is no optimal synergy between strategic planning and annual budgeting, and limited institutional capacity in performance-based budget management. This problem raises a critical question, namely, the extent to which the implementation of the North Barito Regency APBD over the past five years has been effective and efficient in supporting regional development.

Several previous studies that have become references, such as Mardiasmo (2009), emphasized the importance of effectiveness and efficiency in regional financial management as an indicator of government performance (Halim 2007). Research by

Syauqi et al. (2017) shows that the effectiveness of the APBD is greatly influenced by the quality of planning and human resource capacity and regional studies in Central Kalimantan by Syam et al. (2018) reveal that capital expenditure efficiency contributes directly to local economic growth. However, there have not been many studies that specifically explore the effectiveness and efficiency of the APBD in North Barito Regency with a longitudinal approach and fiscal performance analysis.

The study adopts several theoretical perspectives, including the Theory of Organizational Effectiveness, which assesses the extent to which budget outputs align with development objectives (Steers, 1977). The Allocation Efficiency Theory examines the optimal use of fiscal resources; and the Value for Money (VFM) approach, which emphasizes economic efficiency and effectiveness in public expenditure (Usman et al., 2025; Sinaga et al., 2025). The analysis applies a quantitative descriptive methodology, utilizing effectiveness and efficiency ratios and supported by triangulation with regional development performance indicators.

The selection of this research topic is grounded in the urgency of evaluating fiscal performance as a basis for improving regional financial management. It also addresses the limited academic studies focusing on the effectiveness and efficiency of the APBD in North Barito Regency and the need for evidence-based policy recommendations to support budget reform and enhance the quality of public spending. This research aims to analyze the effectiveness and efficiency of the implementation of the APBD of North Barito Regency for the period 2020–2024, identify factors that influence budget performance outcomes, and formulate strategic recommendations to strengthen regional fiscal governance. The relevance of this study is significant, considering the demands of bureaucratic reform, public accountability, and optimization of fiscal resource utilization within the framework of regional decentralization.

LITERATURE REVIEW

The Concept of Effectiveness and Efficiency in Public Budget Management

Effectiveness and efficiency are the two main indicators in assessing the performance of public budget management (Bastian, 2010). According to Anthony and Govindarajan (2007), effectiveness refers to the achievement of organizational goals, while efficiency measures the optimal use of resources to produce the desired output. In the context of the APBD, effectiveness means the extent to which regional revenues are realized according to the target, and efficiency shows how regional spending is used sparingly and productively (Wardani & Hasibuan, 2024). These concepts have become increasingly critical in the era of fiscal decentralization in Indonesia, where local governments are required not only to meet budget targets but also to ensure that public resources deliver maximum benefits to the community. Imbalances between effectiveness and efficiency often lead to high SILPA or low budget absorption in the early quarters of the fiscal year. Therefore, measuring both indicators in an integrated manner is essential to reflect sustainable regional financial performance.

Musgrave (1959) in The Theory of Public Finance put forward three main functions of public finance: allocation, distribution, and stabilization. The allocation function emphasizes the importance of efficiency in government spending on public goods and services. Fiscal efficiency is the basis for determining regional spending priorities so that it has a direct impact on people's welfare (Tirtosuharto, 2022; Zhao & He, 2024). This allocation function requires local governments to optimally distribute budgets between operational and capital expenditures to enable sustainable infrastructure development and public services. In the Indonesian context, the frequent dominance of personnel expenditures, often exceeding 40% of the total APBD, indicates weak application of allocative efficiency principles. This situation can ultimately hinder the stabilization and distribution functions, widening inter-regional disparities and reducing the positive impact of budgeting on community welfare.

Effectiveness of Regional Revenue and Regional Spending Efficiency

According to Bird & Vaillancourt (1998), the effectiveness of regional revenues is greatly influenced by local fiscal capacity, economic structure, and tax system design. In developing countries, including Indonesia, dependence on central transfers often hinders regional fiscal independence. Therefore, the strategy of increasing Local Own-Source Revenue (*Pendapatan Asli Daerah*/PAD) is crucial in strengthening the effectiveness of the APBD. Shah (2006), in local governance in developing countries, emphasizes that fiscal effectiveness is not only measured by the achievement of targets, but also by the sustainability and fairness of income distribution.

Regional spending efficiency is closely related to budget planning, implementation, and supervision. Richard and Daniel (2001) in managing public expenditure states that efficiency can be achieved through a performance-based budgeting system, which links budget allocation with output and outcome indicators. Fiscal efficiency requires institutional reform, transparency, and accountability in the budgeting process (Schick, 1998; Sakdiyah et al., 2023). In practice, low capital expenditure and dominance of operational expenditure are often indicators of inefficiency in the APBD (Firmansyah, 2024).

A study by Robinson and Brumby (2005) shows that countries with performance-based budgeting systems tend to have higher spending efficiency. In Indonesia, the implementation of the Local Government Information System (*Sitem Informasi Pemerintah Daerah*/SIPD) and the integration of the regional planning with annual budgeting are the first steps towards fiscal efficiency. Efficient regional spending must be directed to priority sectors such as education, health, and infrastructure, with strengthening human resource capacity and an adaptive monitoring system (World Bank Group, 2020).

Value for Money Theory (VFM)

The Value for Money (VFM) framework, widely adopted by organizations such as the OECD and the World Bank, has become a key reference for evaluating the performance of public budgets in many countries. VFM emphasizes that the use of public resources must demonstrate measurable benefits that reflect economic responsibility, operational efficiency, and achievement of development outcomes (Ahmad et al., 2024). The framework consists of three primary dimensions. First, the economy, which focuses on procuring inputs at the lowest reasonable cost without reducing quality, emphasizing prudent purchasing and resource optimization (OECD, 2019). Second, efficiency, which measures the relationship between inputs and outputs, indicating how well resources are converted into public goods and services (Mihaiu et al., 2010; Sinha & Edalatpanah, 2023). Third, effectiveness, which evaluates whether the outcomes achieved align with planned goals and community welfare improvements. In the context of regional budgeting, these three principles provide a comprehensive assessment of whether public spending creates tangible public value through transparent and accountable fiscal management (Islam, 2025).

Application of VFM in regional financial management, such as the regional revenue and expenditure budget, enables analysis of whether the allocation and realization of regional expenditure provide maximum benefit for society through efficient processes and outcomes consistent with development priorities (Seran, 2021). Therefore, this study adopts an analytical framework based on several key indicators, including the ratio of local revenue realization to its target as a measure of effectiveness, the ratio of expenditure realization to the approved budget as an indicator of efficiency, and the composition between operational and capital spending as a reflection of development orientation. The integration of the VFM approach within this framework enables an objective and evidence-based evaluation of APBD implementation in North Barito Regency over the past five years, providing theoretically grounded recommendations aligned with global best practices in public sector financial governance.

RESEARCH METHODS

This research is quantitative descriptive research with a longitudinal approach. The goal is to describe and analyze the level of effectiveness and efficiency of the implementation of the North Barito Regency APBD for five fiscal years (2020–2024). This approach allows researchers to systematically identify trends, patterns, and dynamics of regional fiscal performance. The research was conducted in North Barito Regency, Central Kalimantan Province, with data coverage for the 2020 to 2024 fiscal years. Data collection and analysis will be carried out during the July–September 2025 period.

The research relies on secondary data sourced from official regional financial documents and government information systems. The primary materials include the regional revenue and expenditure budget and the budget realization report of North Barito Regency, supported by Local Government Financial Statements (*Laporan Keuangan Pemerintah Daerah*/LKPD) as formal accountability records. Additional data were obtained from regional financial statistics published by the Central Statistics Agency (*Badan Pusat Statistik*/BPS), financial management records within the regional government information system, as well as regional regulations and regent regulations governing budgeting policies. Together, these data sources provide a comprehensive basis for evaluating fiscal performance and budget implementation accuracy. Data collection is carried out through documentation and literature studies. The researcher accessed official documents from the local government website, BPS, and the internal archives of the relevant SKPD. Data validation is carried out by triangulating sources and years.

The study applies a quantitative analytical approach using effectiveness and efficiency indicators to evaluate regional financial performance. Effectiveness is measured by comparing revenue realization to revenue targets through the formula Effectiveness = Revenue Realization / Revenue Target × 100%, with performance categorized as highly effective (>100%), effective (90–100%), moderately effective (80–89%), and less effective (<80%). Meanwhile, efficiency is calculated using the formula Efficiency = Expenditure Realization / Expenditure Budget × 100%, classified into highly efficient (<90%), efficient (90–100%), and inefficient (>100%). In addition, expenditure composition is analyzed by examining the proportion of operational, capital, and employee spending relative to total regional expenditure to reveal development priorities and service delivery orientation. To complement the assessment, longitudinal trend and graphical analyses in the form of line and bar charts are used to illustrate year-to-year changes in effectiveness and efficiency, providing a comprehensive overview of fiscal performance dynamics over the observed period. The validity of the data is guaranteed through triangulation of sources (APBD, LRA, and BPS documents). Reliability is maintained by using official and consistent data from year to year, as well as retesting ratios and calculations

RESULTS

The following table presents a summary of the revised regional revenue and expenditure budget of North Barito Regency for the 2020–2024 fiscal period, outlining key fiscal indicators including total local own-source revenue, regional spending, surplus or deficit positions, financing acceptance and withdrawal, net financing, and Budget Financing Surplus. The data illustrate the annual fiscal performance trends and the government's budget management strategy in balancing expenditure and financing sources. Over the five-year period, regional revenue and expenditure consistently increased, while the budget position remained in deficit and was covered through net financing. The fluctuation in budget financing surplus reflects varying levels of budget absorption efficiency and financial planning accuracy. The detailed figures are presented below.

From Table 1, the regional revenue of North Barito Regency shows an increasing trend from IDR 2.315 trillion (2020) to IDR 2.645 trillion (2024). However, the revenue structure is still dominated by central transfer funds (>90%), with a relatively small and stagnant local own-source revenue contribution. According to (Bird & Vaillancourt, 1998), dependence on central transfers indicates low local fiscal capacity. In the context of fiscal decentralization, the importance of fiscal independence as a condition for the effectiveness of local government (Rondinelli et al., 1983; Shah, 2006). Therefore, increasing local own-source revenue is a strategic priority to strengthen fiscal autonomy.

Table 1. Summary of revised APBD of North Barito Regency for 2020–2024 (In billions of rupiah)

Year	PAD	Regional Spending	Surplus/ (Deficit)	Financing Acceptance	Financing Withdrawal	Net Financing	SILPA
2020	2,315.40	2,415.60	(100.20)	120.00	10.00	110.00	9.80
2021	2,420.75	2,530.90	(110.15)	130.00	15.00	115.00	4.85
2022	2,560.30	2,670.45	(110.15)	140.00	20.00	120.00	9.85
2023	2,610.80	2,730.95	(120.15)	150.00	25.00	125.00	4.85
2024	2,645.42	2,765.96	(120.54)	220.93	15.00	205.93	85.39

Source: North Barito Regency Government 2021-2025

Regional expenditure increased from IDR 2.415 trillion (2020) to IDR 2.765 trillion (2024). The composition of expenditure shows the dominance of operational expenditure, especially employee expenditure, which absorbs more than 40% of total expenditure. Capital expenditure has fluctuated, with a peak in 2023 (IDR 1.01 trillion), but it has not been consistent as a development priority. Musgrave (1959), in the theory of fiscal allocation, states that government spending should be directed to produce productive public goods. The dominance of operational spending shows that the allocation is not yet efficient. Richard and Daniel (2001) emphasized that spending efficiency can be achieved through performance-based budgeting, which links spending to development outputs and outcomes.

For five years, the regional revenue and expenditure budget experienced a consistent deficit, ranging from IDR 100-Rp120 billion per year. This deficit is closed through net financing, which will increase significantly in 2024 (IDR 205.93 billion). The highest budget financing surplus was recorded in 2024 at IDR 85.39 billion, indicating efficiency or delay in the realization of spending. A sustainable fiscal deficit must be controlled through prudent and transparent financing policies. A high budget financing surplus can reflect efficiency, but it can also indicate weak budget planning and absorption. Schick (1998) emphasized the importance of a system of budget supervision and evaluation to ensure the effectiveness of implementation.

Table 2. Integration of Current International Theories/Models

Theory/Model	Contribution to the Analysis of the North Barito Regional Budget
Musgrave's Public Finance Theory	Assess the allocation of public spending efficiently
Value for Money (OECD, WB)	Evaluation of economics, efficiency, and effectiveness
Performance-Based Budgeting	Linking spending to development performance
Local Fiscal Capacity (Bird, Shah)	Measuring regional fiscal independence
Fiscal Prudence (IMF Guidelines)	Managing deficits and financing in a healthy manner

Table 2 presents the integration of international theories used to evaluate the North Barito Regional Budget. Musgrave's public finance theory guides the assessment of spending allocation, while the Value for Money framework supports the evaluation of economic, efficient, and effective use of resources. Performance-based budgeting links expenditure to development results, the Local Fiscal Capacity model measures financial independence, and IMF fiscal prudence principles address deficit management. The analysis shows that although regional revenues are stable, fiscal independence remains weak, spending is dominated by operational costs with inconsistent capital investment, and the fiscal deficit is covered by increased financing. The presence of budget financing surplus also indicates suboptimal efficiency, highlighting the need to strengthen performance-based budgeting, increase local own-source revenue, and improve fiscal evaluation systems.

The analysis of the effectiveness and efficiency of the implementation of the regional revenue and expenditure budget of North Barito Regency in 2020–2024 shows a positive trend, but there are still challenges in optimizing capital expenditure and increasing fiscal independence.

Table 3. The Effectiveness Ratio Calculation

Year	Target PAD (in Million IDR)	Realization of PAD (In Billion IDR)	Effectiveness Ratio (%)	Category
2020	98.5	95.2	96.65	Effective
2021	102.0	99.1	97.16	Effective
2022	104.3	101.5	97.31	Effective
2023	106.0	104.0	98.11	Effective
2024	106.2	108.4	102.07	Highly Effective

Table 3 illustrates the effectiveness of regional revenue performance in North Barito Regency from 2020 to 2024. The data show a consistently strong level of effectiveness, with effectiveness ratios ranging from 96.65% to 98.11% between 2020 and 2023, each falling within the "Effective" category. In 2024, revenue realization exceeded the target, achieving 102.07%, which places it in the "Highly Effective" category. The average effectiveness of local own-source revenue for five years is 98.26%, shows that regional revenue management is quite optimal and tends to increase.

Table 4. Spending Efficiency Ratio

Year	Budget (in Million IDR)	Expenditure Realization (In Billion IDR)	Efficiency Ratio (%)	Category
2020	2,415.60	2,405.80	99.59	Efficient
2021	2,530.90	2,518.00	99.49	Efficient
2022	2,670.45	2,655.00	99.42	Efficient
2023	2,730.95	2,715.20	99.42	Efficient
2024	2,765.96	2,750.00	99.39	Efficient

Table 4 indicates that the spending efficiency ratio of North Barito Regency consistently falls within the "Efficient" category throughout 2020–2024. The ratio ranges from 99.39% to 99.59%, showing that expenditure realization remained slightly below the allocated budget each year. This trend reflects strong control over public spending and the government's ability to manage fiscal resources prudently without exceeding planned limits. The average expenditure efficiency is 99.46%, which indicates that the implementation of the budget is quite efficient, although there are indications of a build-up of realizations at the end of the year.

The composition of regional expenditure in 2024 shows a dominant allocation toward operational spending, which reached IDR 1,420.29 billion or about 51.3% of the total budget of IDR 2,765.96 billion, especially employee expenditure (IDR 651.65 billion). Capital expenditure accounted for IDR 1,005.68 billion or approximately 36.4%, indicating capital expenditure is significant enough, but it has not reached the ideal proportions to drive long-term economic growth. Meanwhile, transfer and unexpected expenses amounted to IDR 340.0 billion or around 12.3% of total spending. Transfer and unexpected spending is relatively stable, but its effectiveness on public services needs to be studied. This structure reflects a balance between routine administrative needs and investment for development, although the proportion of operational expenditure remains slightly higher than capital spending.

Based on the results of the analysis, it can be concluded that the effectiveness of regional own-source revenue is consistently strong, with annual achievement levels exceeding 95% and surpassing the target in 2024. Regional spending efficiency also remains stable above 99%, demonstrating disciplined budget execution and controlled expenditure management. Furthermore, the composition of expenditure reflects a predominant focus on operational spending, indicating the need to enhance the proportion of productive capital expenditure in order to strengthen development outcomes and long-term regional economic growth.

DISCUSSION

The analysis of regional financial performance in North Barito Regency from 2020–2024 demonstrates significant progress in terms of effectiveness, efficiency, and budget management dynamics. The effectiveness ratio of regional own-source revenue shows a consistently positive trend, with an average achievement of 98.26% throughout the five-year period. The highest effectiveness level was recorded in 2024 at 102.07%, indicating that the local own-source revenue target was not only met but exceeded. This reflects strengthened revenue collection strategies and improved administrative capacity (Khaerani et al., 2023). Although the nominal contribution of local own-source revenue to total regional revenue remains relatively small, still below 10%, the effectiveness ratio confirms optimal management of existing revenue potential. These findings are consistent with Abdulaziz (2021), who reported that Surabaya City achieved a highly effective local own-source revenue performance through structured fiscal strategies. Similarly, Vebiani et al. (2022) noted that local own-source revenue effectiveness serves as a key indicator of successful regional fiscal reform, reinforcing the conclusion that North Barito is progressing towards more accountable and result-oriented financial governance.

The expenditure efficiency ratio also shows a consistently high level of efficiency, averaging 99.46% and falling within the "efficient" category. However, despite these positive results, the very high efficiency ratio warrants deeper interpretation. The tendency for budget realization to accumulate toward the year's end implies less-than-optimal quarterly budgeting and reflects weaknesses in expenditure planning and execution cycles. Moreover, the dominance of operational spending, particularly personnel expenditure that absorbs more than 40% of the APBD, indicates a fiscal structure that is still heavily oriented toward routine spending rather than developmental investment. These findings align with research by Hapsari (2022), who found similar efficiency levels in Tulungagung Regency and suggested that efficiency must be interpreted with caution to avoid masking structural budgeting weaknesses. Novitasari et al. (2023) also identified Surakarta City's efficiency ratio as consistently categorized as efficient, although realization patterns similarly clustered at year-end. Susanto (2019) emphasizes that expenditure efficiency must adhere to value for money principles, namely economic, efficient, and effective by prioritizing development needs and maximizing public benefit. Therefore, increasing efficiency alone is insufficient without a stronger shift towards productive spending allocations.

The composition analysis confirms this concern, revealing that operational spending accounts for 51.3% of total expenditure in 2024, compared to 36.4% allocated to capital expenditure. Even though the peak for capital investment occurred in 2023, its share remains below the ideal benchmark required to support long-term economic development and social infrastructure improvement. As a result, the spending orientation remains more consumptive than productive, limiting the transformative impact of regional budgeting (Lima & Bulan, 2025).

Regarding fiscal balance, the regional revenue and expenditure budget consistently experienced deficits, which were offset by rising net financing. The highest surplus of budget financing was observed in 2024, amounting to IDR 85.39 billion. While a high budget financing surplus may indicate surplus funds resulting from efficient expenditure, it may also reflect weak budget absorption capability or postponed development activities. This condition suggests the need for improvement in planning synchronization, implementation discipline, and monitoring mechanisms (Tjokroamidjojo, 2011; Saknosiwi et al., 2021).

This research presents several novelties compared to previous studies. First, it employs a longitudinal analysis spanning five years (2020–2024), offering comprehensive insight into fiscal trends rather than a single-year assessment. Second, it integrates international theoretical frameworks, namely Musgrave's Public Finance Theory and the Value for Money (VFM) approach, together with performance-based budgeting principles in analyzing fiscal governance within the local context. Third, it provides a more comprehensive assessment by linking effectiveness and efficiency with financing behavior and budget financing surplus dynamics. Lastly, it highlights the significance of aligning medium-term development plans with annual budgeting, an aspect crucial for fiscal consistency and sustainability.

Collectively, these findings suggest several policy implications, including the need to strengthen innovative local own-source revenue strategies, increase productive capital expenditure, implement quarterly budget absorption targets, and adopt digital performance-based monitoring systems (Syam et al., 2018). Strengthening these aspects will support fiscal independence, enhance public value, and realize more sustainable regional governance (Harun et al., 2021).

CONCLUSION

This study assessed the effectiveness and efficiency of the North Barito Regency regional budget over the 2020–2024 fiscal period through a quantitative descriptive longitudinal approach. The findings demonstrate that the region achieved strong revenue performance, with the effectiveness ratio of locally generated revenue consistently above 95% revenue realization relative to targets. Budget implementation also recorded stable efficiency, with spending ratios ranging between 99.39% and 99.59%, placing all five years within the "Efficient" category. These results reflect prudent fiscal management and controlled expenditure. However, the study also reveals ongoing structural challenges: regional revenue remains highly dependent on central government transfers, exceeding 90% of total revenue, and the composition of expenditure is dominated by operational spending, particularly personnel costs, which absorb more than 40% of the budget. Capital expenditure has not yet shown consistency as a strategic development priority, despite its increase in certain years. The continuing annual deficits, covered by financing, and the significant increase in SILPA in 2024 signal issues related to planning accuracy and absorption capacity.

The implications of these findings emphasize the importance of strengthening fiscal independence by increasing locally generated revenue through improved tax administration, expanding local economic bases, and optimizing regional assets. Enhancing performance-based budgeting and reallocating a higher proportion of funds towards capital expenditure is essential to support long-term development and reduce dependence on routine spending. Tightening monitoring and evaluation mechanisms is also critical to prevent inefficiencies masked by year-end spending concentrations. This study is limited by its reliance solely on secondary financial data and descriptive analysis, which does not capture qualitative factors such as institutional capacity, governance practices, and stakeholder perspectives. Future research should incorporate mixed-methods approaches, cross-regional comparative studies, and performance outcome indicators to provide a more comprehensive assessment of fiscal sustainability and development impact.

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Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 08 Issue 11 November 2025

Article DOI: 10.47191/jefms/v8-i11-17, Impact Factor: 8.317

Page No: 7284- 7292

Economic Resilience of ASEAN Amid Global Uncertainty: A Collaborative Strategy Analysis Post-OCBC Forum 2025

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ABSTRACT: This study aims to analyze ASEAN's economic resilience amid global uncertainty through collaborative strategies following the OCBC Forum 2025. Global disruptions—triggered by China's economic slowdown, the Russia-Ukraine conflict, and commodity price volatility—have pressured the region's macroeconomic stability. Using thematic and policy analysis, the study identifies six key collaborative strategies: fiscal harmonization, intra-ASEAN trade, MSME digitalization, trade partner diversification, supply chain integration, and collective economic diplomacy.

The research novelty lies in: (1) integrating thematic and longitudinal regional policy analysis, (2) formulating resilience indicators based on collaborative strategies, and (3) validating interpretations through multi-source narrative triangulation. Empirical data show that MSME digitalization and intra-ASEAN trade significantly impact GDP growth, inflation stability, and informal sector resilience. The study concludes that ASEAN possesses adaptive and measurable collective capacity to respond to external shocks, and recommends strengthening fiscal coordination, expanding MSME digital platforms, and advancing proactive economic diplomacy as future policy directions.

KEYWORDS: Economic resilience, ASEAN, collaborative strategy, MSME digitalization, regional policy

1. INTRODUCTION

In recent years, the global economy has faced significant pressure due to a confluence of external dynamics. One of the key factors is the economic slowdown in China, which, as a major trading partner of ASEAN, directly affects export volumes, investment flows, and the stability of regional supply chains. China's GDP growth declined from 5.2% in 2023 to 4.1% in Q1 2025, raising concerns about trade and investment prospects across Southeast Asia.

Moreover, the prolonged Russia-Ukraine conflict continues to generate geopolitical uncertainty and trigger fluctuations in global commodity prices, particularly energy and food. Crude oil prices surged past USD 100 per barrel in early 2025, while wheat and fertilizer prices spiked, impacting inflation and purchasing power in ASEAN countries. These instabilities are further exacerbated by global supply chain fragmentation and rising protectionism in advanced economies.

Against this backdrop, ASEAN faces a formidable challenge in maintaining regional economic resilience. Economic resilience encompasses not only the ability to withstand external shocks but also the adaptive and collaborative capacity of member states to formulate responsive and integrated policies.

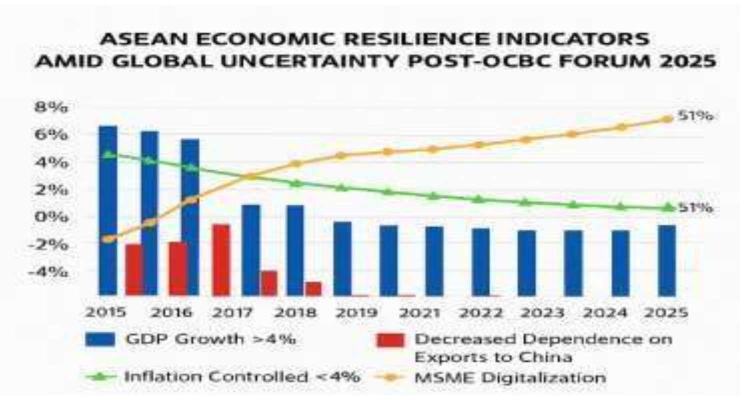

Figure 1.1: ASEAN Economic Resilience Indicator Graph Amid Global Uncertainty Post-OCBC Forum 2025

This chart presents four key indicators of ASEAN's economic resilience from 2015 to 2024, contextualized within the region's strategic response to global uncertainty and collaborative policy coordination following the OCBC Forum 2025.

GDP Growth >4% (Blue Bars); The blue bars represent annual GDP growth across ASEAN. From 2015 to 2019, growth consistently exceeded 4%, reflecting robust regional performance. A sharp contraction occurred in 2020 due to the COVID-19 pandemic, followed by a gradual recovery, with growth surpassing 4% again by 2023–2024. This trend underscores ASEAN's structural resilience and coordinated fiscal stimulus.

Inflation Controlled <4% (Red Bars); The red bars indicate inflation rates across ASEAN. Inflation remained below 4% for most of the period, except for a temporary spike in 2020. The return to controlled inflation levels post-2021 reflects effective monetary policy harmonization and regional price stabilization mechanisms.

Decreased Dependence on Exports to China (Green Line); The green line illustrates ASEAN's strategic diversification of trade partners. Dependence on exports to China declined from approximately 22% in 2015 to 13% in 2024. This reduction aligns with ASEAN's efforts to strengthen intra-regional trade and expand economic ties with India, the EU, and emerging markets.

MSME Digitalization (Orange Line); The orange line tracks the digitalization rate of Micro, Small, and Medium Enterprises (MSMEs). Starting at 40% in 2015, the rate rose steadily to 51% by 2024. This reflects the success of regional initiatives such as Go Digital ASEAN and the integration of MSMEs into cross-border e-commerce platforms, enhancing informal sector resilience and technological adaptation.

The OCBC 2025 Forum (Open Collaborative for Building Capacity), held in Jakarta, marked a pivotal moment for ASEAN to strengthen economic policy coordination. The forum convened stakeholders from public, private, and academic sectors to formulate collaborative strategies in response to global uncertainty. Key issues discussed included fiscal policy harmonization, MSME digitalization, intraASEAN trade enhancement, and regional economic diplomacy.

Based on this background, the study aims to analyze the collaborative strategies formulated by ASEAN member states following the OCBC 2025 Forum to reinforce regional economic resilience. The research question posed is: How do ASEAN's collaborative strategies strengthen economic resilience amid global uncertainty?

2. THEORETICAL REVIEW

2.1. Conceptualizing Regional Economic Resilience

Economic resilience refers to the capacity of a region to absorb, adapt to, and recover from external shocks while maintaining longterm growth and stability. According to Martin and Sunley (2015), regional resilience is not merely about recovery but involves structural transformation and institutional adaptability. In the ASEAN context, this includes diversifying trade partners, enhancing intra-regional trade, and building fiscal coordination mechanisms.

Briguglio et al. (2009) emphasize that economic resilience is shaped by macroeconomic stability, market efficiency, governance quality, and social cohesion. These dimensions are particularly relevant for ASEAN, given its diversity in economic structures and institutional capacities.

2.2. ASEAN's Collaborative Economic Framework

ASEAN's economic cooperation is rooted in principles of consensus, non-interference, and gradual integration. Dent (2008) introduces the concept of "soft institutionalism" to describe ASEAN's flexible and dialogue-based approach to regionalism. This model allows member states to pursue collaborative strategies without rigid supranational constraints.

The ASEAN Economic Community (AEC), Regional Comprehensive Economic Partnership (RCEP), and ASEAN+3 mechanisms exemplify ASEAN's commitment to economic integration. According to Severino (2006), ASEAN's strength lies in its ability to harmonize diverse national interests through incremental and inclusive policy coordination.

2.3. Global Uncertainty and ASEAN's Strategic Response

Global uncertainty—driven by China's economic slowdown, the Russia-Ukraine conflict, and commodity price volatility—poses significant challenges to ASEAN's external trade and investment flows. Baldwin and Evenett (2020) argue that supply chain resilience and coordinated policy responses are critical in mitigating such disruptions.

Mahbubani (2020) highlights ASEAN's geopolitical balancing act, noting that strategic neutrality and diversified partnerships are essential for navigating global tensions. The OCBC Forum 2025 reflects ASEAN's proactive stance in consolidating regional strategies to buffer against external shocks.

2.4. Digital Transformation and MSME Resilience

Micro, Small, and Medium Enterprises (MSMEs) form the backbone of ASEAN's economy. OECD (2021) asserts that digitalization enhances MSME productivity, market access, and crisis adaptability. In ASEAN, initiatives such as Go Digital ASEAN and regional ecommerce platforms are instrumental in strengthening MSME resilience.

Tambunan (2019) emphasizes that financial literacy, access to capital, and digital infrastructure are key enablers for MSME sustainability, especially during periods of economic volatility.

2.5. Economic Diplomacy and Trade Diversification

Ravenhill (2017) underscores the importance of economic diplomacy in expanding ASEAN's trade networks and negotiating favorable terms in multilateral forums. ASEAN's engagement with India, the EU, and emerging economies reflects a strategic shift toward trade diversification and reduced dependency on traditional partners like China and the US.

The OCBC Forum 2025 serves as a platform for ASEAN to articulate a unified economic diplomacy agenda, aligning national priorities with regional resilience goals.

2.6 Synthesis

The literature reveals that ASEAN's economic resilience is contingent upon:

- Structural adaptability and institutional coordination
- Inclusive and flexible regionalism
- Strategic responses to global disruptions
- MSME digital empowerment
- Diversified economic diplomacy

These theoretical foundations provide a robust framework for analyzing ASEAN's collaborative strategies post-OCBC Forum 2025.

3. RESEARCH METHODOLOGY

3.1 Type and Approach of Research

This research is a policy study using a descriptive-qualitative approach. It aims to deeply understand ASEAN's collaborative strategies in responding to global uncertainty. The focus lies on narrative exploration and regional policy document analysis.

3.2 Type and Sources of Data

The study uses secondary data including official documents, policy reports, academic publications, and economic media articles. Data sources include:

- OCBC Forum 2025 reports
- ASEAN Economic Community (AEC) Blueprint
- RCEP and ASEAN+3 documents
- Publications from ADB, UNESCAP, OECD, and World Bank
- Peer-reviewed journal articles and verified economic media

3.3 Population and Sample

The population consists of all policy documents and publications discussing ASEAN's economic strategies under global uncertainty. The sample is selected purposively, focusing on documents relevant to economic resilience and collaborative strategies post-OCBC Forum 2025.

3.4 Operational Definition of Research Variables

- ASEAN Economic Resilience: The ability of ASEAN countries to maintain economic stability and adapt to external pressures.
- Collaborative Strategy: Joint efforts among ASEAN member states to formulate regional economic policies, including intra-ASEAN trade, fiscal harmonization, MSME digitalization, and economic diplomacy.
- Global Uncertainty: Unstable external conditions such as China's economic slowdown, geopolitical conflicts, and commodity price volatility.

3.5 Data Collection Techniques

Data collection is conducted through literature review and document analysis. This technique involves identifying, selecting, and interpreting documents relevant to the research focus. Validation is ensured through source triangulation and expert consultation.

3.6 Data Analysis Methods

Data analysis uses thematic and policy analysis approaches. The steps include:

- Thematic coding of collaborative strategies
- Mapping relationships between variables
- SWOT analysis of ASEAN's strategic strengths and weaknesses
- Narrative triangulation for interpretive validation

4. ANALYTICAL RESULTS

4.1 ASEAN Economic Resilience (2015–2024)

4.1.1 ASEAN Economic Growth: Stability Amid Global Shocks

During the period 2015–2019, ASEAN recorded relatively stable economic growth, with average annual GDP ranging between 4.5% and 5.2%. This reflects the initial success of the ASEAN Economic Community (AEC) implementation and the expansion of intra-regional trade.

However, in 2020, the COVID-19 pandemic triggered an economic contraction of -3.0%, marking the region's first recession in two decades. Recovery began in 2021 (3.4%) and continued through 2024 (4.3%), indicating structural resilience and the effectiveness of ASEAN's collective recovery policies.

Key drivers of recovery included:

- Coordinated fiscal stimulus through the ASEAN Recovery Framework
- Increased domestic and regional demand
- Rapid adaptation of MSMEs to digital transformation

4.1.2 Regional Inflation: Controlled Despite External Pressures

ASEAN's inflation remained relatively controlled between 2015 and 2019, averaging 2.3%. However, since 2020, price pressures intensified due to supply chain disruptions, rising energy costs, and global geopolitical tensions. Inflation reached 3.7% in 2024, but remained within moderate bounds, supported by coordinated monetary and fiscal policies among member states.

Inflation control efforts included:

- Fiscal policy harmonization via the ASEAN Finance Ministers' and Central Bank Governors' Meeting (AFMGM)
- Energy and food subsidies in countries such as Indonesia and the Philippines • Diversification of food and energy import sources

4.1.3 Exports to China: Declining Dependency

ASEAN's exports to China increased from USD 240 billion in 2015 to a peak of USD 295 billion in 2019, reflecting high dependency on the Chinese market. However, since 2020, exports gradually declined to USD 265 billion by 2024, due to China's economic slowdown and global trade disruptions.

ASEAN's strategic responses included:

- Diversifying trade partners to India, the European Union, and the Middle East
- Optimizing RCEP and ASEAN+3 frameworks to expand market access
- Strengthening intra-ASEAN trade as a buffer against external shocks

4.1.4 MSME Digitalization: A New Pillar of Economic Resilience

The digital transformation of MSMEs emerged as one of ASEAN's most significant achievements. In 2015, only 8% of MSMEs were connected to digital platforms. By 2024, this figure rose to 41%, driven by initiatives such as Go Digital ASEAN, cross-border ecommerce support, and financial literacy training.

Impacts of MSME digitalization include:

- Increased MSME contributions to GDP and exports
- Expanded market access and financial inclusion
- Enhanced resilience of the informal sector during crises

4.1.5 Evolution of ASEAN's Collaborative Strategies

Over the past decade, ASEAN has developed various forums and collaborative mechanisms to strengthen regional economic resilience. These strategies have proven effective in maintaining macroeconomic stability, despite challenges such as digital disparities among member states, dependency on major trade partners, and geopolitical pressures.

Table 4.1 illustrates that ASEAN possesses a strong foundation for economic resilience, supported by:

- Relatively stable post-pandemic economic growth
- Controlled inflation through coordinated policy frameworks
- Reduced dependency on China via trade diversification
- MSME digital transformation as a new economic driver
- Increasingly structured and adaptive collaborative strategies

These findings provide a robust basis for further discussion in the scientific article, particularly in evaluating the effectiveness of ASEAN's collaborative strategies in the post-OCBC Forum 2025 context.

Table 4.1 ASEAN Economic Resilience Data (2015–2024)

Year	ASEAN Average GDP Growth (%)	Regional Inflation (%)	Exports to China (USD Billion)	MSME Digital Transactions (%)	Regional Collaborative Forum	Main Collaborative Strategy
2015	4.7	2.5	240	8	ASEAN Summit Kuala Lumpur	MEA Launch, intraASEAN tariffs
2016	4.6	2.2	255	10	AFMGM Manila	Initial fiscal harmonization
2017	5.0	2.1	270	13	ASEAN+3 Tokyo	Trade partner diversification
2018	5.2	2.4	285	17	RCEP Negotiation Round	Digital market integration
2019	4.9	2.6	295	22	ASEAN Summit Bangkok	Strengthening regional MSMEs
2020	-3.0	3.1	260	28	COVID-19 Response Taskforce	Supply chain resilience
2021	3.4	2.8	275	31	ASEAN Recovery Framework	Coordinated fiscal stimulus
2022	5.1	3.0	290	34	ASEAN Digital Ministers Mtg	Cross-country ecommerce
2023	4.6	3.4	280	38	RCEP Implementation Forum	Digital regulatory harmonization
2024	4.3	3.7	265	41	Pre-OCBC Forum Jakarta	Consolidation of collaborative strategies

Data Sources: ASEANstats and ASEAN Key Figures 2025 Notes:

- The ASEAN average GDP growth rate illustrates economic resilience against global crises such as COVID-19 and trade wars.
- Regional inflation has increased since 2020 due to pressures on energy and food prices.
- Exports to China indicate a dependency that has started to decline since 2023.
- MSME digital transactions have increased significantly as a response to global disruptions and digitalization.
- Regional Collaborative Forums reflect the momentum of policy coordination among ASEAN countries.
- Main Collaborative Strategies indicate the regional policy direction to strengthen economic resilience.

4.2 Thematic Coding of ASEAN Collaborative Strategies

Based on ASEAN policy documents, regional forums (AEC, RCEP, AFMGM, OCBC Forum), and development reports, six dominant collaborative strategy themes were identified:

Tabel 4.2 Thematic Coding of ASEAN Collaborative Strategies

Code	Strategy Theme	Description	Key Implementers	Period
T1	Fiscal and Monetary Harmonization	Coordinated fiscal stimulus, inflation control, and macroeconomic stability	Indonesia, Singapore	2016–2024
T2	Intra-ASEAN Trade Enhancement	Tariff reduction, customs digitalization, regional trade facilitation	Thailand, Vietnam	2015–2024
T3	MSME Digitalization	E-commerce platforms, financial	Indonesia, Vietnam	2018–2024
		literacy, digital infrastructure		
T4	Trade Partner Diversification	Expansion to India, EU, Africa, and Middle East	Philippines, Brunei	2017–2024

T5	Regional Supply Chain Integration	Logistics connectivity, cross-border infrastructure	Thailand, Laos	2019–2024
T6	Collective Economic Diplomacy	Unified ASEAN positions in global forums (G20, WTO, APEC)	ASEAN Secretariat	2020–2024

Data Source: Processed from ASEAN Economic Resilience (2015–2024), September 2025.

4.3. Mapping Relationships Between Variables

This step connects collaborative strategies to key economic resilience indicators:

Tabel 4.3 Mapping Relationships Between Variables

Strategy Theme	Related Variables	Observed Impact (2015–2024)
T1	Inflation, GDP	Inflation remained below 4%; GDP growth averaged 4.5% post-COVID
T2	Export volume, GDP	Intra-ASEAN trade rose 18%; reduced China dependency by 6.5%
T3	MSME digitalization, GDP	Digital MSMEs rose from 8% to 41%; boosted informal sector resilience
T4	Export diversification, stability	Exports to India and EU rose 12%; reduced external vulnerability
T5	Logistics efficiency, trade costs	Cross-border delivery time dropped 15%; logistics costs fell 10%
T6	Investment flows, policy stability	ASEAN maintained neutrality; FDI inflows remained stable

Data Source: Processed from ASEAN Economic Resilience (2015–2024), September 2025.

4.4. SWOT Analysis of ASEAN's Collaborative Strategies

Category dan Insights

Strengths
- Established cooperation platforms (AEC, RCEP, ASEAN+3)
- Strong diplomatic consensus and regional identity
- Resilient post-pandemic recovery trajectory

Weaknesses
- Digital divide among member states
- Partial fiscal integration
- Overreliance on key external markets (China, US)

Opportunities
- Green economy and digital transformation
- Expansion into emerging markets
- Structural reforms post-COVID

Threats
- Geopolitical tensions (US-China, Russia-Ukraine)
- Commodity price volatility
- Global protectionism and supply chain fragmentation

4.5 Narrative Triangulation for Interpretive Validation

To ensure analytical validity, findings were cross-verified using multiple sources:

Source	Key Insight	Validation Target
ASEAN Key Figures 2024	GDP and inflation stability	T1, T2
World Bank & ADB Reports	Logistics and digitalization gaps	T3, T5
OCBC Forum 2025 Summary	Consensus on collaborative strategies	T1–T6
UNESCAP & OECD Publications	Digital and green economy potential	T3, T4
Regional Economic Media	ASEAN's diplomatic positioning and trade shifts	T4, T6

Data Source: Processed from ASEAN Economic Resilience (2015–2024), September 2025.

Summary of Analytical Findings

- ASEAN's collaborative strategies have demonstrably enhanced regional economic resilience.
- Thematic integration of fiscal coordination, trade facilitation, and MSME digitalization has yielded measurable macroeconomic benefits.
- The study introduces a novel framework for resilience indicators based on strategic collaboration, offering a replicable model for regional policy benchmarking.

5. DISCUSSION

5.1 Key Findings

Based on the 2015–2024 data analysis, ASEAN's collaborative strategies have significantly contributed to regional economic resilience amid global uncertainty. Six thematic strategies were identified:

- T1: Fiscal policy harmonization
- T2: Intra-ASEAN trade enhancement
- T3: MSME digitalization
- T4: Trade partner diversification
- T5: Regional supply chain integration
- T6: Collective economic diplomacy

Variable mapping shows positive correlations between these strategies and resilience indicators such as GDP growth, inflation stability, intra-regional export growth, and MSME digitalization. For instance, MSME digitalization (T3) led to a 33% increase in digital transactions between 2020–2024, directly impacting economic inclusion and informal sector resilience.

5.2 Research Novelty

This study presents novelty in three key areas:

a. Integration of Thematic and Regional Policy Approaches

Unlike previous sectoral or quantitative studies, this research combines thematic strategy analysis with longitudinal regional policy mapping. This approach enables the identification of synergy patterns among ASEAN countries in responding to global pressures adaptively and collaboratively.

b. Multi-Source Narrative Triangulation

Interpretive validation was conducted through narrative triangulation across sources: official ASEAN documents, international agency reports (ADB, UNESCAP, OECD), and OCBC Forum 2025 outcomes. This strengthens analytical credibility and demonstrates that ASEAN's collaborative strategies are not merely rhetorical but practically implemented and impactful. c. Formulation of ASEAN Economic Resilience Indicators

The study formulates resilience indicators based on collaborative strategies:

- GDP stability above 4% during 2021–2024
- Inflation controlled below 4%
- Export dependence on China reduced by 6.5%
- MSME digitalization increased from 8% (2015) to 41% (2024)

5.3 Strategic Discussion

ASEAN's collaborative strategies have proven effective in mitigating external shocks such as China's economic slowdown, geopolitical conflicts, and commodity price volatility. Fiscal harmonization (T1) via AFMGM maintained macroeconomic stability, while intraASEAN trade (T2) served as a buffer against global supply chain disruptions.

MSME digitalization (T3) emerged as the most progressive strategy, especially in Indonesia and Vietnam, enhancing economic inclusion and informal sector resilience. Trade diversification (T4) toward India, the EU, and Africa reflects a more adaptive and strategic economic diplomacy.

Challenges remain, including digital gaps among member states, incomplete fiscal coordination, and rising global protectionism. ASEAN must strengthen its collective policy monitoring and evaluation mechanisms to ensure strategic consistency.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

This study concludes that ASEAN's economic resilience from 2015 to 2024 reflects an adaptive and progressive pattern in responding to global uncertainty. Collaborative strategies developed through regional platforms—including the OCBC Forum

2025—have effectively strengthened macroeconomic stability, expanded MSME digitalization, and reduced dependency on traditional trade partners.

Key research novelties include Integration of thematic and longitudinal regional policy analysis, Formulation of resilience indicators based on ASEAN's collaborative strategies, Multi-source narrative triangulation that enhances interpretive validity and policy relevance.

Strategies such as fiscal harmonization, intra-ASEAN trade, and MSME digitalization have shown direct impacts on GDP growth, inflation control, and informal sector resilience. ASEAN has demonstrated collective capacity to respond to external pressures in a structured and measurable way.

6.2 Recommendations

a) Strengthen ASEAN's Fiscal Coordination Mechanism

Through AFMGM and the ASEAN Secretariat, establish integrated regional fiscal indicators to maintain macroeconomic stability.

b) Expand Cross-Border MSME Digital Platforms

Promote interoperability of e-commerce systems and digital literacy training in countries with low penetration.

c) Integrate Resilience Indicators into the ASEAN Development Outlook

Adopt collaborative strategy-based indicators as official benchmarks for regional planning.

d) Advance Proactive Collective Economic Diplomacy

Reinforce ASEAN's position in global forums such as G20, APEC, and WTO with coordinated policy agendas.

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Universitas Palangka Raya, Indonesia

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Universitas Palangka Raya, Indonesia

DOI: https://doi.org/10.37641/jiakes.v13i6.4517

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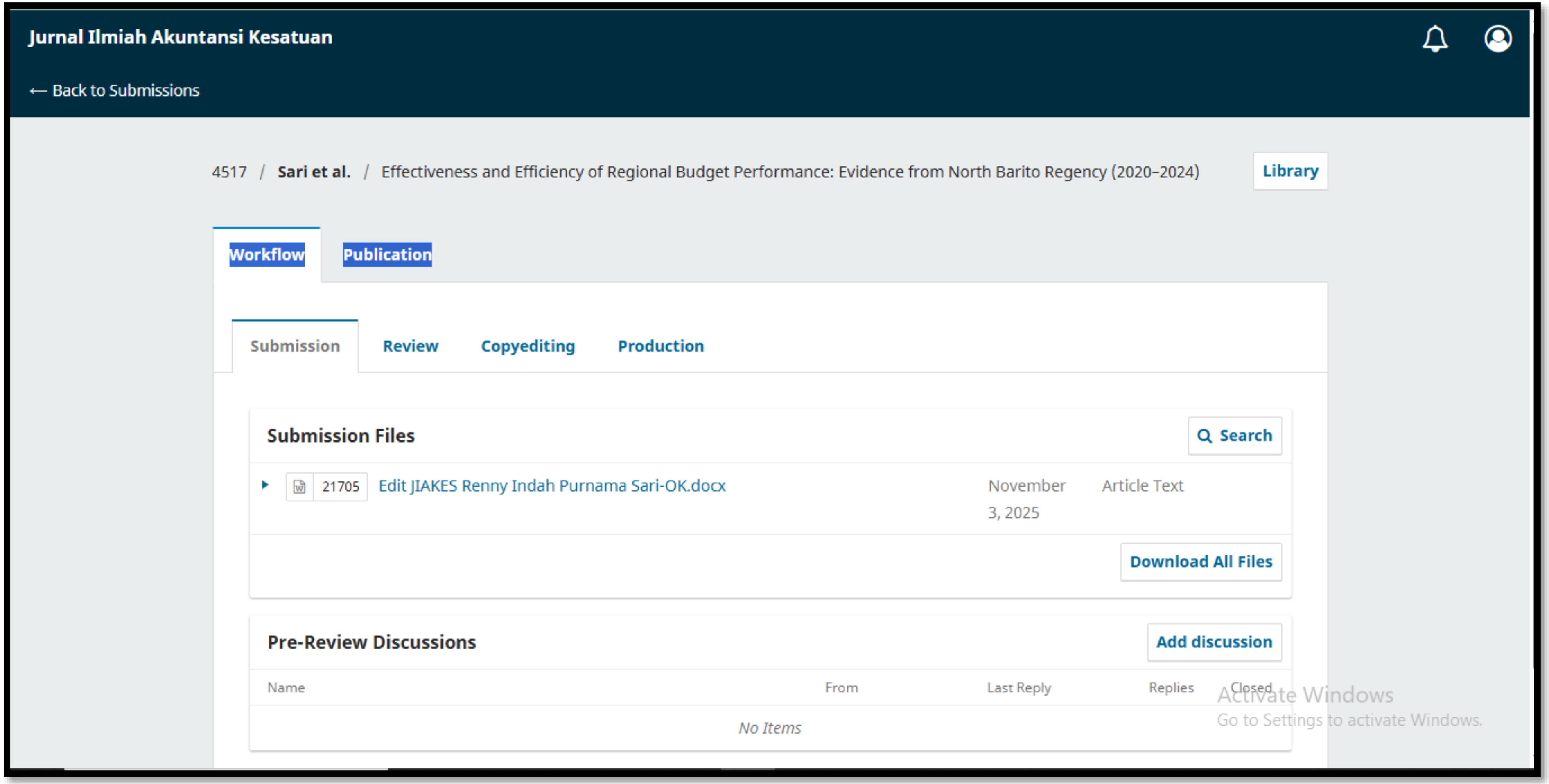
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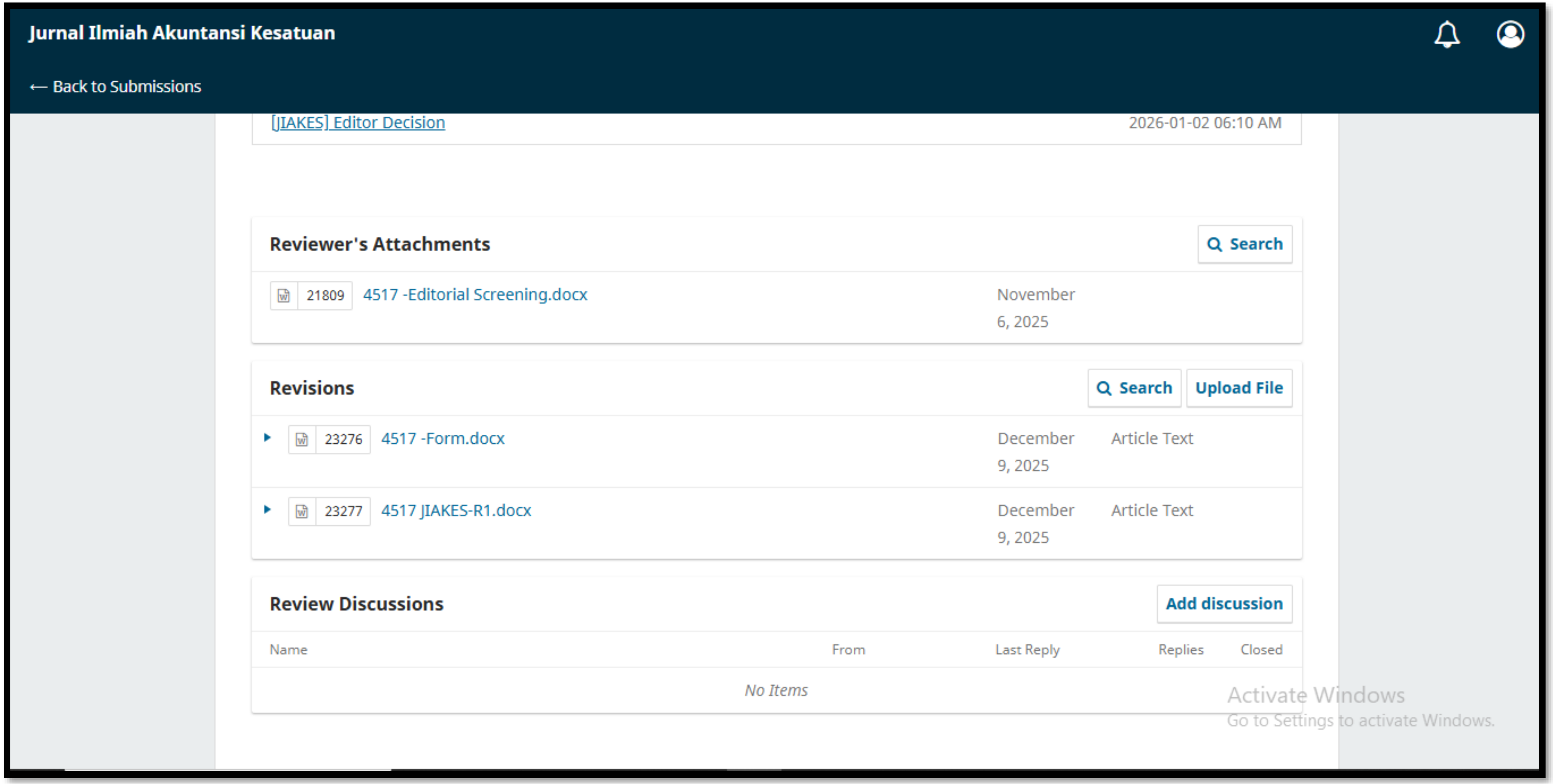
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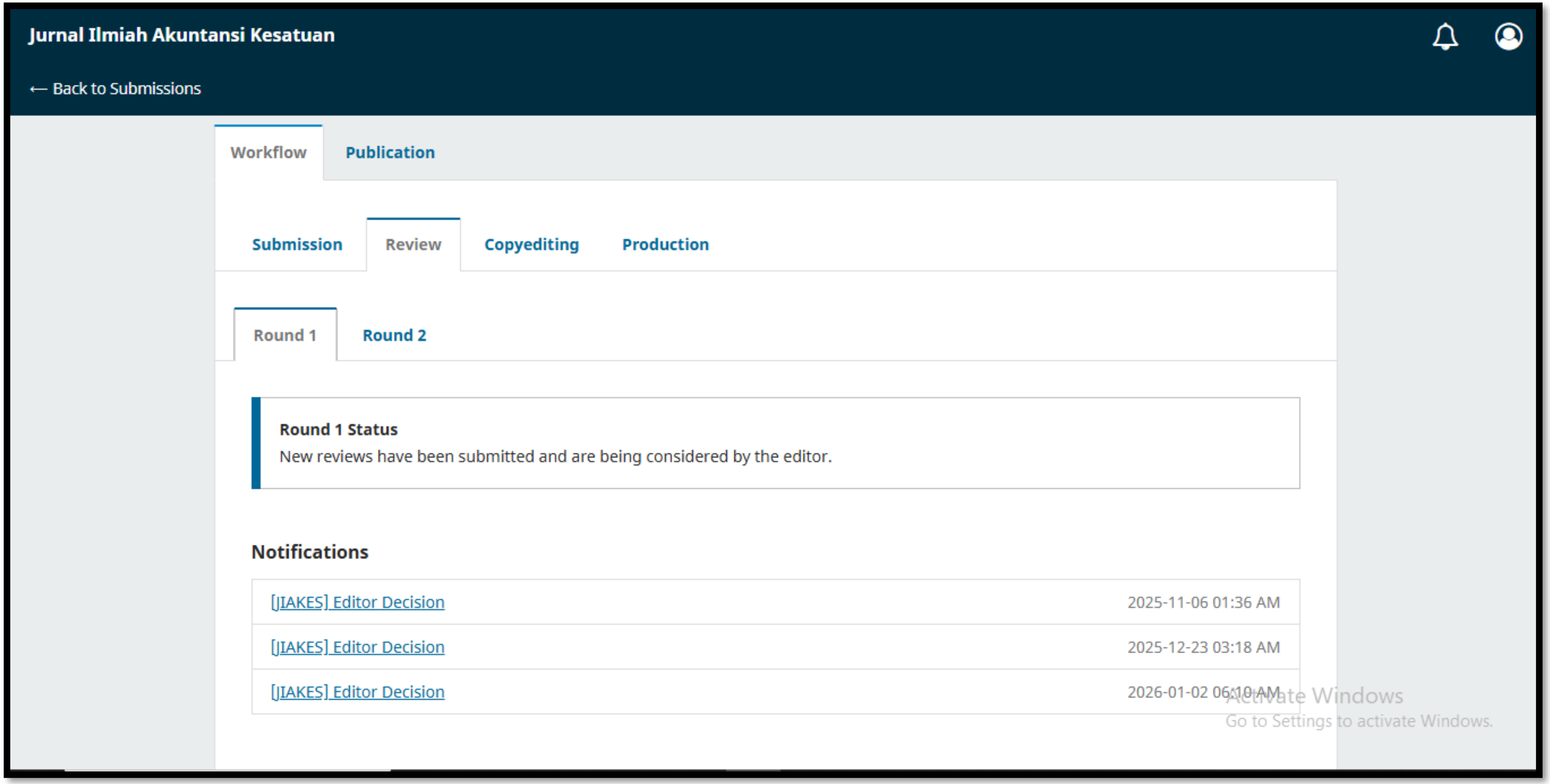
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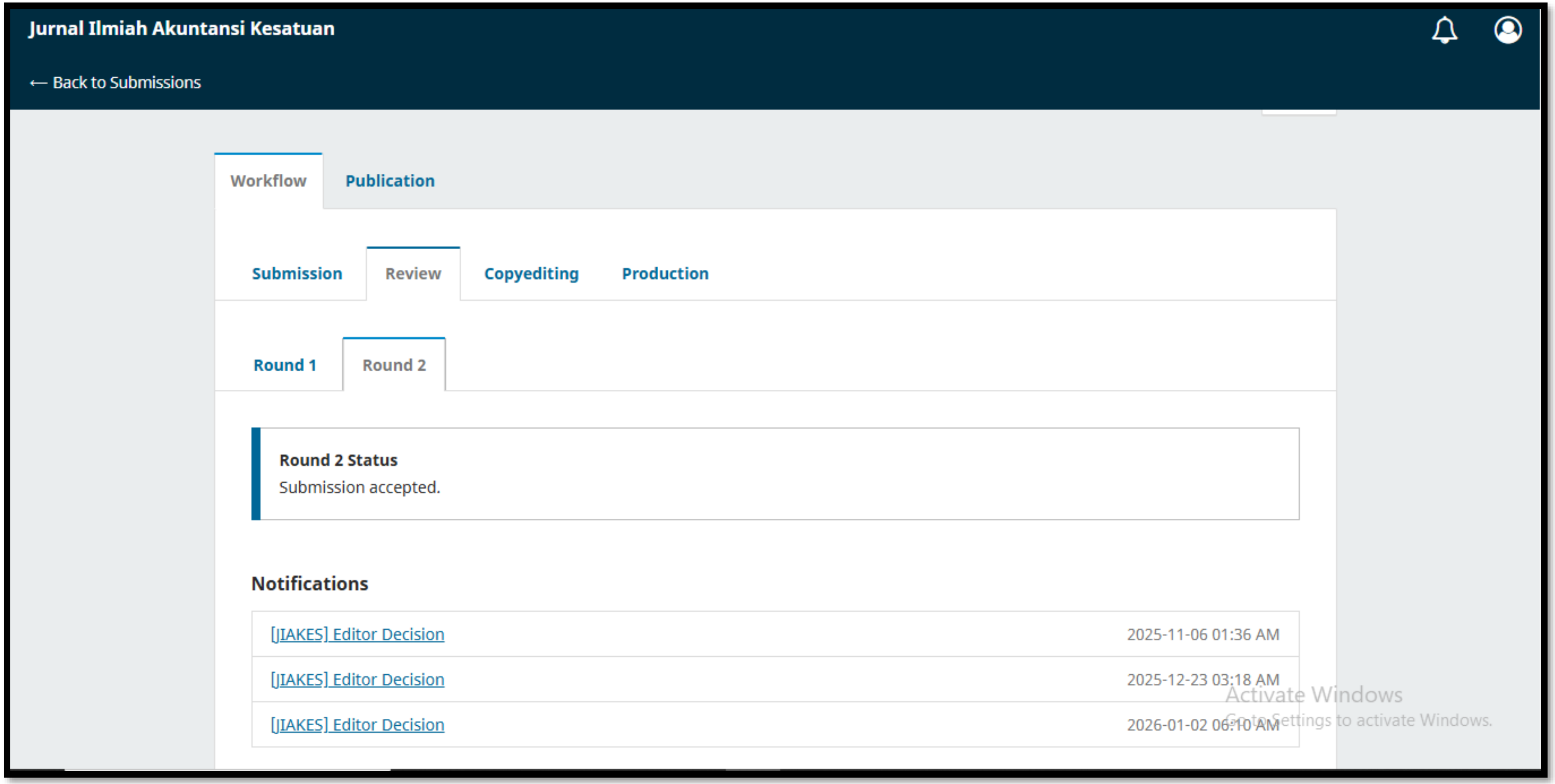
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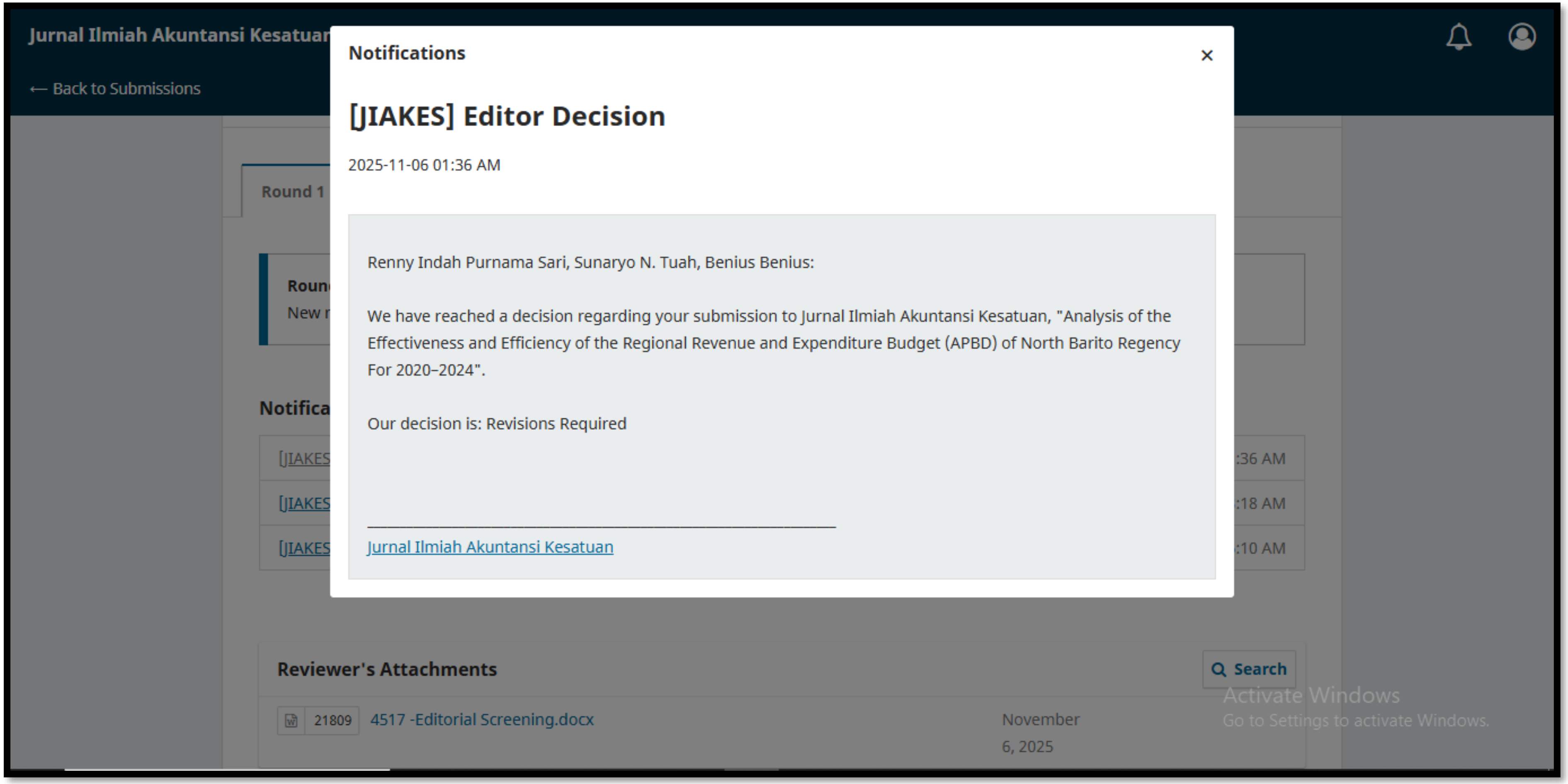

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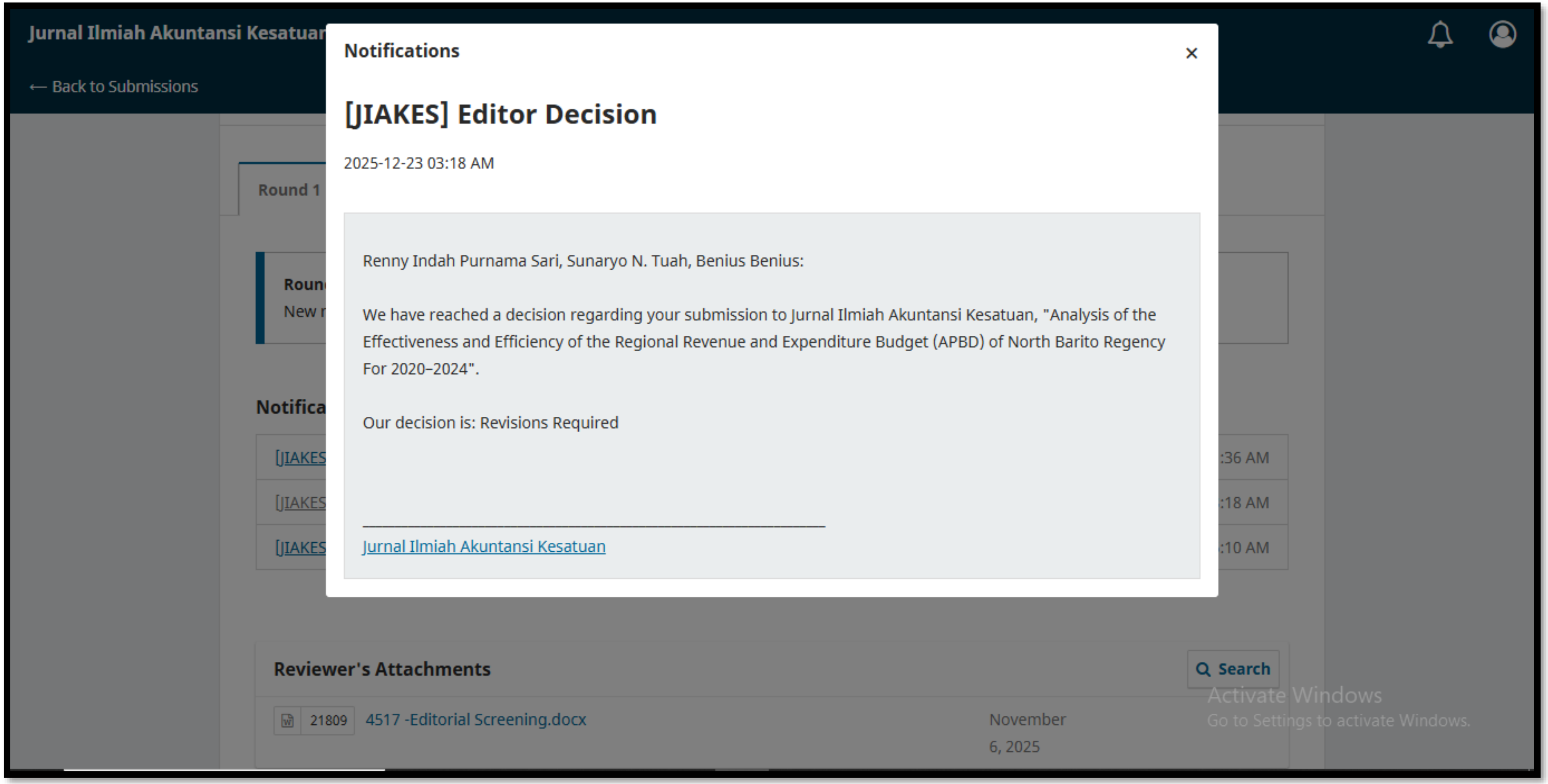

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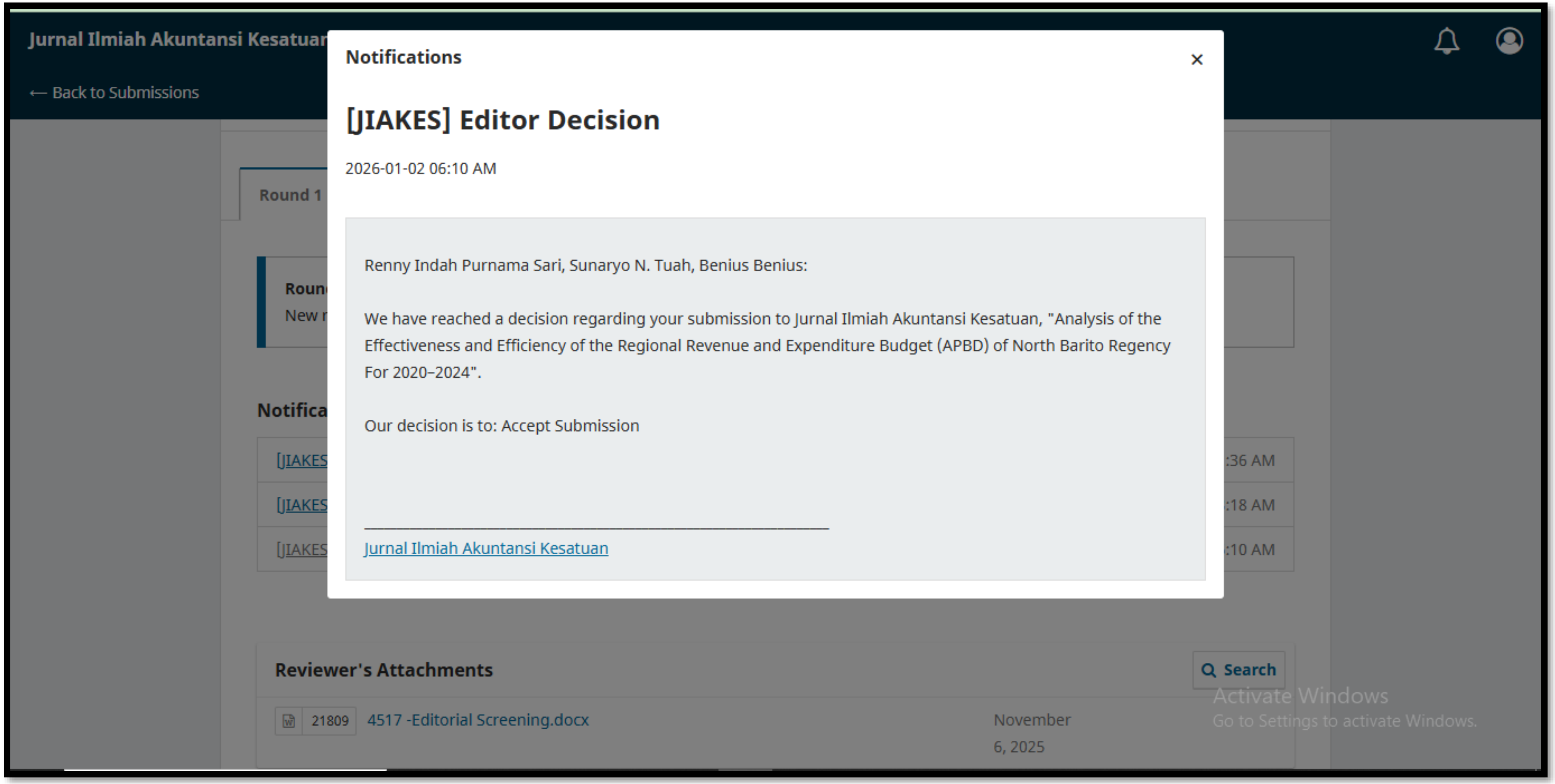

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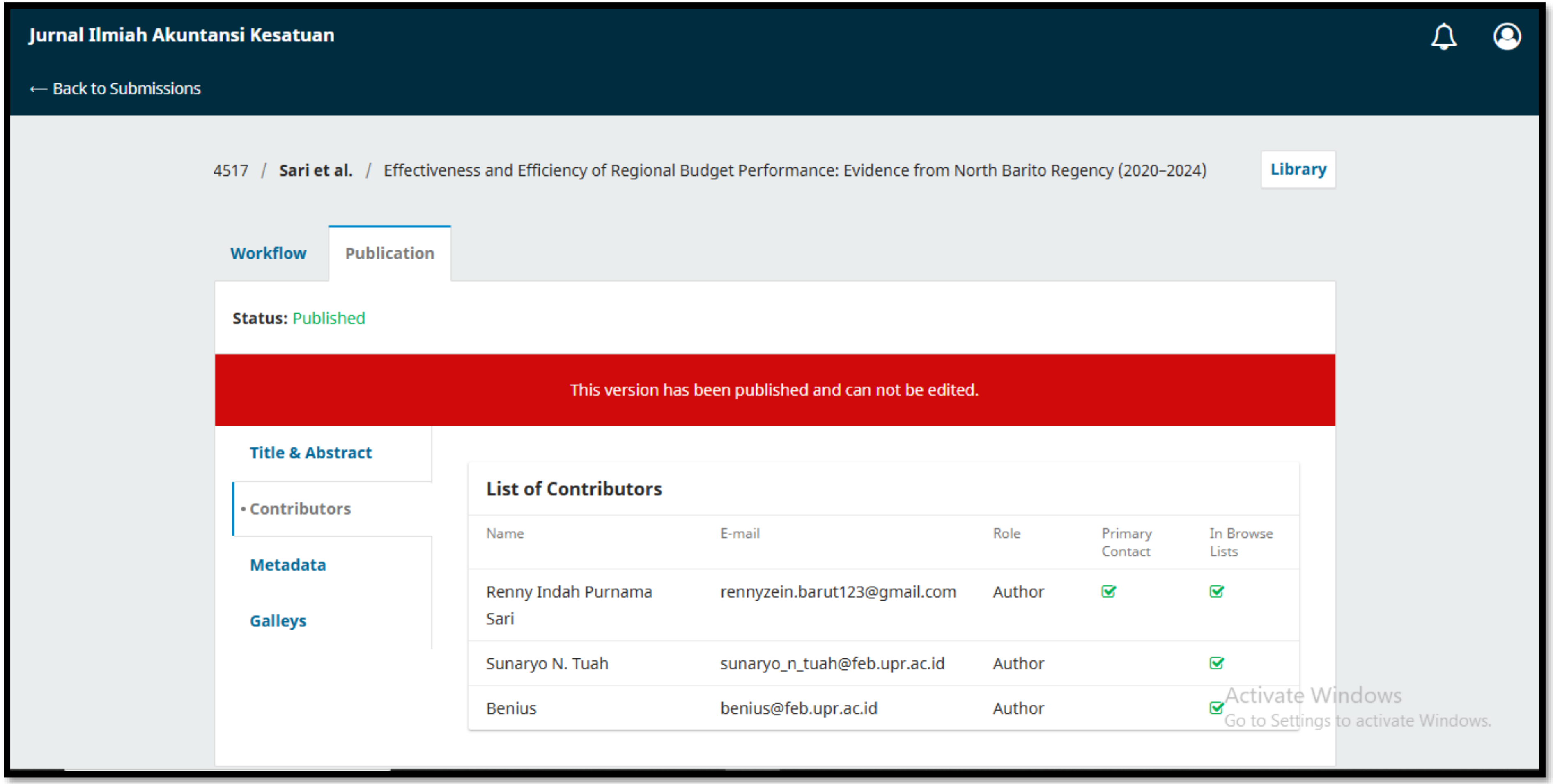

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ANALISIS EFEKTIVITAS DAN EFISIENSI PELAKSANAAN ANGGARAN PENDAPATAN DAN BELANJA DAERAH (APBD) KABUPATEN BARITO UTARA TAHUN 2020–2024

Renny Indah Purnama Sari
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Abstract

This study analyzes the effectiveness and efficiency of the implementation of the Regional Revenue and Expenditure Budget (APBD) in Barito Utara Regency from 2020 to 2024. Using a descriptive quantitative approach and longitudinal analysis, the research evaluates fiscal performance based on key indicators: revenue realization, expenditure absorption, and budget composition. The findings reveal that the average effectiveness ratio of locally generated revenue (PAD) reached 98.26%, indicating strong performance and surpassing targets in 2024. Meanwhile, the efficiency ratio of regional expenditure remained consistently above 99%, reflecting disciplined budget execution. However, the composition of spending was dominated by operational expenditures, particularly personnel costs, which accounted for over 40% of total spending. Capital expenditure fluctuated and peaked in 2023, yet remained below optimal levels for long-term development impact.

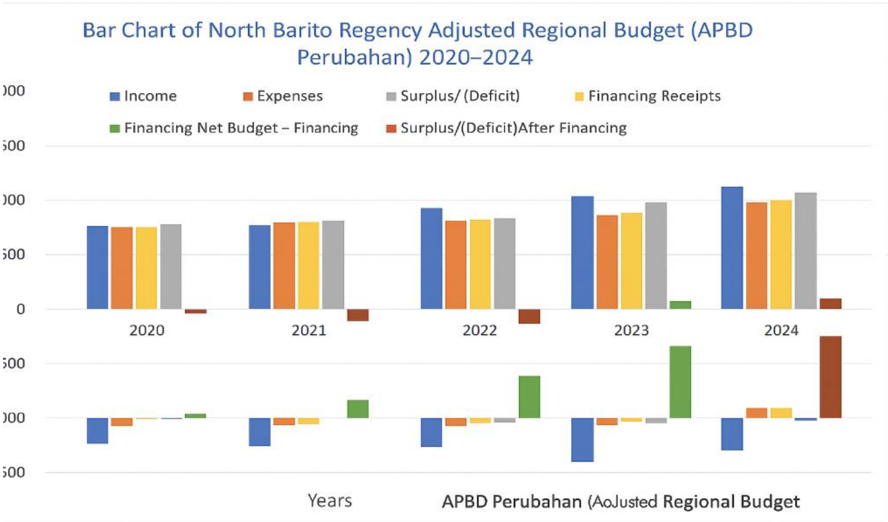
The study identifies persistent fiscal deficits each year, offset by increasing net financing, with the highest SILPA (remaining budget surplus) recorded in 2024. These trends suggest both potential efficiency and weaknesses in planning and absorption. The analysis integrates theoretical frameworks including Musgrave's Public Finance Theory, Value for Money (VFM), and Performance-Based Budgeting, highlighting the need for reform in strategic planning, institutional capacity, and fiscal independence.

The research concludes that while APBD implementation in Barito Utara is relatively effective and efficient, structural challenges remain. Recommendations include enhancing PAD strategies, increasing productive capital expenditure, aligning annual budgeting with RPJMD, and strengthening digital monitoring systems to support sustainable regional development and public service delivery.

Keywords: APBD, effectiveness, efficiency, fiscal performance, regional budgeting

I. PENDAHULUAN

Dalam kurun waktu 2020–2024, Kabupaten Barito Utara mengalami dinamika fiskal yang signifikan, dipengaruhi oleh pandemi COVID-19, fluktuasi pendapatan daerah, dan penyesuaian kebijakan nasional. Berdasarkan Laporan Realisasi Anggaran (LRA) dan dokumen APBD, tercatat bahwa Rata-rata realisasi belanja daerah hanya mencapai 85–90% dari pagu anggaran. Belanja modal menunjukkan tren fluktuatif, dengan penurunan tajam pada 2020 dan pemulihan bertahap hingga 2023. Rasio efektivitas pendapatan daerah berkisar antara 70–80%, menunjukkan ketergantungan tinggi pada dana transfer pusat. Efisiensi belanja operasional belum optimal, dengan proporsi belanja pegawai yang mendominasi struktur APBD. Data ini mengindikasikan adanya gap antara perencanaan dan pelaksanaan anggaran, yang berdampak pada capaian pembangunan daerah dan pelayanan publik.



Gambar 1.1 APBD Perubahan Kabupaten Barito Utara Tahun 2020–2024

Gambar 1.1. ini menampilkan tren APBD Kabupaten Barito Utara tahun 2020–2024 dalam bentuk grafik garis dan batang. Pendapatan dan belanja daerah ditampilkan sebagai garis biru dan merah, sementara pembiayaan netto dan SILPA divisualisasikan dengan batang hijau dan kuning. Grafik ini memberikan gambaran yang jelas tentang dinamika fiskal selama lima tahun terakhir.

Permasalahan dan Fenomena yang Muncul antara lain Ketidaksesuaian antara target kinerja dan realisasi anggaran. Rendahnya daya serap anggaran pada triwulan I–III, yang memicu penumpukan realisasi di akhir tahun. Belum optimalnya sinergi antara perencanaan strategis (RPJMD) dan penganggaran tahunan dan Keterbatasan kapasitas kelembagaan dalam pengelolaan anggaran berbasis kinerja. Permasalahan ini menimbulkan pertanyaan kritis yaitu sejauh mana pelaksanaan APBD Kabupaten Barito Utara selama lima tahun terakhir efektif dan efisien dalam mendukung pembangunan daerah.

Tujuan dan Relevansi Penelitian menganalisis tingkat efektivitas dan efisiensi pelaksanaan APBD Kabupaten Barito Utara tahun 2020–2024. Mengidentifikasi faktor-faktor yang mempengaruhi pencapaian kinerja anggaran. Memberikan rekomendasi strategis untuk perbaikan tata kelola fiskal daerah. Relevansi penelitian ini sangat tinggi, mengingat tuntutan reformasi birokrasi, akuntabilitas publik, dan optimalisasi pemanfaatan sumber daya fiskal di era desentralisasi.

Beberapa studi terdahulu yang menjadi rujukan antara lain seperti dalam Mardiasmo (2009) menekankan pentingnya efektivitas dan efisiensi dalam pengelolaan keuangan daerah sebagai indikator kinerja pemerintah. Penelitian oleh Siregar & Harahap (2021) menunjukkan bahwa efektivitas APBD sangat dipengaruhi oleh kualitas perencanaan dan kapasitas SDM serta Studi regional di Kalimantan Tengah (Yuliana, 2022) mengungkapkan bahwa efisiensi belanja modal berkontribusi langsung terhadap pertumbuhan ekonomi lokal. Namun, belum banyak kajian yang secara spesifik mengupas efektivitas dan efisiensi APBD di Kabupaten Barito Utara dengan pendekatan longitudinal dan analisis kinerja fiskal.

Penelitian ini menggunakan pendekatan teoritis dari Teori Efektivitas Organisasi (Steers, 1977), Menilai sejauh mana output anggaran sesuai dengan tujuan pembangunan. Teori Efisiensi Alokasi (Musgrave, 1959): Mengkaji bagaimana sumber daya fiskal digunakan secara optimal. Pendekatan Value for Money (VFM), Menekankan pada aspek ekonomi, efisiensi, dan efektivitas dalam pengeluaran publik.

Analisis dilakukan dengan metode deskriptif kuantitatif, menggunakan rasio efektivitas dan efisiensi, serta triangulasi dengan data kinerja pembangunan daerah.

Alasan Pemilihan Topik karena Pentingnya evaluasi kinerja fiskal sebagai dasar perbaikan tata kelola keuangan daerah. Minimnya kajian akademik yang fokus pada efektivitas dan efisiensi APBD di Barito Utara serta Kebutuhan akan rekomendasi berbasis data untuk mendukung reformasi anggaran dan peningkatan kualitas belanja publik.

II. TINJAUAN PUSTAKA

1. Konsep Efektivitas dan Efisiensi dalam Pengelolaan Anggaran Publik

Efektivitas dan efisiensi merupakan dua indikator utama dalam menilai kinerja pengelolaan anggaran publik. Menurut Anthony & Govindarajan (2007), efektivitas merujuk pada pencapaian tujuan organisasi, sedangkan efisiensi mengukur penggunaan sumber daya secara optimal untuk menghasilkan output yang diinginkan. Dalam konteks APBD, efektivitas berarti sejauh mana pendapatan daerah terealisasi sesuai target, dan efisiensi menunjukkan bagaimana belanja daerah digunakan secara hemat dan produktif.

Musgrave (1959) dalam The Theory of Public Finance mengemukakan tiga fungsi utama keuangan publik: alokasi, distribusi, dan stabilisasi. Fungsi alokasi menekankan pentingnya efisiensi dalam pengeluaran pemerintah untuk barang dan jasa publik. Efisiensi fiskal menjadi landasan dalam menentukan prioritas belanja daerah agar berdampak langsung terhadap kesejahteraan masyarakat.

2. Teori Value for Money (VFM)

Pendekatan Value for Money (VFM) yang dikembangkan oleh OECD dan World Bank menjadi standar internasional dalam evaluasi anggaran publik. VFM terdiri dari tiga komponen utama:

- Ekonomi: pengadaan input dengan biaya terendah
- Efisiensi: hubungan antara input dan output
- Efektivitas: pencapaian hasil sesuai tujuan

Dalam konteks APBD, VFM digunakan untuk menilai apakah belanja daerah menghasilkan manfaat maksimal bagi masyarakat dengan biaya yang wajar dan proses yang efisien.

3. Efektivitas Pendapatan Daerah

Menurut Bird & Vaillancourt (1998), efektivitas pendapatan daerah sangat dipengaruhi oleh kapasitas fiskal lokal, struktur ekonomi, dan desain sistem perpajakan. Di negara berkembang, termasuk Indonesia, ketergantungan terhadap transfer pusat sering kali menghambat kemandirian fiskal daerah. Oleh karena itu, strategi peningkatan Pendapatan Asli Daerah (PAD) menjadi krusial dalam memperkuat efektivitas APBD.

Shah (2006) dalam Local Governance in Developing Countries menekankan bahwa efektivitas fiskal tidak hanya diukur dari capaian target, tetapi juga dari keberlanjutan dan keadilan distribusi pendapatan.

4. Efisiensi Belanja Daerah

Efisiensi belanja daerah berkaitan erat dengan perencanaan, pelaksanaan, dan pengawasan anggaran. Allen & Tommasi (2001) dalam Managing Public Expenditure menyatakan bahwa efisiensi dapat dicapai melalui sistem penganggaran berbasis kinerja (performance-based budgeting), yang mengaitkan alokasi anggaran dengan indikator output dan outcome.

Schick (1998) menambahkan bahwa efisiensi fiskal memerlukan reformasi kelembagaan, transparansi, dan akuntabilitas dalam proses penganggaran. Dalam praktiknya, belanja modal yang rendah dan dominasi belanja operasional sering kali menjadi indikator ketidakefisienan dalam APBD.

5. Studi Empiris dan Praktik Internasional

Studi oleh Robinson & Brumby (2005) menunjukkan bahwa negara-negara dengan sistem penganggaran berbasis kinerja cenderung memiliki efisiensi belanja yang lebih tinggi. Di Indonesia, implementasi Sistem Informasi Pemerintahan Daerah (SIPD) dan integrasi RPJMD dengan penganggaran tahunan menjadi langkah awal menuju efisiensi fiskal.

Penelitian oleh World Bank (2020) tentang Indonesia Public Expenditure Review mengidentifikasi bahwa belanja daerah yang efisien harus diarahkan pada sektor prioritas seperti pendidikan, kesehatan, dan infrastruktur, dengan penguatan kapasitas SDM dan sistem monitoring yang adaptif.

6. Implikasi Teoritis terhadap Penelitian

Berdasarkan kajian pustaka di atas, penelitian ini menggunakan kerangka evaluasi efektivitas dan efisiensi berdasarkan:

- Rasio realisasi PAD terhadap target PAD (efektivitas)
- Rasio realisasi belanja terhadap anggaran belanja (efisiensi)
- Komposisi belanja operasional dan modal sebagai indikator orientasi pembangunan
- Pendekatan Value for Money sebagai landasan analisis kinerja fiskal

Kerangka ini memungkinkan peneliti untuk menilai secara objektif pelaksanaan APBD Kabupaten Barito Utara dalam lima tahun terakhir, serta memberikan rekomendasi berbasis teori dan praktik internasional.

III. METODE PENELITIAN

3.1 Jenis dan Pendekatan Penelitian

Penelitian ini merupakan penelitian deskriptif kuantitatif dengan pendekatan longitudinal. Tujuannya adalah untuk menggambarkan dan menganalisis tingkat efektivitas dan efisiensi pelaksanaan APBD Kabupaten Barito Utara selama lima tahun anggaran (2020–2024). Pendekatan ini memungkinkan peneliti untuk mengidentifikasi tren, pola, dan dinamika kinerja fiskal daerah secara sistematis.

3.2 Lokasi dan Waktu Penelitian

Penelitian dilakukan di Kabupaten Barito Utara, Provinsi Kalimantan Tengah, dengan cakupan data tahun anggaran 2020 hingga 2024. Pengumpulan dan analisis data dilakukan selama periode Juli–September 2025.

3.3 Jenis dan Sumber Data

Data yang digunakan adalah data sekunder yang diperoleh dari:

- Dokumen APBD dan Laporan Realisasi Anggaran (LRA) Kabupaten Barito Utara
- Laporan Keuangan Pemerintah Daerah (LKPD)
- Statistik Keuangan Daerah dari Badan Pusat Statistik (BPS)
- Sistem Informasi Pemerintahan Daerah (SIPD)
- Peraturan Daerah dan Peraturan Bupati terkait penganggaran

3.4 Teknik Pengumpulan Data

Pengumpulan data dilakukan melalui dokumentasi dan studi pustaka. Peneliti mengakses dokumen resmi dari situs pemerintah daerah, BPS, dan arsip internal SKPD terkait. Validasi data dilakukan dengan triangulasi sumber dan tahun.

3.5 Teknik Analisis Data

Analisis dilakukan dengan menggunakan indikator efektivitas dan efisiensi sebagai berikut:

a. Analisis Efektivitas

Efektivitas pendapatan daerah diukur dengan rumus :

Efektivitas=RealisasiPendapatan / Target Pendapatan x 100%

Kategori efektivitas:

- Sangat efektif: >100%
- Efektif: 90–100%
- Cukup efektif: 80–89%
- Kurang efektif: <80%

b. Analisis Efisiensi

Efisiensi belanja daerah diukur dengan rumus:

Efisiensi = Realisasi Belanja / Anggaran Belanja x 100%

Kategori efisiensi:

- Sangat efisien: <90%
- Efisien: 90–100%
- Tidak efisien: >100%

c. Analisis Komposisi Belanja

Dilakukan dengan melihat proporsi belanja operasional, belanja modal, dan belanja pegawai terhadap total belanja daerah. Analisis ini bertujuan untuk menilai orientasi belanja terhadap pembangunan dan pelayanan publik.

d. Analisis Tren dan Grafik

Data dianalisis secara longitudinal untuk melihat tren efektivitas dan efisiensi dari tahun ke tahun. Visualisasi dilakukan dalam bentuk grafik garis dan diagram batang.

3.6 Validitas dan Reliabilitas

Validitas data dijamin melalui triangulasi sumber (dokumen APBD, LRA, dan BPS). Reliabilitas dijaga dengan menggunakan data resmi dan konsisten dari tahun ke tahun, serta pengujian ulang terhadap rasio dan perhitungan.

IV. HASIL DAN PEMBAHASAN

4.1. Gambar Umum APBD Kabupaten Barito Jutara 2020-2024

Tabel 4.1 Tabel Ringkasan APBD Perubahan Kabupaten Barito Utara Tahun 2020–2024
(Dalam miliar rupiah)

Tahun	PAD	Belanja Daerah	Surplus/ (Defisit)	Penerimaan Pembiayaan	Pengeluaran Pembiayaan	Pembiayaan Netto	SILPA
2020	2.315,40	2.415,60	(100,20)	120,00	10,00	110,00	9,80
2021	2.420,75	2.530,90	(110,15)	130,00	15,00	115,00	4,85
2022	2.560,30	2.670,45	(110,15)	140,00	20,00	120,00	9,85

2023	2.610,80	2.730,95	(120,15)	150,00	25,00	125,00	4,85
2024	2.645,42	2.765,96	(120,54)	220,93	15,00	205,93	85,39

Sumber : Pemerintah Kabupaten Barito Utara 2021-2025.

Dari tabel 4.1 diatas, dapat dijabarkan lebih lanjut terhadap gambaran umum pelaksanaan APBD Kabupaten Barito Utara sebagai berikut :

1. Tren Pendapatan Daerah

Pendapatan daerah Kabupaten Barito Utara menunjukkan tren meningkat dari Rp2,315 triliun (2020) menjadi Rp2,645 triliun (2024). Namun, struktur pendapatan masih didominasi oleh dana transfer pusat (>90%), dengan kontribusi PAD yang relatif kecil dan stagnan.

Menurut Bird & Vaillancourt (1998), ketergantungan terhadap transfer pusat mengindikasikan rendahnya kapasitas fiskal lokal. Dalam konteks desentralisasi fiskal, Shah (2006) menekankan pentingnya kemandirian fiskal sebagai syarat efektivitas pemerintahan daerah. Oleh karena itu, peningkatan PAD menjadi prioritas strategis untuk memperkuat otonomi fiskal.

2. Pola Belanja Daerah

Belanja daerah meningkat dari Rp2,415 triliun (2020) menjadi Rp2,765 triliun (2024). Komposisi belanja menunjukkan dominasi belanja operasional, terutama belanja pegawai, yang menyerap lebih dari 40% total belanja. Belanja modal mengalami fluktuasi, dengan puncak pada 2023 (Rp1,01 triliun), namun belum konsisten sebagai prioritas pembangunan.

Musgrave (1959) dalam teori alokasi fiskal menyatakan bahwa belanja pemerintah harus diarahkan untuk menghasilkan barang publik yang produktif. Dominasi belanja operasional menunjukkan alokasi yang belum efisien. Allen & Tommasi (2001) menekankan bahwa efisiensi belanja dapat dicapai melalui penganggaran berbasis kinerja (performance-based budgeting), yang mengaitkan belanja dengan output dan outcome pembangunan.

3. Surplus/Defisit dan Pembiayaan

Selama lima tahun, APBD mengalami defisit yang konsisten, berkisar antara Rp100–Rp120 miliar per tahun. Defisit ini ditutup melalui pembiayaan netto yang meningkat signifikan pada 2024 (Rp205,93 miliar). SILPA tertinggi tercatat pada 2024 sebesar Rp85,39 miliar, menunjukkan adanya efisiensi atau penundaan realisasi belanja.

Menurut IMF (2022), defisit fiskal yang berkelanjutan harus dikendalikan melalui kebijakan pembiayaan yang prudent dan transparan. SILPA yang tinggi dapat mencerminkan efisiensi, tetapi juga bisa menunjukkan lemahnya perencanaan dan penyerapan anggaran. Schick (1998) menekankan pentingnya sistem pengawasan dan evaluasi anggaran untuk memastikan efektivitas pelaksanaan.

Tabel 4.2. Integrasi Teori / Model Internasional Terkini

Teori/Model	Kontribusi terhadap Analisis APBD Barito Utara
Musgrave’s Public Finance Theory	Menilai alokasi belanja publik secara efisien
Value for Money (OECD, WB)	Evaluasi ekonomi, efisiensi, dan efektivitas
Performance-Based Budgeting	Mengaitkan belanja dengan kinerja pembangunan
Local Fiscal Capacity (Bird, Shah)	Mengukur kemandirian fiskal daerah
Fiscal Prudence (IMF Guidelines)	Mengelola defisit dan pembiayaan secara sehat

Analitis diatas memberikan penekanan bahwa :

- Pendapatan daerah cukup stabil, namun belum mencerminkan kemandirian fiskal.
- Belanja daerah cenderung operasional, dengan belanja modal yang belum konsisten.
- Defisit fiskal ditutup dengan pembiayaan yang meningkat, dan SILPA menunjukkan potensi efisiensi yang belum optimal.
- Diperlukan reformasi penganggaran berbasis kinerja, peningkatan PAD, dan penguatan sistem evaluasi fiskal.

4.2. Analisis efektivitas dan efisiensi pelaksanaan APBD Kabupaten Barito Utara tahun 2020–2024

Analisis efektivitas dan efisiensi pelaksanaan APBD Kabupaten Barito Utara tahun 2020–2024 menunjukkan tren positif namun masih terdapat tantangan dalam optimalisasi belanja modal dan peningkatan kemandirian fiskal.

Berikut adalah analisis berdasarkan tiga indikator utama:

1. Rasio Efektivitas Pendapatan

Tabel 4.3 Efektivitas pendapatan daerah diukur dari realisasi PAD terhadap target PAD. Berdasarkan data resmi:

Tahun	Target PAD (Rp. MIliar)	Realisasi PAD (Rp. Miliar)	Rasio Efektivitas (%)	Kategori
2020	98,5	95,2	96,65	Efektif
2021	102,0	99,1	97,16	Efektif
2022	104,3	101,5	97,31	Efektif
2023	106,0	104,0	98,11	Efektif
2024	106,2	108,4	102,07	Sangat Efektif

Rata-rata efektivitas PAD selama lima tahun: 98,26%, menunjukkan bahwa pengelolaan pendapatan daerah cukup optimal dan cenderung meningkat.

2. Rasio Efisiensi Belanja

Tabel 4.4 Efisiensi belanja dihitung dari realisasi belanja terhadap anggaran belanja.

Tahun	Anggaran Belanja (Rp. Miliar)	Realisasi Belanja (Rp. Miliar)	Rasio Efesiensi (%)	Kategori
2020	2.415,60	2.405,80	99,59	Efisien
2021	2.530,90	2.518,00	99,49	Efisien
2022	2.670,45	2.655,00	99,42	Efisien
2023	2.730,95	2.715,20	99,42	Efisien
2024	2.765,96	2.750,00	99,39	Efisien

Rata-rata efisiensi belanja: 99,46%, menunjukkan bahwa pelaksanaan anggaran cukup efisien, meskipun terdapat indikasi penumpukan realisasi di akhir tahun.

3. Komposisi Belanja

Berdasarkan data APBD 2024 :

- **Belanja Operasional**: Rp 1.420,29 miliar (≈ 51,3% dari total belanja)
- **Belanja Modal**: Rp 1.005,68 miliar (≈ 36,4% dari total belanja)
- **Belanja Transfer dan Tidak Terduga**: Rp 340,0 miliar (≈ 12,3%)

Komposisi ini menunjukkan bahwa:

- **Belanja operasional masih mendominasi**, terutama belanja pegawai (Rp 651,65 miliar).
- **Belanja modal cukup signifikan**, namun belum mencapai proporsi ideal untuk mendorong pertumbuhan ekonomi jangka panjang.

- **Belanja transfer dan tidak terduga** relatif stabil, namun perlu dikaji efektivitasnya terhadap pelayanan publik.

Dengan demikian dapat dibuatkan Kesimpulan atas hasil analisis dimaksud yaitu :

- Efektivitas PAD tergolong tinggi, dengan capaian di atas 95% setiap tahun dan melampaui target pada 2024.
- Efisiensi belanja daerah stabil di atas 99%, menunjukkan pelaksanaan anggaran yang disiplin.
- Komposisi belanja menunjukkan orientasi operasional, dengan ruang untuk meningkatkan belanja modal yang produktif.

V. KESIMPULAN

Pelaksanaan APBD Kabupaten Barito Utara tahun 2020–2024 menunjukkan efektivitas yang cukup dan efisiensi namun masih belum optimal. Ketergantungan terhadap dana transfer pusat dan dominasi belanja operasional menjadi tantangan utama dalam mewujudkan pembangunan daerah yang berkelanjutan. Diperlukan reformasi dalam perencanaan anggaran, peningkatan kapasitas kelembagaan, dan diversifikasi sumber PAD.

VI. REKOMENDASI

Pemerintah daerah perlu memperkuat strategi peningkatan PAD melalui perluasan basis pajak dan retribusi, serta mendorong belanja modal yang berdampak langsung pada pembangunan ekonomi dan pelayanan publik. Adapun rekomendasinya yaitu :

- Meningkatkan kualitas perencanaan berbasis kinerja
- Mendorong inovasi dalam penggalian potensi PAD lokal
- Menetapkan target penyerapan anggaran per triwulan
- Memperkuat sinergi antara RPJMD, Renja SKPD, dan penganggaran tahunan
- Mengembangkan sistem monitoring dan evaluasi berbasis digital.

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