

Collaborative Governance Model in Promoting Budgetary Efficiency in Regional Development Planning Process in Central Kalimantan

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ABSTRACT

This study aims to analyze and formulate a collaborative governance model to promote budget efficiency in the regional development planning process in Central Kalimantan Province. The main problem in this study is the suboptimal budget efficiency caused by weak integration between planning and budgeting, a sectoral approach between regional government agencies, and low stakeholder participation in the planning process. This research used a qualitative approach with a case study design, supported by limited quantitative data. Data collection techniques included in-depth interviews, observation, documentation, and focus group discussions (FGDs). Informants were selected purposively and developed through snowball sampling. Data analysis employed an interactive model encompassing data reduction, data presentation, and conclusion drawing. The results indicate that regional development planning governance in Central Kalimantan has been formally implemented in accordance with regulations, but substantively remains ineffective and inefficient. The implementation of collaborative governance is still in its infancy, characterized by government dominance in decision-making, limited participatory dialogue, and low levels of trust between actors. These conditions have resulted in overlapping programs, inaccurate budget priorities, and mismatches between planning and budget realization. Based on these findings, this study develops a collaborative governance model that emphasizes multi-actor involvement, deliberative dialogue, information system integration, and collaborative leadership as key factors in increasing budget efficiency. This model is expected to produce more integrated, transparent, and community-based development planning. Theoretically, this research contributes to enriching the concept of collaborative governance in the context of regional development planning, while practically, it provides strategic recommendations for local governments to improve governance quality and budget efficiency. Therefore, implementing a collaborative governance model is crucial for achieving effective, efficient, and sustainable regional development.

Keywords: Collaborative Governance, Budget Efficiency, Regional Development Planning, Collaborative Governance, Central Kalimantan

I. INTRODUCTION

Regional development is a strategic instrument in realizing national development goals, particularly in improving public welfare, reducing disparities between regions, and strengthening regional competitiveness. In the era of decentralization and regional autonomy, local governments have an increasingly significant role in planning, allocating, and managing development resources through the Regional Budget (APBD). Therefore, the quality of regional development planning is a key factor in determining the effectiveness and efficiency of public budget use.

Budget efficiency is a crucial issue in regional governance, particularly amid limited fiscal resources and increasing demands for quality public services. In Central Kalimantan Province, the dynamics of development spanning a vast geographic area, limited infrastructure, and the socio-economic heterogeneity of the community demand a more adaptive, inclusive, and collaborative governance approach to development. However, empirical evidence indicates that the development planning process still tends to be sectoral, lacks integration, and does not fully or optimally involve non-governmental actors.

However, the reality on the ground is that the regional development planning process still faces various structural and administrative challenges. One of the main problems is suboptimal budget efficiency, characterized by overlapping programs, inaccurate development priorities, and poor linkages between planning

and budgeting. Furthermore, the top-down and sectoral planning approach often ignores the real needs of the community, resulting in low-quality development outputs and outcomes.

In Central Kalimantan Province, these challenges are increasingly complex, given the vast nature of the region, its geographical location dominated by forests and remote areas, and limited supporting infrastructure. Furthermore, the social and cultural diversity of the community demands an inclusive and participatory development approach. This situation necessitates innovation in development planning governance that focuses not only on administrative compliance but also on the effectiveness and efficiency of budgetary use.

In this context, the concept of collaborative governance is becoming increasingly relevant for implementation. This approach emphasizes the importance of multi-actor involvement in the planning and public decision-making process, including the government, private sector, academia, civil society, and local communities. Through synergistic collaboration, a more transparent, accountable, and responsive planning process will be created while optimizing the use of available resources.

Furthermore, collaborative governance focuses on participation, building trust, shared commitment, and effective coordination mechanisms among stakeholders. Within this framework, budget efficiency is understood not only as cost savings but also as optimizing development outcomes through targeted resource allocation based on the community's real needs.

However, the implementation of collaborative governance in regional development planning in Indonesia, including Central Kalimantan, faces various obstacles. These include weak institutional capacity, poor communication and coordination between actors, limited access to information, and a bureaucratic culture that does not fully support collaborative practice. Furthermore, the lack of an integrated and contextual collaborative governance model hinders the optimal use of stakeholder roles.

Another equally important issue is the suboptimal integration of planning documents, such as the RPJMD, RKPD, and Musrenbang mechanisms, with the budgeting process. This often leads to inconsistencies between planning and budget realization, ultimately impacting regional development efficiency and effectiveness. In this context, a model is needed that can bridge this gap through a systematic and collaborative approach based on the principles of good governance.

Furthermore, advances in information technology and government digitalization (e-government) have opened up new opportunities to promote more effective collaborative governance. Utilizing regional development planning information systems can increase transparency, expand public participation, and accelerate coordination among stakeholders. However, the use of these technologies remains suboptimal and has not been fully integrated into regional development planning.

Based on this description, it can be concluded that an innovative collaborative governance model is needed to effectively and efficiently integrate various actors, processes, and resources in regional development planning. This research is important for examining in depth how a collaborative governance model can be designed and implemented to promote budget efficiency in the regional development planning process in Central Kalimantan Province.

Thus, this study is expected to make significant theoretical and practical contributions. Theoretically, this research enriches the body of public administration knowledge, particularly in developing the concept of collaborative governance in the context of regional development planning. Practically, the results of this study are expected to serve as a reference for local governments in formulating more effective, efficient, and sustainable development planning policies and strategies.

II. METHODS

This study used a qualitative approach with a descriptiv-explanatory research design. The qualitative approach was chosen because this study aims to understand the phenomenon of collaborative governance in the regional development planning process and how interactions between actors influence budget efficiency.

Furthermore, this study employed a case study approach focused on the context of regional development planning in Central Kalimantan Province. This case study enabled researchers to comprehensively explore the dynamics, actors, and collaborative processes that occur within the real-world environment of the local government.

To strengthen the research results, a limited mixed-method approach (embedded design) was also used by adding simple quantitative data (for example, budget efficiency analysis, program comparison, or performance indicators) to support the qualitative analysis.

III. RESULTS AND DISCUSSION

The research findings indicate that regional development planning governance in Central Kalimantan Province formally adheres to national regulations, with stages ranging from the formulation of the Regional Medium-Term Development Plan (RPJMD) and the Regional Government Work Plan (RKPD) to the budgeting process in the Regional Budget (APBD). This process also incorporates a participatory mechanism through the Development Planning Consultation (Musrenbang) forum, which involves various stakeholders.

However, the implementation of development planning still faces several challenges. First, there is a tendency for administrative approaches and procedural formalities to dominate, so public participation in the Musrenbang (Regional Development Planning Forum) has not yet fully resulted in quality decisions. Second, coordination between Regional Apparatus Organizations (OPDs) remains sectoral, resulting in overlapping or unintegrated programs.

Furthermore, the synchronization between the planning and budgeting documents was suboptimal. Several priority programs formulated in the Regional Work Plan (RKPD) were not fully accommodated in the Regional Budget (APBD), while some programs emerged during the budgeting stage but did not originate from the participatory planning process. This indicates a gap between planning and budgeting, which affects low-budget efficiency.

- **Analysis of Collaborative Governance in Development Planning**

Based on interviews and observations, collaborative governance in development planning in Central Kalimantan is still in its emerging stage. Collaboration between actors has occurred, but it is not yet structured and supported by strong institutional mechanisms. Several parties are involved in the planning process, namely the local government (Bappeda, Regional Apparatus Organizations), the Regional People's Representative Council (DPRD), the community, academics, and the private sector. However, the level of involvement of each actor varies. The local government remains the dominant actor in the decision-making process, while the role of the community and the non-governmental sector tends to be consultative rather than collaborative.

In terms of processes, communication between actors is still limited to formal forums such as the Musrenbang (Regional Development Planning Forum) and coordination meetings. The interactions that occur do not reflect deliberative dialogue, but rather a one-way communication of aspirations. This results in less than optimal integration of ideas and needs between stakeholders. Furthermore, trust between actors is also a challenge. Several informants stated that negative perceptions persist regarding budget transparency, which has resulted in low active public participation. Furthermore, the government also faces limitations in accommodating all public aspirations due to budget constraints.

- **Budget Efficiency in the Development Planning Process**

The analysis shows that budget efficiency in regional development planning in Central Kalimantan remains suboptimal. This can be seen from the following indicators.

- **Overlapping programs**

Programs with similar objectives were discovered but were implemented by different regional government agencies without effective coordination. This led to budget wastage and duplication of activities.

- **Inaccurate budget priorities**

Several programs that have a direct impact on community welfare receive smaller budget allocations than administrative programs.

- **Low correlation between planning and realization**

There is a significant difference between the budget plan and the realization in the field, indicating inefficiency in program implementation.

- **Lack of performance-based evaluation**

Program evaluation still focuses more on budget absorption than on output and outcome achievements.

However, several best practices demonstrate the potential for increased budget efficiency through collaborative approaches. For example, several regional government agencies (OPDs) have begun involving academics and non-governmental organizations (NGOs) in developing priority programs, resulting in more targeted programs.

- **Supporting and Inhibiting Factors of Collaborative Governance**

The results identified several factors that influence the success of collaborative governance in regional development planning.

Supporting Factors:

- The existence of regulations that support public participation in development planning
- Commitment of some regional leaders to transparency and accountability

- Availability of formal forums such as Musrenbang
- Information technology support in planning systems

Inhibiting Factors:

- The bureaucratic culture is still hierarchical and sectoral
- Low human resource capacity in managing collaboration
- Lack of trust between actors
- Budget and resource constraints
- Lack of integration of information systems between agencies

These factors indicate that the implementation of collaborative governance depends not only on technical aspects but also on institutional aspects, organizational culture, and leadership.

- **Developed Collaborative Governance Model**

Based on the research findings, a collaborative governance model was developed to improve budget efficiency in regional development planning. This model consists of several main components.

- **Collaborative Actor**

Involving the government, DPRD, community, academics, and the private sector equally in the planning process.

- **Collaborative Process**

This includes participatory dialogue, cross-sector coordination, and shared decision-making mechanisms.

- **Support System**

In the form of integrated digital-based planning and budgeting information systems.

- **Governance Principles**

Transparency, accountability, participation, effectiveness, and efficiency.

- **Model Output**

Integrated development planning, on target, and efficient in budget use.

This model also emphasizes the importance of collaborative leadership in coordinating various actors and ensuring the sustainability of the collaboration process.

IV. CONCLUSIONS

1. Based on the research results, it can be concluded that regional development planning governance in Central Kalimantan Province still faces various problems that impact low-budget efficiency. These problems include weak integration between planning and budgeting, the dominance of sectoral approaches among Regional Apparatus Organizations (OPD), and suboptimal stakeholder participation in the planning process. Although formal mechanisms such as Musrenbang (Regional Development Planning Forum) have been implemented, their implementation tends to be administrative in nature and does not fully reflect collaborative principles. Consequently, overlapping programs, inaccurate budget priorities, and a weak link between planning and development outcomes are still found.
2. This study also concludes that the implementation of a collaborative governance model has significant potential to boost budget efficiency in the regional development planning process. The developed model emphasizes the importance of multi-actor involvement, participatory dialogue, information system integration, and collaborative leadership that builds trust and cross-sector coordination. With proper implementation, this model can result in more integrated, transparent, and community-driven development planning. Therefore, a strong commitment from local governments is needed to strengthen institutional capacity, improve the quality of human resources, and encourage a transformation of bureaucratic culture toward more inclusive and collaborative governance.

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Ethical Compliance

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

Data Access Statement

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Conflict of Interest Declaration

The authors declare that they have no affiliations or involvement with any organization or entity with financial interests in the subject matter or materials discussed in this manuscript.

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