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Analysis of Performance Based Budgeting Implementation at the Plantation and Livestock Service Office of West Kalimantan Province

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ABSTRACT

The purpose of this study was to determine how to apply performance-based budgeting and to find out what factors affect the application of performance-based budgeting in the Plantation Service of West Kalimantan Province. This study uses performance indicators and value for money to measure the performance of an organization. The data used is primary data obtained from the West Kalimantan Provincial Plantation Service in the Finance section in the form of Government Agency Performance Accountability Reports (LAKIP) and other related documents which are then analyzed descriptively to present a complete picture of the social setting or the relationship between the phenomena tested. Based on the Value For Money Calculation, the results show that the West Kalimantan Provincial Plantation Service has shown economic, efficient and effective performance.

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PENDAHULUAN

Currently the government has established its budgeting system with the Performance Based Budgeting system. Before the performance-based budgeting system was enacted the government used a traditional budget system where this system emphasized costs rather than results/performance. This traditional budget system is dominated by line-item budgeting where the budget preparation process is based on the realization of the previous year's budget, thus there are no significant changes to the following year's budget. The budget is a statement of estimated performance to be achieved over a certain period of time expressed in financial measures (Mardiasmo, 2009). Therefore, the budget is very important for the government to estimate the performance to be achieved later. In public sector organizations the budget is an instrument of accountability for the management of public funds and the implementation of programs financed with public money. According to Halim and Theresia (2007), the budget is a tool for implementing organizational strategies and must be prepared as well as possible to avoid deviations. In the preparation of the budget is no longer based on traditional budget principles but must be performance-oriented, so that every budget allocation can be accountable to the public. Budgeting in public sector organizations is an important activity because it is related to the process of determining the allocation of funds for each program or activity. There are three aspects that must be covered in the public sector budget, namely the planning aspect, the control aspect and the public accountability aspect. In detail, the public sector budget contains the amount of expenditure that must be incurred to finance planned programs and activities and how to obtain funds to finance these programs and activities.

According to the Minister of Home Affairs Regulation (Permendagri) No.86 of 2017, Regional Development is a systematic effort to utilize regionally owned resources, as well as improve access and quality of public services and regional competitiveness in accordance with government affairs that have authority. This regional development aims to improve the welfare of the people in the region as mandated in Law No.23 of 2014 articles 25 and 26. To carry out development activities, the government has the authority to spend funds related to regional development. Thus, the development process requires effective and efficient regional financial management. As a system, public sector budget planning has undergone many developments. The public budget planning system develops and changes in accordance with the dynamics of the development of public sector management and the development of demands that arise in society. Basically, there are several types of approaches in planning and preparing public sector budgets. Broadly speaking, there are two main approaches that have fundamental differences, namely: (a) Traditional or Conventional Budgeting; (b) A new approach often known as the New Public Management approach.

Traditional budgeting has several characteristics such as, the way the budget is prepared is based on the incrementalism approach, the structure and arrangement of the budget is line-item, annual specifications, and using the gross budget principle. The traditional budget structure with these characteristics will not be able to reveal the amount of funds spent on each activity and even the traditional budget fails to provide information about the size of the activity plan. Therefore, the only measure that can be used for monitoring purposes is the level of compliance with budget utilization. Performance-based budgeting requires every budget with programs, activities and performance targets to have an impact on the interests and needs of the public with an emphasis on value for money. The concept of value for money is a public sector organization management concept that assesses the accountability of the organization in improving and producing good public services. Accountability is not just the ability to show how public money is spent, but includes the ability to show that public money is spent economically, efficiently and effectively. This means that every dollar spent by the government must have an impact on the interests and needs of the public in accordance with public demands and be accountable to the public. The concept of value for money is believed to improve public sector accountability and improve public sector performance.

In previous research researched by Lestari (2017) "Analysis of Performance Based Budgeting at the Sungai Raya District Office" has implemented a performance-based budget well, it can be seen from the achievement of performance adjusted to the vision, mission, goals, objectives, and targets that have been set. The Sungai Raya District Office has difficulty in determining and measuring value for money indicators. Lack of financing, lack of human resources, and lack of work facilities and infrastructure are obstacles in implementing performance-based budgeting. Previous studies have shown non-uniform results. This is due to the different situations and conditions of the research object, research conducted by researchers at the Plantation Service of West Kalimantan Province by analyzing budget management in terms of aspects of efficiency, effectiveness, and accountability of budget management. In this study, researchers want to see how the implementation of Performance Based Budgeting at the West Kalimantan Provincial Plantation Office (Performance Based Budgeting) has been implemented properly or not and researchers want to know the factors that influence the Implementation of Performance Based Budgeting.

The West Kalimantan Provincial Plantation Service was formed based on the West Kalimantan Provincial Regional Regulation No. 8 of 2016 concerning the Establishment and Structure of Regional Apparatus of West Kalimantan Province and West Kalimantan Governor Regulation Number: 116 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the West Kalimantan Provincial Plantation Service. Based on Law No.39 of 2014 that the purpose of plantation development economically serves to increase the prosperity and welfare of the people, increase the source of foreign exchange, provide employment and business opportunities, increase production, productivity and quality as well as added value competitiveness and market share, increase domestic consumption needs and industrial raw materials, provide protection to plantation business actors and the community, manage and develop plantation resources optimally, responsibly and sustainably, increase the utilization of plantation services.

West Kalimantan Province with an area of about 14.68 million Km2 consists of 12 regencies and 2 cities until 2016 recorded a population of 5.34 million people. According to BPS West Kalimantan Province in 2016 there were around 2.2 million workers, of which 58% worked in the agricultural sector. Brutto Regional Domestic Product (GRDP) of the plantation sub-sector in 2017 amounted to Rp 15, 62 trillion (56%) of the total GRDP of the agricultural sector which amounted to Rp 27, 8 trillion. Performance indicators describe the level of achievement of a target or goal that has been set. Therefore, performance indicators must be something that is calculated and measured and used as a basis for assessing or seeing the level of performance, both in the planning stage, the implementation stage, and the stage after the activity is completed and functioning. Thus, without the existence of performance indicators, it is difficult for us to assess the level of success and unsuccessfulness and programs of a government agency. With performance indicators, an organization has clear indicators of how it is said to be successful or unsuccessful in the future.

The Plantation Service of West Kalimantan Province is one of the many SKPD work units in the government environment. Based on the background of the above problems, the Plantation Service plays an important role in increasing the West Kalimantan Community Satisfaction Index. So the author wishes to conduct research at the Plantation Service of West Kalimantan Province based on performance analysis (Performance Based Budgeting). In this thesis, the author takes data from the LAKIP of the West Kalimantan Provincial Plantation Service, in order to analyze how the Implementation of Performance Based Budgeting at the Plantation Service has been implemented properly or not. The Plantation Service of West Kalimantan Province is part of the Regional Work Unit (SKPD) of the West Kalimantan Provincial Government, which annually always prepares LAKIP which is a Performance Determination Document and Government Agency Performance Accountability Report as intended.

The Annual Performance Report is a medium of accountability carried out periodically which contains information about the performance of government agencies and is useful for encouraging government agencies to carry out the general duties of government agencies and development properly and correctly prepared based on Presidential Regulation Number 29 of 2014 concerning the Government Agency Accountability System (SAKIP), and Regulation of the Minister of State Apparatus and Bureaucratic Reform Number 53 of 2014 concerning Technical Guidelines for Performance Agreements and Performance Reporting and Procedures for Reviewing LAKIP, which was issued as a refinement and preparation of the Annual Performance Report. The submission of this Performance Report is a form of Public Accountability to those who give the mandate.

As intended, that LAKIP is an Annual Performance Achievement Report that is always made every year as an Indicator of Performance Achievement of each OPD in the Government, supported by documents such as RENJA, RENSTRA, MONEV and DPA as additional references. The OPD can be said to be successful if it can achieve the percentage in accordance with the VISION and MISSION of the Plantation Service. In accordance with the Performance Agreement document of the West Kalimantan Plantation Service in 2023, it is a performance statement / performance agreement between the Governor of West Kalimantan and the Head of the West Kalimantan Provincial Plantation Service to realize certain performance targets based on the resources owned by the agency.

Performance determination is prepared in conjunction with the budget preparation and policy agenda, which is accompanied by the determination of annual performance achievement plans for all performance indicators at the target level, and becomes a commitment for government agencies to achieve it within the year concerned. Based on the Strategic Objective of the Plantation Service, namely Increasing Plantation Commodity Production and Exchange Rate of Smallholder Farmers with Main Performance Indicators (KPI), namely Growth of ADHK Plantation Sector GRDP (%), Total Plantation Production (Tons) and Exchange Rate of Smallholder Farmers (NTPR). Therefore, the author wants to examine whether the Strategic Target Achievement Value has reached the Target Indicator in accordance with the Performance-Based Budget with the calculation of Value For Money, namely Economy, Effectiveness and Efficiency.

THEORETICAL FOUNDATION

Budget

According to Munandar (2007), a budget is a plan expressed in units of monetary units that apply for a certain period of time to come. Performance-based budgeting is a budgeting system that is oriented towards organizational output and is very closely related to the organization's vision, mission and strategic plan. Ineffective and non-performance-oriented budgets can derail the planning that has been prepared. Continuous performance measurement will provide feedback, so that continuous improvement efforts will achieve success in the future (Indra Bastian, 2006). A budget is a document that contains numbers that are predicted to be obtained and will be used for a certain period of time. Thus it can be concluded that the budget is an instrument that describes management policies expressed in the form of numbers that are made systematically and planned by integrating and allocating all resources in the state of various activity programs that will be carried out to achieve expected performance at a certain time. According to Mahsun (2015)

Budget is financial planning for the future which covers a period of one year and is expressed in monetary units. This budget is the organization's short-term budget which translates various programs into a more concrete annual plan in public sector organizations the budget is an instrument of accountability for the management of public funds and the implementation of programs financed with public money. Budgeting in sector organizations is an important activity because it is related to the process of determining the allocation of funds for each program and activity.

Performance Based Budgeting

According to Bastian (2006) Performance based budgeting is: "Integrated annual performance planning that shows the relationship between program funding levels and the desired results of the program". According to Darise (2008) performance based budgeting is: "Budgeting that is carried out by taking into account the relationship between outputs and expected results of activities and programs including efficiency in achieving outputs from these results".

According to Sancoko, et al in Nurhasanah (2015) performance-based budgeting as linking the state budget (state spending) with the desired results (outputs and outcomes) so that every rupiah spent can be accounted for its benefits. Performance Based Budgeting is designed to create efficiency, effectiveness and accountability in the utilization of public expenditure budgets with national priorities so that all budgets spent can be accounted for transparently to the wider community. So Performance Based Budgeting is the preparation of a budget based on performance planning, which consists of programs and activities carried out and performance indicators to be achieved by a budget entity (Budget Entity).

Implementation of Performance Based Budgeting

In addition to the general principles, Law No. 17/2003 saves key changes in budgeting, namely:

1. Implementation of a budgeting approach with a medium-term perspective. The medium-term perspective approach provides an overarching framework, improves linkages between planning and budgeting processes, develops fiscal discipline, directs resource allocation to be more rational and strategic, and increases public trust in higher education by providing optimal services more efficiently.
2. Implementation of integrated budgeting. With this approach, all activities are organized in an integrated manner, which is a necessary step as part of long-term efforts to make budgeting more transparent and facilitate the preparation and implementation of performance-oriented budgets. Implementation of performance-based budgeting.
3. This approach clarifies objectives and performance indicators as part of the development of a performance- based budgeting system. This will support improvements in the efficiency and effectiveness of resource utilization and strengthen the policy decision-making process in the medium-term framework. The Budget Performance Plan (RKA), which is prepared based on work performance, is intended to obtain the maximum benefit using limited resources. Therefore, programs and activities must be directed to achieve the results and sub-districts that have been determined in accordance with the annual work plan.

Objectives of Performance-Based Budgeting

According to Marc and Jim (2005) in Anggarani and Puranto (2010) the purpose of preparing a performance-based budget is to improve the efficiency of allocation and productivity of government spending. Meanwhile, according to Van Ladingham, Wellman, Andrews (2005) in Anggarani and Puranto (2010) it is detailed as follows:

1. Increase agency accountability by facilitating mission and goal definition, performance evaluation and utilization of performance information in planning and budgeting decisions.
2. Increase agency budget flexibility by focusing the legislative appropriation process on outputs rather than inputs.
3. Improve coordination, eliminate program duplication, and provide appropriate information for decision-making.
4. Increases public involvement in government processes, assuming that people are more interested in results than processes.

Advantages of Performance-Based Budgeting

The advantage of performance-based budgeting is that the preparation of this budget is carried out based on programs, functions and activities by setting certain units of measurement and goals (vision) that have been formulated so that an assessment can be made of inputs and outputs (input-output) or an assessment of the performance of the implementation of activities, Anggarani and Puranto (2010).

Performance

According to Mahsun (2006), Performance is a description of the level of achievement of an activity / program / policy in realizing the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization. The term performance is often used to refer to the presentation or success rate of individuals or groups of individuals. Performance can only be known if the individual or group has predetermined success criteria.

This success criterion is in the form of certain goals or targets to be achieved. Without a goal or target, the performance of a person or organization is impossible to know because there is no benchmark. From some of the definitions above, it can be concluded that performance is a description of the achievement of the implementation / activities / programs in realizing the vision, mission, goals, and objectives of the organization.

Definition of Performance Measurement

Performance measurement according to Deddi and Ayuningtyas (2010) is an instrument used to assess the final results of the implementation of activities against the targets and objectives of activities that have been previously determined. Performance measurement consists of documenting the implementation process consisting of processes and activities carried out to convert inputs (resources carried out during activities) into outputs (goods or services produced from an activity). Performance measurement is followed by output assessment which is carried out by comparing economic changes to social changes from the implementation of an activity/policy against the objectives of the activity/policy that have been set. Furthermore, it ends with the preparation of a performance accountability report in order to fulfill public accountability.

Performance Indicators

Performance indicators are used as indicators of the strategic implementation that has been determined. These performance indicators can take the form of the organization's main success factors (critical succes factors). A key success factor is an area that indicates the successful performance of an organizational work unit. This area reflects managerial preferences by taking into account key financial and non-financial variables at a certain time. Critical success factors must consistently follow the changes that occur in the organization. Key performance indicators are a set of indicators that can be used as key performance measures of both financial and nonfinancial nature to conduct business unit operations and performance. These indicators can be used by managers to detect and monitor performance achievements.

Performance Indicators and Value For Money

The demands in value for money are economic (saving) in the procurement and allocation of resources, efficient in the sense that the use or sacrifice is minimized and the results are maximized, and effective (effective) in the sense of achieving goals and objectives. The term performance measure is basically different from the term performance indicator. Performance measures refer to direct performance assessment, while performance indicators refer to direct performance assessment, namely things that are only indications of performance, Mardiasmo (2009). The mechanism in determining these performance indicators requires the following:

1. Planning and control system
   The planning and control system includes processes, procedures and structures that ensure that organizational goals are explained and communicated to all parts of the organization using a clear chain of command based on the specification of main tasks and functions of authority and responsibility.
2. Technical specification or standardization
   The performance of an activity, program and organization is measured using these technical specifications as an assessment standard.
3. Technical competence and professionalism

To guarantee the fulfillment of technical specifications and standardization, it is necessary for personnel to have technical competence and professionalism in their work.

4. Economic mechanism and market mechanism
   Economic mechanisms are related to financial rewards and punishments, while market mechanisms are related to the use of resources that ensure the fulfillment of value for money. Performance measures are used as the basis for providing rewards and punishments (coaching tools).
5. Human resource mechanisms
   The government needs to use several mechanisms to improve the performance of personnel and organizations.

Value for Money Concept

Value for money is the core of performance measurement in government organizations. Government performance cannot be assessed in terms of outputs produced alone, but must consider inputs, outputs, and outcomes together (Mardiasmo 2002). According to Mardiasmo (2009), Value for money is the concept of managing public sector organizations based on three main elements, namely: Economy, Efficiency, and Effectiveness. Based on some of the definitions above, it can be concluded that Value for money is a concept of measuring public sector performance which has three elements, namely economy, efficiency, and effectiveness in utilizing available resources, where the meaning of each element is:

1. Economy
   Economics is the relationship between markets and inputs where goods and services are purchased at the desired quality at the best possible price (Bastian 2006). On the other hand, economics emphasizes only on inputs. Economics is related to the extent to which public sector organizations can minimize input resources by avoiding wasteful and unproductive spending.
2. Efficient
   Efficient is the relationship between inputs and outputs where the goods and services purchased by the organization are used to achieve a certain output (Bastian 2006: 280). The greater the ratio, the more efficient an organization is.
3. Effectiveness
   Effectiveness is the relationship between outputs and goals, where effectiveness is measured by how far the level of output, policies and procedures of the organization achieve the goals that have been set (Bastian 2006). In other words, effectiveness is the success in achieving predetermined goals. Effectiveness only emphasizes the output side.

These three things are the main elements of value for money, but some argue that these three elements are not enough. It is necessary to add two other elements, namely justice (equity) and equalization or equality (equality). Equity leads to equal social opportunities to obtain quality public services and economic welfare. In addition to justice, it is necessary to distribute evenly, meaning that the use of public money should not be concentrated or centered on certain groups, but carried out evenly in favor of all the people. Value for money can be achieved if the organization has used the least input costs to achieve optimum output in order to achieve organizational goals.

Benefits of Value for money

According to Mardiasmo (2009), the benefits of implementing the concept of Value for money in public sector organizations include:

a. Increase the effectiveness of public services, meaning that the services provided are right on target.
b. Improve the quality of public services.
c. Reducing the cost of public services due to loss of efficiency and savings in the use of inputs.
d. Allocation of expenditure that is more oriented towards the public interest.
e. Increase public cost awareness as the root of the implementation of public accountability.

Value for money as a work assessment

A public sector performance measurement system is a system that aims to help public managers assess the achievement of a strategy through financial and non-financial measurement tools. Public sector performance measurement is carried out to fulfill three purposes, namely to help improve government performance, resource allocation and decision making, realize public accountability and improve institutional communication. The main criteria underlying the implementation of public management today are: economy, efficiency, effectiveness, transparency and public accountability. The objectives desired by the public include accountability regarding the implementation of Value for money, namely: economy (careful saving) in the procurement and allocation of resources, efficiency (efficient) in the use of resources in the sense that their use is minimized and the results are maximized (maximizing beneits and minimizing costs), and effective (successful use) in the sense of achieving goals and objectives.

Performance Measurement using Value for money

Mardiasmo (2009) said that weak budget planning allows the emergence of underfinancing or overfinancing which will affect the level of efficiency and effectiveness of the budget. Effectiveness and efficiency are supported by the concept of Value for money which is a concept in public sector organizations that has a sense of appreciation for the value of money. Value for money is the core of performance measurement in government and public sector organizations. Government performance cannot be assessed in terms of outputs produced alone, but must integrally consider inputs, outputs and outcomes together. The problem that often arises is the difficulty of measuring outputs because the outputs produced by the government are not always tangible outputs, but most of them are intangible outputs.

Value for money measurement steps

In measuring Value for money, it is necessary to have Value for money measurement steps so that the results of the Value for money measurement achieve the desired results by public sector companies. The following are the steps in measuring Value for money:

1. Economic Measurement

   Economical (savings) as the level of costs incurred to carry out an activity or obtain something. Economics is related to the cost of operations. To see how much the economic level of a budget can be seen from the expenditures made by public sector organizations. Measuring the level of economy requires data on budget expenditure and realization. The following is a formula for measuring the level of economy according to Mahmudi (2010).

   Economical= Input Value / Input Price x 100%

   Description:
   Input : Budget Realization (Expenditure Realization)
   Input Price : Budget (Expenditure Budget)

   According to Mardiasmo (2002) inputs are resources used for the implementation of program policies and activities. These inputs can be cash, raw materials, infrastructure, and other inputs. So in this study what is meant by input is budget realization, where budget realization is an amount of funds received by the organization which is then used to meet organizational interests. Input value is an amount of funds that is expected to be spent by an organization to meet its organizational interests. In this study what is meant by input value is the budget or can be said to be a target.

2. Efficiency Measurement

   According to Mardiasmo (2002), efficiency is the achievement of maximized output with certain inputs or the use of the lowest input to achieve certain outputs. Efficiency is a comparison of outputs with inputs that are linked to performance standards or targets that have been set.

   Efficiency= Output x 100% /Input

   Description:
   Output : Percentage of results obtained from an activity (Realization of costs to obtain income).
   Input : Percentage of economic value (Revenue Realization).

   Output is the result achieved from a program, activity, and policy. In the research, what is meant by output is the percentage of results obtained from an activity. The input that will be compared with the output to determine the level of efficiency is the percentage of economic value, which is the result of the comparison between budget realization and budget. The process of operational activities can be said to be efficient if a certain product or work result can be achieved with the use of the lowest resources and funds (spending well). Organizational performance is said to be efficient if the output produced is greater than the input.

3. Measurement of effectiveness

Effectiveness is a measure of the success or failure of an organization to achieve its goals. Effectiveness does not state about how much money has been spent to achieve these goals. Effectiveness is the level of achievement of program results with the target set (Mardiasmo 2002). Effectiveness is a measure of the success of an organization in achieving the organizational goals that have been set. The level of effectiveness according to Mahmudi (2010).

Effectiveness= Outcome x 100% / Output

Description:
Outcome : Revenue Realization
Output : Revenue Budget

Outcome is the percentage of the impact of a program or activity on the community, while output is the result achieved from a program carried out by the organization. The performance of an organization can be said to be effective if an organization succeeds in achieving its goals, then the organization is said to have run effectively. Effectiveness only sees whether a program or activity has achieved the goals that have been set.

METODE PENELITIAN

Type of Research

The type of research used is a case study by taking the object of research at the Plantation Service of West Kalimantan Province. As for analyzing, the authors use descriptive research. Descriptive is one type of research whose purpose is to present a complete picture of the social setting or the relationship between the phenomena being tested. The purpose of descriptive research is to produce an accurate description of a process or relationship, providing a complete picture based on current facts or data.

Source and Time of Research

This research uses primary data, primary data is data obtained directly from the original source (not through intermediary media). In this study, primary data was obtained from the West Kalimantan Provincial Plantation Service in the Finance section in the form of Government Agency Performance Accountability Reports (LAKIP) and other related documents. This research was conducted at the West Kalimantan Provincial Plantation Service which is located at Jalan Mujahidin NO.16 E-F, Akcaya South Pontianak. The research time was conducted in January 2025.

Data Collection Technique

Literature study is a way of collecting data sourced from several literature books and journals that are related to matters related to the problem under study. Interview is a way to obtain information by conducting direct interviews with relevant parties from both the West Kalimantan Provincial Plantation Service Agency and other parties deemed competent in providing the information needed in this writing. This method is expected to obtain information on factors that hinder and support the implementation of programs and activities carried out by the West Kalimantan Provincial Plantation Service. That is a data collection method that is aimed at measurement and explanation, through document sources. And this cites archives and records in the 2023 Performance Report of the West Kalimantan Provincial Plantation Service. From this method it is expected to obtain data on the estimated financial performance as measured by the level of economy, efficiency, and effectiveness.

Data Analysis Tools

After the data is collected, the data analysis process will be carried out to measure the results of the study. The analytical tool that the author uses is the Analysis of Performance measurement of the Plantation

Service of West Kalimantan Province using the value for money method. Value For Money is the concept of measuring the performance of physical activities of the West Kalimantan Provincial Plantation Service based on three elements, namely Economy, Efficiency and Effectiveness. Where in measuring the performance of physical activities of the West Kalimantan Plantation Service, the data taken comes from LAKIP and also several references to other documents such as RENSTRA, IKU and RENJA.

Economy

Economic measurement calculation formula according to Mahmudi (2010):

$$\textbf{Economy} = \frac{\textbf{Input}}{\textbf{Input Price}}\ \textbf{x 100}\%$$

Description:
Input : Budget Realization
Input Price : Budget
Economic criteria according to Mahsun (2012) are:

a. If the value obtained is less than 100% (×≤100%) it means economical.
b. If the value obtained is equal to 100% (×=100%), it means that it is economically balanced).
c. If the value obtained is more than 100% (×≥100%), it means that it is not economical.

With the calculation formula above, the author can provide an explanation for the application of Value for money performance measurement at the Plantation Service of West Kalimantan Province.

Efficiency

$$\textbf{Efficiency} = \frac{\textbf{Output}}{\textbf{Input}}\ \textbf{x 100}\%$$

Description:
Output : The percentage of results obtained from an activity.
Input : Percentage of economic value or budget.
Efficiency criteria according to Mahsun (2012) are:

a. If the value is less than 100% (×≤ 100%) it means inefficient.
b. If the value is equal to 100% (×= 100%) it means balanced efficient.
c. If the value is more than 100% (×≥ 100%) it means efficient.

The output value is the percentage of the calculation of the physical realization of the field of each existing activity, while the input value is the percentage between the funds used and the funds budgeted by the Plantation Service of West Kalimantan Province. With the calculation formula above, researchers can provide an explanation for the Application of Performance Based Budgeting using Value for money measurements at the Plantation Service with the Efficiency Ratio method.

Effectiveness

According to Mahmudi (2010) effectiveness measurement is expressed in the formula:

$$\textbf{Effectiveness} = \frac{\textbf{Outcome}}{\textbf{Output}}\ \textbf{x 100}\%$$

Description:
Outcome : The impact of an activity (Realization)
Output : Target Performance
The criteria for effectiveness according to Mahsun (2006) are:

a. If the comparison value is less than 100% (×≤ 100%) then, ineffective.
b. If the comparison value is equal to 100% (×= 100%) then, effectiveness is balanced.
c. If the comparison value is obtained more than 100% (×≥ 100%) then, effective).

Outcome is an assessment of each individual at the West Kalimantan Provincial Plantation Service on the results of each program/service of the Plantation Service. While Output is an assessment of the Plantation Service on the output of the program/service that has been realized.

HASIL DAN PEMBAHASAN

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a. If the value obtained is less than 100% (×≤100%) it means economical.
b. If the value obtained is equal to 100% (×=100%), it means that it is economically balanced).
c. If the value obtained is more than 100% (×≥100%), it means that it is not economical.

With the calculation formula above, the author can provide an explanation for the application of Value for money performance measurement at the Plantation Service of West Kalimantan Province.

Efficiency

$$\mathbf{Efficiency} = \frac{\mathbf{Output}}{\mathbf{Input}}\ \mathbf{x\ 100}\%$$

Description:
Output : The percentage of results obtained from an activity.
Input : Percentage of economic value or budget.
Efficiency criteria according to Mahsun (2012) are:

a. If the value is less than 100% (×≤ 100%) it means inefficient.
b. If the value is equal to 100% (×= 100%) it means balanced efficient.
c. If the value is more than 100% (×≥ 100%) it means efficient.

The output value is the percentage of the calculation of the physical realization of the field of each existing activity, while the input value is the percentage between the funds used and the funds budgeted by the Plantation Service of West Kalimantan Province. With the calculation formula above, researchers can provide an explanation for the Application of Performance Based Budgeting using Value for money measurements at the Plantation Service with the Efficiency Ratio method.

Effectiveness

According to Mahmudi (2010) effectiveness measurement is expressed in the formula:

$$\mathbf{Effectiveness} = \frac{\mathbf{Outcome}}{\mathbf{Output}}\ \mathbf{x\ 100}\%$$

Description:
Outcome : The impact of an activity (Realization)
Output : Target Performance
The criteria for effectiveness according to Mahsun (2006) are:

a. If the comparison value is less than 100% (×≤ 100%) then, ineffective.
b. If the comparison value is equal to 100% (×= 100%) then, effectiveness is balanced.
c. If the comparison value is obtained more than 100% (×≥ 100%) then, effective).

Outcome is an assessment of each individual at the West Kalimantan Provincial Plantation Service on the results of each program/service of the Plantation Service. While Output is an assessment of the Plantation Service on the output of the program/service that has been realized.

HASIL DAN PEMBAHASAN

Implementation of Performance-Based Budgeting at the Plantation Service of West Kalimantan Province

Performance-Based Budgeting has a scope that has been determined by the Ministry of Finance of the Government of Indonesia through the enactment of Law No. 17 of 2003 concerning State Finance and is implemented gradually starting in 2005 and the author also adds several stages in analyzing the Implementation of Performance-Based Budgeting at the Plantation Service of West Kalimantan Province. To find out the extent to which the Implementation of Performance-Based Budgeting has been carried out by the Plantation Service of West Kalimantan Province, an analysis of the Performance-Based Budget that has been prepared by looking at the aspects of Performance-Based budgeting that have been determined by the Ministry of Finance of the Government of Indonesia. The stages for analyzing the Application of Performance-Based Budgeting are as follows.

Determining the Vision, Mission, Goals, and Objectives of the Plantation Service of West Kalimantan Province

The success of Plantation Development is inseparable from the influence of the dynamics of the strategic environment, both internal and external environment of the plantation, thus the direction and strategy of plantation development developed is based on the results of environmental analysis which is aligned with the main tasks and functions of the organization. Therefore, a Strategic Plan (RENSTRA) is needed. To find out how the Implementation of Performance-Based Budgeting at the Plantation Service of West Kalimantan Province, it is necessary to determine the vision, mission, goals, and target objectives. In this provision will be detailed as follows:

a. Vision of the Plantation Service of West Kalimantan Province

Vision is the ideal condition desired at the end of the planning period. A vision must emphasize goals, performance criteria, behaviors, rules, decisions and standards that are public services and must be an agreement of all stakeholders. The success of plantation development is inseparable from the influence of the dynamics of the strategic environment, both internal and external environments of the plantation, thus the direction and strategy of plantation development developed is based on the results of environmental analysis that is aligned with the main tasks and functions of the organization. Based on these considerations, in line with the Vision of the West Kalimantan Government, it was agreed and established the Vision of the West Kalimantan Provincial Plantation Service, namely: "THE REALIZATION OF THE WELFARE OF THE PEOPLE OF WEST KALIMANTAN THROUGH ACCELERATED INFRASTRUCTURE DEVELOPMENT AND IMPROVED GOVERNANCE".

b. Mission of the Plantation Service of West Kalimantan Province

To achieve the vision of the West Kalimantan Provincial Plantation Service, it is necessary to establish a mission which is the implementation of the main tasks and functions of the West Kalimantan Provincial Plantation Service, namely Mission number 4 (four), among others: "Realizing a prosperous society, namely by reducing poverty and unemployment, Strengthening the government's alignment with disadvantaged groups of people and regions, Eliminating discrimination in various aspects of social services, and Accelerating the downstream process by strengthening synergies between the agricultural sector in a broad sense and the mining sector with the industrial processing sector".

c. Medium-Term Objectives of the Plantation Service of West Kalimantan Province

The objectives to support the vision and mission in question must be further determined on the objectives to be achieved. Objectives in the formulation are the elaboration or implementation of the mission statement of an organization. In an effort to support the realization of the vision and mission, the West Kalimantan Provincial Plantation Service sets the goal as "Increased Production of Plantation Commodities and Exchange Rates of Smallholder Farmers".

d. Targets of the Plantation Service of West Kalimantan Province

Referring to the formulated plantation development objectives, the targets to be achieved gradually until the end of 2023 are:

1. Increased production of plantation commodities, and
2. Increased plantation income.

As an actualization in achieving these strategic goals, in the five-year period (2018-2023), 2 (two) main programs are implemented, namely:

1. Plantation Production Improvement Program.
2. Plantation Welfare Improvement Program.

Looking at the vision and mission of the West Kalimantan Provincial Plantation Service, it can be seen that there are indicators to be achieved in the continuity of the organization being run, where this is reflected in the need for achievement for improvement in all fields. In setting goals, there are clear objectives to be achieved and indicators that exist and are oriented towards the interests of the community as a whole.

Determining Performance Indicators

Performance indicators describe the level of achievement of a target or goal that has been set. Therefore, performance indicators must be something that will be calculated and measured and used as a basis for assessing or seeing the level of performance, both in the planning stage, the implementation stage, and after the activity is completed and functioning. The Performance Indicators can be seen in the Appendix of the Performance Agreement Document of the West Kalimantan Provincial Plantation Service, which is a performance statement / performance agreement between the Governor of West Kalimantan and the Head of the West Kalimantan Provincial Plantation Service to realize certain performance targets based on the resources owned by the agency.

Resources owned by the agency. The Performance Indicators have also been recorded in the Appendix of the RENJA (Performance Plan) Document for the 2023 Fiscal Year according to the SKPD at the West Kalimantan Provincial Plantation Service Agency. And also contained in the Appendix of the IKU Document (Main Performance Index) where the attachment is the IKU to achieve the goals of a government agency's performance. To achieve the objectives that have been set, the West Kalimantan Provincial Plantation Service does so with the following targets and indicators:

a. Total Plantation Production

The amount of plantation production is targeted at 4,081,916 tons, while the amount of temporary figures for plantation statistics in 2023 is known to be 7,452782 tons. This value reached the target because the production level of plantation commodities has entered its peak period and the area of producing plants is increasing. In the last five years, plantation production tends to increase and most of it comes from oil palm plantations. As West Kalimantan's leading commodity, based on the 2023 estimation of the Ministry of Agriculture's Plantation Statistics Book, West Kalimantan's oil palm production is ranked third below Riau Province and Central Kalimantan. West Kalimantan contributed 6,004,993 tons or about 12.45% of the total national oil palm production.

Table 1.
Contribution of West Kalimantan Province's Oil Palm Production to Regional Kalimantan and National.

Province	Area (Ha)	Production (Ton)	Production Contribution (%)
West Kalimantan	1.829.533	6.004.993	
Regional Kalimantan	5.982.568	20.872.150	28.77%
National	16.883.985	48.235.405	12.45%

b. Price Index Received by Farmers

The farmer exchange rate is the ratio of the price index received by farmers (it) to the price index paid by farmers (ib). NTP is one of the indicators to see the level of purchasing power of farmers in rural areas. The price index received by farmers (it) is a price index that shows the development of producer prices for farmers' production. For the plantation sub-sector, the index of the smallholder plantation crop group. The price index received by farmers (it) shows fluctuations in the price of agricultural commodities produced by farmers. The price index received by farmers is compiled on commodities in a certain area with certain preparation weights according to the calculated subsector of the plantation sub-sector it development during 2023 can be seen in the following table:

Table 2.
Price Index Received by Farmers

Year 2023	It Plantation Subsector
January	190.34
February	191.79
March	196.04
April	195.58
May	186.34
June	179.49
July	181.33
August	181.32
September	188.97

October	189.16
November	193.26
December	197.22

It can be seen that the price index received by smallholders in 2023 fluctuated with the highest figure in December amounting to 197.22 and the lowest in June amounting to 179.49 with an average of 189.40 in 2023. The high selling price of FFB (Fresh Fruit Bunches) of oil palm has a very significant effect on the increase in the price index received (it) by farmers, especially in the smallholder plantation sub sector. From the target of 123.23, it was successfully achieved with a figure of 189.40. Nationally, the price index received by plantations in 2023 amounted to 150.38. That way the price index received by the plantation of West Kalimantan Province is above the national average of 25.95%.

c. Animal Meat Production from Livestock

Based on provisional figures from the Livestock and Animal Health Statistics book in 2023, the amount of meat production produced by livestock in West Kalimantan Province was 88,437 tons. This amount was mostly contributed by broiler breeds 78.67%, free-range chickens 6.39%, pork and beef cattle 5.54% and 5.34% respectively. When viewed from the development of meat production in the last 5 years in West Kalimantan in general has increased. However, in 2023 it decreased. This is due to the outbreak of foot and mouth disease (FMD) and African Swine Fever (ASF) that attacked cattle and pigs which caused a reduction in population and restrictions on the entry and exit of livestock to prevent virus transmission. This also had an impact on the decline in livestock meat production in West Kalimantan.

d. Egg Production

Based on the livestock and animal health statistics book for 2023 (provisional figures), the total egg production produced by livestock in West Kalimantan Province was 70,701 tons. This amount is contributed by 5 types of egg-producing farmers, namely free-range chickens, petelu breed chickens, ducks, manila ducks, and punyuh birds. Free-range chickens contributed the highest number of 63,621 tons (89.98%), followed by free-range chickens and ducks with respective production amounts of 3,763 tons (5.32%) and 3,207 tons (4.54%). In the last 5 years, the development of West Kalimantan egg productiontends to fluctuate. Factors that cause these fluctuations are the level of susceptibility of laying hens to disease and external factors that cause livestock stress levels to increase so that they can interfere with productivity. The West Kalimantan egg production target in 2023 was 38,299 tons and managed to achieve the target at the end of the year of 70,701 tons.

e. Percentage of Controlled Areas of PHM/Zoonosa and Other Exotic Animal Diseases (%)

There are 9 types of infectious livestock diseases controlled in West Kalimantan Province, namely rabies, avian influenza, brucellosis, anthrax, hog cholera, African Swine Vefer (ASF), Jembrana, Salmonellosis, Foot and Mouth Disease (FMD).

f. Percentage of Animal Product Business Units Implementing Technical Requirements (%).

In accordance with the regulation of the Minister of Agriculture no 11 of 2020 that every person who owns an animal product business must apply for a veterinary contact number (NKV) as valid written evidence that hygiene and sanitation requirements have been fulfilled as a guarantee of food safety for animal products in the business unit. To obtain NKV, steps must be taken, namely identification of business units, classification of businesses, determination of business unit development targets, determination of business unit certification. Of the 250 animal product business units, 102 have met these requirements or 40.80%.

g. Price Index Received by Farmers

Farmer Exchange Rate (NTP) is the ratio between the price index received by farmers (it) and the price index paid by farmers (ib) expressed in percentage. It is a price index that shows the development of producer prices for farmers' production. In 2023 it in the livestock sub-sector experienced fluctuations per month. The lowest it value was in February with a value of 114.76, while the highest it was in July with a value of 120.87. for the average it value in 2023 was 117.67. When compared to 2022, it in the livestock subsector in 2023 has increased by 6.10%.

Application of Data and Research Findings

In conducting research, the authors took several steps to find out the Application of Performance Based Budgeting at the Plantation Service of West Kalimantan Province. The following are the steps the author took in this research:

1. Interview

In collecting data using the interview method, the author interviewed Mr. Stephanus Ricky, S. Hut as the Head of the Monitoring and Evaluation Work Plan Subdivision of the West Kalimantan Provincial Plantation Office. Interviews conducted by researchers want to know directly the information or information related to research objectives by means of question and answer or questioner or interviewer with the answerer using a tool called an interview guide in order to obtain data and information. From the 6 (six) main questions asked by the author, several facts were obtained that the Implementation of Performance-Based Budgeting in the Plantation Service of West Kalimantan Province has been implemented because in preparing programs and activities it has been aligned with the vision and mission of the region.

In the preparation of Performance-Based Budgeting, there are several principles that must be adhered to, namely budget transparency and accountability, the difficulty of the West Kalimantan Provincial Plantation Service is in preparing the budget by setting performance indicators to achieve goals, besides the limited funds in Performance-Based Budgeting, where in preparing a program and activity an indicative ceiling has been set, so that the target results to be achieved depend on the available funds, as well as difficulties in obtaining information due to limited budget in the implementation of Monitoring and Evaluation Activities.

Currently, the human resources available at the West Kalimantan Provincial Plantation Office in Performance-Based Budget Management are sufficient, but training still needs to be provided so that the capacity of human resources increases. In the process of collecting documents related to planning and performance data, the West Kalimantan Plantation Service by asking each field and section to compile program indicators and activity indicators and RKA, and submitted to the Monitoring and Evaluation Work Plan Subdivision.

2. Based on Value For Money Calculation

In this study, researchers used the Value for money method, which is a method of measuring the performance of an organization using 3 (three) aspects, namely economy, efficiency, effectiveness:

1) Economic Level

Table 3.
Calculation of the Economic Level of the Main Program of the Plantation Service of West Kalimantan Province in 2023

No	Strategic Objective	Input 1 (Rp)	Value of Input 2 (Rp)	Economi Level (%)	Description
1	Increased Production of Plantation Commodities	3.665.283.846	3.766.984.000	97,30%	Economical
2	Increased income of smallholders	913.493.265	1.983.612.300	46,05%	Economical
3	Increased Production of Animal Products from Livestock, Value Added, and Competitiveness Livestock	4.656.950.398	4.730.752.500	98,44%	Economical
4	Increased Livestock Income	126.387.382	128.812.900	98,12%	Economical
Total		**9.362.114.891**	**10.610.161.700**	**84,97%**	**Economical**

The table above shows that in the 2023 period, the overall realization of the strategic objectives of the West Kalimantan Province Plantation and Livestock Service Office shows a good economic calculation of 84.97%. The results of the analysis show that of the 7 indicators implemented in the strategic target program obtained a value below 100% consisting of 0-50% for 1 program, the percentage of 50 100% for 6 programs. This means that the Livestock and Plantation Service Office of West Kalimantan Province in 2023 is able to use the budget sparingly, which is less than the budget plan set for 2023. Budget plan that has been set for 2023. The budget for the realization of all strategic objectives is IDR 10,610,161,700 with a realization of IDR 9,362,144,891. this shows that in implementing this program, the West Kalimantan Provincial Plantation Service has saved a budget of IDR 1,248,046,809. As Mardiaso (2018) states that economy is an austerity that includes careful and careful management, the absence of waste, which is able to reduce unnecessary costs.

2) Calculation of Efficiency Level

Table 4.
Calculation of the Efficiency Level at the Plantation and Livestock Service Office of West Kalimantan Province in 2023

No	Strategic Objective	Output	Input	Efficient Level (%)	Description
1	Increased Production of Plantation Commodities	186,98	97,30	192.16%	Efficient
2	Increased Income Smallholders	153,70	46,05	333.76%	Efficient
3	Increased Production of Animal Products of Animal Origin, Added Value, and Competitiveness Livestock	134,92	98,44	137.06%	Efficient
4	Increased Livestock Income	115,7	98,12	117.91%	Efficient
Total		**591,3**	**84,97**	**195.22%**	**Efficient**

The efficiency calculation of the realization of the strategic objectives of the Plantation and Animal Husbandry Service of West Kalimantan Province in 2023 shows a figure of 195.22%. The performance of an organization can be said to be efficient, if the efficiency calculation level obtains a result of more than 100%. The analysis results from the table above show that the highest level of efficiency is in the realization of the second strategic goal, namely increasing the income of planters. All realizations of strategic targets show an average figure above 100% so that the performance of the Plantation and Livestock Service Office of West Kalimantan Province in 2023 is very efficient.

3) Calculation of Effectiveness Level

Table 5.
Calculation of Effectiveness Level at the Plantation and Livestock Service Office of West Kalimantan Province in 2023

No	Strategic Objective	Main Performance Indicators (KPI)	Output (Realization)	Input (Realized)	Effectiveness Level (%)	Ket
1	Increased Production Plantation Commodities	Total Plantation Production (Ton)	7.452.782	3.985.958	186.98%	Effective
2	Increased Growers' Income	Price Index Received by Farmers	189.40	123.23	153.70%	Effective
3	Increased Animal Meat Production, Value Added, and Livestock Competitiveness	Animal Meat Production (Ton)	88.437	**82.758**	**106.83%**	**Effective**

		Egg Production (Tons)	**70.701**	**38.299**	**184.60%**	**Effective**
		Percentage of PHM/Zoonosa and Other Exotic Animal Diseases Controlled Areas (%) Other Exotic Animal Diseases (%)	**89.68**	**75.00**	**199.57%**	**Effective**
		Percentage of Animal Product Business Units Implementing Technical Requirements (%) Technical Requirements (%)	**40.80**	**32.00**	**127.50%**	**Effective**
4	Increased Livestock Income	Price Index Received by Farmers (Number)	**117.67**	**101.70**	**115.70%**	**Effective**
Strategic Goal Achievement					**142.13%**	

Effectiveness calculation aims to determine the extent to which the performance results in the form of programs or activities carried out have achieved the objectives. The calculation of effectiveness in the realization of the strategic objectives of the Plantation and Animal Husbandry Service of West Kalimantan Province in 2023 shows 142.13%. The results of the table above can be analyzed that all realization of strategic target indicators show numbers above 100%, meaning that the performance results exceed the initial target that was planned. The calculation of effectiveness this year has increased from the previous year. In 2022 the calculation. In 2022 the calculation of the effectiveness of the realization of strategic targets showed a figure of 94.59% which means that it was not effective, but in 2023 the Plantation and Livestock Service Office of West Kalimantan Province succeeded in improving performance, especially in the realization to achieve strategic targets to 142.13% which means it is very effective. The efficiency calculation of the realization of the strategic objectives of the West Kalimantan Province Plantation and Livestock Service Office in 2023 shows a figure of 195.22%. The performance of an organization can be said to be efficient, if the efficiency calculation level obtains a result of more than 100%. The analysis results from the table above show that the highest level of efficiency is in the realization of the second strategic goal, namely increasing the income of planters. All realizations of strategic targets show an average figure above 100% so that the performance of the Plantation and Livestock Service Office of West Kalimantan Province in 2023 is very efficient.

3. Documentation Study

Documentation study is a data collection technique by making direct observations of the object under study and studying the relevant documents in order to obtain a more real and objective picture, the documents used in this study are the Government Agency Performance Accountability Report (LAKIP) or the 2019 Performance Report of the West Kalimantan Provincial Plantation Service and also the Annual Report of the West Kalimantan Provincial Plantation Service in 2023. By using this documentation study, researchers can obtain and can directly observe related documents, from matters relating to programs / activities and budgets that are budgeted and realized in 2023 and can be concluded from the results of documentation studies that researchers from LAKIP and Annual Performance Reports as follows:

1. The realization of performance in 2023 of 142.13 is in the "very good" category. This performance achievement is a representation of the 7 indicators of the strategic objectives of the West Kalimantan Plantation and Livestock Service Office in 2023.
2. All performance indicator realizations successfully exceeded the target (>100%).
3. Plantation production based on provisional statistical figures in 2023 is 12.45% lower than in 2022.
4. The price index received by planters in 2023 reached a figure of 189.40% which was greater than the initial target of 123.23%.

The cumulative achievement value is categorized as "Increased" from the set target. The program to increase plantation production was given a budget of 3,766,984,000 and could be realized well with a performance achievement of 186.98%. The next program, namely increasing the income of planters, is given a budget of 1,983,612,300 and can be realized well in three program indicators with a performance achievement of 153.70%. The third program, namely increasing animal food production from livestock, added value and competitiveness of livestock given a budget of 4,730,752,500, was well realized in 6 program indicators with a performance achievement of 134.92%. The last program, namely increasing livestock income, was given a budget of 128,812,900 and was also successfully realized well in 3 program indicators and managed to obtain a performance achievement value of 115.70%.

Evaluation and Decision Making on Program Selection and Prioritization

Performance Evaluation is an assessment and disclosure of performance problems, both in terms of effectiveness and efficiency of an activity or program. The way the evaluation is carried out is by comparing the results against the target (in terms of effectiveness) and the realization against the resource utilization plan (in terms of efficiency). The results of performance evaluation are feedback for an organization to improve its performance. Some programs that have not been successful can be maximized so that all programs and activities can be optimally realized. As for decision making on the selection of program priorities, there are no definite provisions so that it is carried out by considering related aspects, such as technical aspects, economic aspects, and environmental aspects.

Factors Affecting Performance-Based Budgeting in the Plantation Service of West Kalimantan Province

Based on the results of interviews with Mr. Stephanus Ricky, S.Hut. as Head of the Work Plan Monitoring and Evaluation Subdivision of the West Kalimantan Provincial Plantation Service, it can be concluded that the factors that influence the implementation of performance-based budgeting at the West Kalimantan Provincial Plantation Service are as follows:

1. Fund Limitations

   Limited funds will affect planning in determining performance indicators in the budget preparation process. In annual planning, the performance agreement document of the West Kalimantan Provincial Plantation Service SKPD in 2023 is a performance statement / performance agreement between the Governor of West Kalimantan and the Head of the West Kalimantan Provincial Plantation Service to realize certain performance targets based on the resources owned by the agency, where the contents of the performance agreement are strategic goals, performance indicators and targets to be achieved.

   Performance determination is prepared together with the budget preparation and policy agenda, which is accompanied by the determination of annual performance achievement plans for all performance indicators at the target level and is a commitment for government agencies to achieve it within the year concerned. The Plantation Service of West Kalimantan Province in the preparation of a performance-based budget, where in preparing a program and activity has been determined indicative ceiling, so that the target results to be achieved depend on the available funds and predetermined.

Limited Human Resources

The implementation of performance-based budgeting is largely determined by the ability of resources owned by each agency and must be able to translate the concepts of performance-based budgeting into government bureaucratic practices. To be able to maximize the quality and quantity and understanding of Performance-Based Budgeting Implementation, human resources are needed who are able to understand and implement the budgeting properly. Human resources in the Plantation Service of West Kalimantan

Province in managing performance-based budgets are sufficient, but training still needs to be provided so that the quality of human resources increases.

KESIMPULAN

Conclusion

Based on the results of research on the application of performance-based budgeting, the following conclusions can be drawn:

1. Based on the results of the analysis of the aspects of performance-based budgeting, it shows that the West Kalimantan Provincial Plantation Service has implemented a performance based budget well, this can be seen from the achievement of performance that is in accordance with the strategic goals with key indicators that have been set in order to realize the mission and vision of government agencies.
2. Based on interviews on Economic Aspects, Efficient Aspects, Effectiveness Aspects, and Accountability Measurements, it can be concluded that the Plantation Service has implemented all programs that refer to the vision and mission of the organization properly. Where in the implementation of the activity program, the Plantation Service has provided concrete steps to obtain feedback from the activities/programs that have been implemented so that evaluation and improvement can be made. However, in its implementation, the Plantation Service still needs to pay attention to input from the community in order to achieve a better activity program.
3. Based on the calculation of Value For Money which consists of 3 aspects, namely Economy, Efficiency and Effectiveness at the West Kalimantan Provincial Plantation Service, obtained the results that the West Kalimantan Provincial Plantation Service has shown economic, efficient and effective performance.
4. Factors that influence the implementation of performance-based budgeting in the Plantation Service of West Kalimantan Province, namely:
    a. Limited Funds
    There are difficulties stemming from limited funds in the preparation of performance based budgeting, where in preparing a program and activities have been set indicative ceiling so that the results to be achieved depend on the available funds. However, in general, the realization of plantation development in West Kalimantan until 2023 is still in line with the targets projected in the Plantation Macro Plan.
    b. Limited Human Resources
    Human Resources in the Plantation Service of West Kalimantan Province in managing performance-based budgets are sufficient, but still need to be given an assessment so that the quality of human resources increases.

Suggestion

1. In determining key performance indicators, the principles of prudence, accuracy, openness and transparency are needed to produce reliable performance because performance indicators describe the level of achievement of a predetermined target or goal, and improve the quality of human resources so that implementation and achievement are in line with the objectives of implementing performance-based budgeting.
2. The West Kalimantan Provincial Plantation Service can maintain performance in implementing a performance-based budget and must be more careful in managing the budget that has been determined from each activity in order to improve performance results and have an impact on the people of West Kalimantan, especially farmers.

Research Limitations

The research conducted contains limitations, the limitations are that the work program to improve welfare and the program to increase the production of plantation commodities & NTPPR have not been explained in detail in the LAKIP Document for 2023 of the West Kalimantan Provincial Plantation Office because it still uses temporary figures from the previous year. Based on this, researchers must seek in-depth information on the Plantation Service by conducting direct interviews with the Head of Service and the Head of the TU Subdivision to find out the Financial Performance of the West Kalimantan Provincial Plantation Service through the Value For Money approach. In addition, not all activities carried out by the West Kalimantan Provincial Plantation Service are carried out in detail in the LAKIP Document, so the author only takes 4 activities that are reported in detail in the LAKIP.

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