

UDC 332

## THE PERFORMANCE OF MANGGARAI REGENCY'S GENERAL ELECTION COMMISSION (KPU) IN THE 2020 REGIONAL ELECTION (PILKADA) BUDGET MANAGEMENT

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### ABSTRACT

This research aimed to examine the performance of the General Election Commission (*Komisi Pemilihan Umum – KPU*) of Manggarai Regency in managing the 2020 Regional Election (*Pemilihan Kepala Daerah – Pilkada*). The researchers employed a qualitative research method with a case study approach. The location of this research was the General Election Commission of Manggarai Regency, and the informants were selected using a purposive sampling technique. The data in this research covered primary data and secondary data collected using interviews, documentation, and observation. The collected data were then analyzed using the technique from Miles and Huberman, and the results were validated using a triangulation technique. The research results showed that the General Election Commission of Manggarai Regency succeeded in carrying out the 2020 Regional Election. It can be seen from the implementation of Manggarai Regency's Regional Election stages following the schedule despite problems at the program and budget planning stage, causing the postponement of the signing of the Regional Grant Agreement Document (*Naskah Perjanjian Hibah Daerah – NPHD*). The problems, fortunately, did not result in delays in the next Regional Election implementation stage. All stages were carried out according to the predetermined schedule. The voter participation rate reached 78.04%, exceeding the national target of 77.05%. Besides, the General Election Commission of Manggarai Regency succeeded in performing a safe Regional Election without any conflict at each implementation stage. Also, no dispute occurred over the voting results.

### KEY WORDS

Performance, general election, budget management.

Manggarai Regency is one of the regencies carrying out the 2020 Regional Election. In the context of funding, according to the applicable regulations, the Regional General Election Commission (*Komisi Pemilihan Umum Daerah*, abbreviated as *KPUD*) of Manggarai coordinated with the regional government regarding the funding of the Regional Election held on December 9, 2020. The realization of the budget is shown in more detail in Table 1 below:

Table 1 – Realization of Manggarai's 2020 Regional Election Budget

Target	Realization
29,000,000,000.00 IDR	19,000,000,000.00 IDR

Source: Reported from VoxNtt.com.

The significant difference between the budget realization and the budget target of 10,000,000.00 IDR caused the General Election Commission to rationalize the budget on several items. The budget rationalization impact had reduced and combined several program activities such as:

- Socialization/ counseling/ technical guidance;
- Formation of the District Election Committee (*Panitia Pemilihan Kecamatan – PPK*), the Voting Committee (*Panitia Pemungutan Suara*), and the Voting Organizing Group (*Kelompok Penyelenggara Pemungutan Suara – KPPS*);

c. Procurement and distribution of voting and vote-counting equipment.

Based on the problems mentioned above, the researchers were then interested in conducting research entitled Manggarai Regency's General Election Commission Performance in the 2020 Regional Election Budget Management. This research aimed to find out the performance of Manggarai Regency's General Election Commission in managing the 2020 Regional Election budget.

## LITERATURES REVIEW

### Definition of Performance

Performance represents the achievement level of implementing an activity/ program/ policy in realizing the organization's targets, goals, mission, and vision contained in the formulation of strategic planning of an organization (Bastian, 2006). According to Prawirosentono (Pasolong, 2016), performance is the result of work that has been achieved by an organization according to the responsibilities and authorities to reach the organizational goals.

The National Institute of Public Administration (*Lembaga Administrasi Negara Republik Indonesia – LAN-RI*) defines performance as a description of the level in a program or activity of implementing the policies to achieve organizational goals and targets, mission and vision. Meanwhile, according to Chaizi Nazucha (Pasolong, 2016), performance is the organizational effectiveness in efforts to improve organizational capabilities on an ongoing basis to meet the organizational needs.

From some definitions above, it can be concluded that performance is a description of the achievement level of the implementation of an organizational activity/ program/ policy in realizing organizational goals or, in other words, organizational work outcomes in realizing strategic goals set by the organization.

### Budget Performance

Government agencies are public fund managers aimed always to prioritize the public interest. The government is entrusted with managing budget funds to be realized for the public interest, taking into account its performance in carrying out its duties and responsibilities so that the budget can be efficiently and effectively realized with an orientation to the public interest. According to Supramoko (2000), a budget is a system for preparing and managing regional budgets to achieve results or performance. The performance must reflect the efficiency and effectiveness of public services or, in other words, must be oriented to the public interest.

### Performance Measurement

#### *The Concept of Performance Measurement*

The concept of performance measurement has been in demand since the emergence of management theories. According to Frederickson in Trilestari (2004), the beginning of its existence is related to achieving goals, namely efficiency, economy and effectiveness (3'E). Consistent with that, Skelcher in Trilestari (2004) said that these measures are also used in government administration, especially in the public sector. Even in its development, as a whole, these measures are accountability undertaken by the government to provide public services. The accountability is carried out because of the community's willingness.

In this regard, Flynn in Trilestari (2018) explained that performance measurement only emphasizes control over the money in the traditional administrative approach. The information system is set up to see how much money is spent in each period, and the main target is to spend money as much as budgeted. Hence, an opinion has been raised that spending too much money can cause the organization to experience difficulties and spending too little money can cause the organization to risk budget cuts for the next year.

The above public organizations with only budget-oriented performance measurement are only oriented inward, so it is often referred to as efficiency. In Trilestari (2018), Osborn assumes that performance measurement is not customer-oriented. However, performance

criteria have become more prominent as a form of accountability. Performance is more focused on what is achieved through spending money and other resources in addition to probity in managing money.

#### *The General Terminology of Performance Measurement*

In Indonesia, performance measurement guidelines have regulated the measurement of human resources, equipment, materials, and others used in the process. Outputs refer to the services resulted or provided, both quality and quantity. This measurement has begun to be community existence-oriented (Trilestari, 2004).

The measurement is still limited to internal views, indicating that the quality and capability of services are seen from the side of the service provider. Therefore, Parker defined output as a measure for quantitative comparisons between actual results and expected results or goods and services produced by an agency. In other words, the output is an instrument or indicator to calculate goods or services produced by an agency, for example, the number of people receiving a service or the number of services provided. Meanwhile, outcomes generally refer to the results of providing services or the benefits obtained by service users, often referred to as something that resulted from each output (Trilestari 2004).

Progress is assessed by comparing outcomes to the targets using measures. Outputs are the quantity of production of services or goods, while outcomes are the results/ impacts of outputs. It can be concerned with either planned and unplanned effects of agency outputs on a particular population or problem area (Trilestari, 2004).

Regarding the 3'E (economy, efficiency, effectiveness) concept, economy refers to the minimal cost used for resource allocation and is generally carried out in regional government. Hence, the economy is commonly related to reducing or minimization of the total cost for one regional government in a service. It includes indicators measuring costs, unit costs, or productivity associated with certain outcomes or outputs. Meanwhile, effectiveness refers to the relationship between outputs or outcomes and the impact of an activity (Trilestari 2004).

#### **The Relationship between Performance Measurement and Budget**

According to Mardiasmo, performance measures in budgeting are best used to indicate success. Outcomes should not be the sole determinant of a budget strategy but also be used as an objective tool for determining the mission and achieving goals. Comprehensive performance measurement becomes increasingly important if it is associated with the goal of decentralization, namely political and administrative goals (Mardiasmo, 2018). The objectives of performance measurement, according to Mardiasmo, are:

- a. To better communicate organizational strategies (top-down and bottom-up);
- b. To measure financial and non-financial performance equally so that the progress of strategy achievement can be traced;
- c. To accommodate the interests of middle and lower-level managers and motivate them to achieve goal congruence;
- d. To be a tool for achieving satisfaction based on an individual approach and rational collective ability.

Meanwhile, the benefits of performance measurement, according to Mardiasmo (2018), include:

- a. To provide an understanding of the measures used to assess management performance;
- b. To improve the quality of products and services;
- c. To provide directions to achieve the predetermined performance targets;
- d. To help identify whether customer satisfaction has been met;
- e. To ensure that decision making is carried out objectively.

According to Mardiasmo (2018), the public sector is mainly highlighted to continuously improve the quality of its activities and provide service products more efficiently and effectively, ultimately leading to the minimization of tax payment. In this case, a performance

measurement is a useful tool for achieving these goals. The efficient and effective implementation of performance measurement needs to consider the following points:

- a. Performance measurement must pay attention to the real conditions of an organization, meaning that the performance measurement results truly represent the organization's actual conditions;
- b. All parties involved in the performance measurement must agree that what is measured is organizational performance, not part of the organization, so there is no conflict of interest;
- c. Besides the support from top management, it must involve employees, build a good communication system, create a conceptual framework and condition that performance measurement is highly important for the sustainability of an organization;
- d. Everyone must be ready to follow the changes in the organization.

## METHODS OF RESEARCH

This qualitative research with a case study approach was conducted in the General Election Commission of Manggarai Regency. The main focus of this research was the performance of Manggarai Regency's General Election (a) input, (b) output, and (c) outcome. Inputs refer to the funds given to the General Election Commission based on its program planning. The input benchmark in this research was the General Election Commission program planning to implement the 2020 Regional Election. On the other side, outputs refer to the results of implementing activities at each program stage that the General Election Commission has planned. In this research, the program activities to be examined include (1) socialization/counseling/technical guidance and (2) procurement and distribution of voting and vote-counting equipment.

Meanwhile, outcomes cover (1) the increased implementation of democratic Regional Elections and (2) the implementation of safe, peaceful, honest and fair Regional Elections. Informants in this research were determined through a purposive sampling technique. The data covered primary and secondary data collected through interviews, documentation, and observation. The data were then analyzed using a technique from Miles and Huberman (2007), and the results were further validated using a triangulation technique.

## RESULTS AND DISCUSSION

The performance outcome of the General Election Commission was analyzed to find out the success and failure rates of Manggarai Regency's General Election Commission in the 2020 Regional Election implementation. This research analyzed the performance outcome by measuring efficiency and effectiveness. Efficiency was measured by comparing the output with the input. Meanwhile, effectiveness was measured by comparing the outcome with the output.

Input measurement refers to measuring the budget for each activity by comparing the predetermined budget targets with the actual use of the budget. The total budget received by Manggarai Regency's General Election Commission for the 2020 Regional Election implementation was 19,000,000,000 IDR, while the realization of the budget was 18,775,000,000 IDR. That is, the remaining budget management amounted to 1,092,255,583 IDR. It indicates that Manggarai Regency's General Election Commission efficiently managed the limited budget for the 2020 Regional Election (Efficiency).

The research results showed that the total budget received differed from the budget proposed for the Election of Regents and Deputy Regents in 2020. In the Work Plan and Budget (*Rencana Kerja dan Anggaran – RKA*), the total budget proposed was 30,642,923,000 IDR, while the total budget received was only 19,000,000,000 IDR. This budget limitation required the General Election Commission to readjust the costs at the Regional Election stages. This research also found that the General Election Commission had revised the budget based on the received budget ceiling.

Based on the Cost Requirement Plan (*Rencana Kebutuhan Biaya – RKB*) of Manggarai Regency in the 2020 Regional Election, the General Election Commission adjusted the budget on the items as shown in Table 2 below:

Table 2 – The Cost Requirement Plan of Manggarai Regency's General Election Commission for the 2020 Regional Election

No.	Description	Initial (IDR)	Final (IDR)
1	Expenditure for Honorarium	11,195,600,000	10,756,600,000
2	Expenditure for Goods and Services	7,579,400,000	8,198,400,000
	Total	18,775,000,000	18,775,000,000

Source: *The Cost Requirement Plan Document of Manggarai's 2020 General Election Commission.*

As seen in the table above, the total budgets of the expenditure for honorarium and the expenditure for goods and services were different before and after the revision. The total budget of the expenditure for honorarium decreased by 439,000,000 IDR while that of the expenditure for goods and services increased by 619,000,000 IDR. It indicates that the General Election Commission, as the Regional Election organizer, efficiently managed the budget by readjusting the costs of the 2020 Regional Election stages to the accepted budget ceiling without any reduction in the Regional Election implementation stages (efficiency).

Honorarium expenditure changes applied to the honorariums for the Voting Organizing Groups (*KPPS*) and the Voter Data Update Officers (*PPDP*). The initial budget allocation for the *KPPS* honorarium of 4,110,000,000 IDR was revised to be 3,622,500,000 IDR. Meanwhile, the initial budget allocation for the *PPDP* honorarium of 472,500,000 IDR was revised to be 522,000,000 IDR.

Furthermore, the research results showed that the General Election Commission used an alternative to overcome the limited budget by reducing the number of Polling Stations (*Tempat Pemungutan Suara – TPS*) from initially 750 to 696 *TPS*.

The reduction in the number of Polling Stations indicates the effort toward efficiency. Reducing the number of Polling Stations means reducing the number of Voting Organizing Groups, eventually reducing the honorarium expenditure. Revising the allocations of the expenditure for honorarium and the expenditure for goods and services also means changing the budget allocation at the Regional Election stages. The researchers analyzed the preparation and implementation stages. At the preparation stage, the researchers analyzed the socialization activities and the formation of *PPK*, *PPS*, and *KPPS*, while at the implementation stage; the researchers analyzed the procurement and distribution activities of the Regional Election logistics. The budget allocations for the activities before and after the revision are presented in the following table:

Table 3 – Budget Allocation for Activities

No	Activities	Initial	Final
1	Socialization/counseling/technical guidance	90,150,000 IDR	115,000,000 IDR
2	Formation of <i>PPK</i> , <i>PPS</i> , <i>KPPS</i>	186,431,250 IDR	186,431,000 IDR
3	Procurement and distribution of Regional Election logistics	9,800,000 IDR	55,500,000 IDR

Source: *Processed from the Research Results.*

The table above shows that the budget for socialization and the procurement and distribution of logistics increased while the formation of *PPK*, *PPS*, and *KPPS* did not change.

Outputs are measured by comparing the predetermined output target of each activity performance indicator with the realization achieved. In this research, output measurement was carried out on three activities as follows:

The 2020 Manggarai Regent and Deputy Regent Elections were socialized through various methods, including:

- a. Face-to-face socialization of all stages to the Election Contesting Political Parties, Candidate Pairs/Liaison Teams of Candidate Pairs and Campaign Teams and related stakeholders;
- b. Socialization to the public through radio, both in the form of announcements and solicitation ads;
- c. Socialization to the public through Manggarai's General Election Commission official website, Facebook, Instagram and Youtube;
- d. Socialization using billboards, banners and stickers distributed in public places.

This research found that the problem encountered in the 2020 Regional Election socialization activities was the Corona Virus (Covid-19) disease limiting the Regency General Election Commission to conduct face-to-face socialization. Another problem the General Election Commission faces in socialization activities is the limited internet connection for several villages/subdistricts in several districts to hamper the delivery of information related to the 2020 Regional Election implementation. Based on the results of this research, the solutions taken to overcome these problems were increasing cooperation with broadcasting institutions, providing socialization to novice voters, religious leaders and the public through Regency General Election Commission's social media accounts and Manggarai Regency's General Election Commission official website, and organizing limited meeting activities with protocols for preventing and controlling the spread of the Corona Virus (Covid-19) disease. As for areas with a poor internet connection, Manggarai Regency's General Election Commission increased the distribution of stickers.

Below are the types of activities undertaken by Manggarai Regency's General Election Commission following the applicable regulations.

- a. Socialization of the Program, Stages and Schedule for the 2020 Manggarai Regent and Deputy Regent Election  
The General Election Commission of Manggarai Regency had socialized the program, stages and schedule for the Regional Election. This research found that the socialization was conducted through several methods, such as radio talk shows and face-to-face meetings with the Election Contesting Political Parties and relevant stakeholders held at the General Election Commission Hall of Manggarai Regency on June 24, 2020.
- b. Socialization of the Invitation to Vote Registration  
Based on the results of this research, this socialization was conducted during the voter data updating period by distributing banners and stickers whose content was about inviting the people to participate in the 2020 Manggarai Regent and Deputy Regent Election, as well as announcing and soliciting through radio and social media owned by Manggarai Regency's General Election Commission.  
Furthermore, this research found that the 2020 Regional Election was slightly different because it happened during the Covid-19 pandemic. This condition limited the implementation of face-to-face meetings, causing more socialization activities to be carried out through social media.
- c. Socialization of Candidate Registration  
The researchers found that the General Election Commission of Manggarai Regency had conducted face-to-face socialization of the Regent and Deputy Regent candidate registration for the 2020 Regional Election to Participating Political Parties and relevant stakeholders by paying attention to the health protocol at the General Election Commission Hall of Manggarai Regency. The candidate registration was announced on August 28, 2020, through the old website of Manggarai Regency's General Election Commission.
- d. Socialization of Election Day  
Based on the results of this research, the election day socialization was carried out in several methods, including radio broadcasting since July 2020, social media posts, and face-to-face activities with 50 compulsory selected residents of the Detention House Class IIb of Ruteng on December 7, 2020.
- e. Socialization of Campaign and Its Funds

Based on the research results, the socialization of the campaign and its funds were conducted in the General Election Commission Hall of Manggarai Regency on September 25, 2020. It was attended by the Candidate Pair Campaign Team, the General Election Supervisory Agency (*Badan Pengawas Pemilihan Umum – Bawaslu*) of Manggarai Regency, Task Force for the Acceleration of Handling and Control of Corona Virus 2019 disease, the National Unity and Political Agency (*Kesatuan Bangsa dan Politik – Kesbangpol*) and Police Precinct of Manggarai Regency. This activity discussed the technical implementation of campaigns during the Covid-19 period, agreed on various matters related to the campaign implementation, and socialized the procedures for reporting Campaign Funds.

- f. Socialization of Voting, Vote Counting and Vote Count Result Recapitulation  
Based on the research, this socialization was carried out in several methods, including radio broadcasting, social media and the official website of Manggarai's General Election Commission due to the Covid-19 pandemic.

According to the Cost Requirement Plan of Manggarai Regency's Regional Election, the initial budget for socialization activities was 90,150,000 IDR and was later revised to be 115,000,000 IDR. That is, the budget for socialization activities increased. One indicator of the success of socialization activities is voter participation. Higher voter participation indicates that the people follow, understand, and involve themselves in the state activities. On the contrary, lower voter participation indicates a lack of people's appreciation or interest in state issues or activities. The higher voter participation rate in the Regional Election means that the socialization activities carried out by the organizers are considered successful, and vice versa.

The final report of the 2020 Regional Election showed that the voter participation rate in the 2020 Manggarai Regent and Deputy Regent Election was 78.04%, exceeding the national participation target of 77.5%. The increased participation rate indicates the success of socialization activities carried out by the General Election Commission.

#### *Procurement and Distribution of Regional Election Logistics*

The other indicator of the success of procurement and distribution of Regional Election logistics is the logistical arrival punctuality at the Polling Stations (*TPS*). The Regional Election logistics must be available one day before the election day. Moreover, the number and types of equipment must follow the needs of *PPK*, *PPS*, and *KPPS*. The General Election Commission of Manggarai Regency had procured and distributed the voting and vote-counting equipment before the election day. The logistics procured covered the interests of Manggarai Regency's *KPU*, *PPK*, *PPS*, and *KPPS*.

The final report of Manggarai Regency's Regional Election mentioned that the number and types of voting and vote-counting equipment were following the list in the receipt from the *PPS*. Voting and vote-counting equipment from the *PPS* were then received by *KPPS* a day before the election day, including ballot papers, ballot boxes, polling booths, inks, seals, covers, forms, Form A for Special Voter List (*Daftar Pemilih Khusus – DPK*), Permanent Candidate List (*Daftar Calon Tetap – DCT*), Copies of Permanent Voter List (*Daftar Pemilih Tetap – DPT*), Additional Voter List (*Daftar Pemilih Tambahan – DPTb*) and Special Voter List, ballot tools, pads, *KPPS* Identification Cards, Witness Identification Cards, rubber bands, adhesive glue, large and small plastic bags, key padlocks, ballpoints, large markers, small markers, nail binding ropes, assistive devices for blinds or visually impaired voters/templates, and covers/envelopes in the required number.

We did not find any problems related to the logistics of the 2020 Regional Election. Instead, the problems encountered were the inadequate distribution of Personal Protective Equipment (*Alat Pelindung Diri – APD*) and the delayed distribution of masks for the *PPK*. Based on the results of this research, despite the limited budget, there were no problems in terms of logistics for the 2020 Regional Election. All voting and vote counting needs were well accommodated. There was no logistical shortage at the Polling Stations reported by the organizers.

Despite the absence of logistical problems, we found a slight difference between the *KPPS* members in Manggarai Regency and those in other regions. The *KPPS* members in other regions mostly wore complete attributes, including the *KPPS* uniform provided by the General Election Commission equipped with hats and placards, while the *KPPS* members in Manggarai Regency only wore placards. During the interview, the Head of the Regional Program Subdivision confirmed that the *KPPS* members in the 2020 Regional Election of Manggarai Regency were not facilitated with uniforms due to the limited election budgets.

From the data above, it can be seen that the performance indicators of the procurement and distribution of logistics for the 2020 Manggarai Regency Election were achieved timely with numbers and types suitable to the needs of *KPU*, *PPK*, *PPS* and *KPPS*. Therefore, the implementation of voting could run well without any problems or complaints of logistical shortages for the Regional Election at 696 Polling Stations.

### Outcome

The outcome measurement table below shows a comparison between the General Election Commission's outcome percentage and the national target standards set for each performance indicator. The outcomes indicate the effectiveness of the activities carried out by Manggarai Regency's General Election Commission. The quality of the Regional Election implementation has improved. Improving the quality of Regional Election implementation is a priority for the General Election Commission as the organizers. The target of improving the quality of Regional Election organizers is illustrated by the voter participation rate in the Regional Election and the realization of safe, peaceful, honest and fair elections.

Table 4 – Outcome Measurement of General Election Commission in the 2020 Regional Election

No.	Strategic Targets	Performance Indicators	Target	Outcomes
1	The quality improvement of the Regional Election Implementation	The Regional Election implementation stages conform to the predetermined schedule and provisions.	100%	100%
		The percentage of voter participation in the Regional Election	77.5 %	78.4 %
		The percentage of <i>KPPS</i> members who had received voting equipment no later than one day before the election day in the required number and quality	100%	100%
2	The Implementation of Safe, Peaceful, Honest and Fair Regional Election	The percentage of the Regional Election implementation without conflict	95 %	-
		The percentage of the Regional Election organizers proven to have committed violations	3 %	-
		The percentage of legal dispute	88%	-

Source: Processed from the Research Results.

Voter participation is one of the key indicators to measure the success of the implementation of an election. Higher participation indicates that the people follow, understand, and involve themselves in the state activities. On the contrary, lower participation indicates a lack of people's appreciation or interest in state issues or activities.

The higher voter participation rate in the Regional Election means that the socialization activities carried out by the organizers are considered successful, and vice versa. The level of voter attendance measures participation at Polling Stations on election day. The voter participation rate in the election is measured by comparing the number of users of voting rights with the total number of voters. Invalid votes are also counted as voter participation because the voters have used their voting.

Based on the results of this research, the socialization activities in the 2020 Regional Election were slightly different from the socialization activities in the previous elections due to the Covid-19 pandemic. Socializations in the 2020 Regional Election were not conducted offline (face-to-face) but online through social media. It was at least more cost-effective.



However, in the 2020 Regional Election of Manggarai Regency, the voter participation rate reached 78.04%, exceeding the national participation target of 77.5%.

The increased voter participation rate indicates that Manggarai Regency's General Election Commission, as the organizers, succeeded in carrying out the 2020 Regional Election. In addition to the voter participation, the quality of the Region Election implementation can also be seen from the absence of conflicts and disputes over the voting results. The indicator of implementing the election without conflicts can be seen from the absence of damage to the General Election Commission office of Manggarai Regency, *PPK* Secretariat throughout Manggarai Regency, *PPS* Secretariat throughout Manggarai Regency by people who are dissatisfied with the Regional Election organized by the General Election Commission of Manggarai Regency. This research also found no disputes occurring over the voting results.

## CONCLUSION

Based on the results of this research related to the performance of Manggarai Regency's General Election Commission in the 2020 Regional Election implementation, we conclude that:

- a. The General Election Commission of Manggarai Regency succeeded in carrying out the 2020 Regional Election. It can be seen from the following results:
  1. The implementation of Manggarai Regency's Regional Election stages still followed the schedule despite problems at the program and budget planning stage, causing the postponement of the signing of the Regional Grant Agreement Document. The problems, fortunately, did not result in delays in the next Regional Election implementation stage. All stages were carried out according to the predetermined schedule. All the stages were carried out according to the predetermined schedule.
  2. The voter participation rate reached 78.04%, exceeding the national target of 77.5%.
  3. The General Election Commission of Manggarai Regency succeeded in implementing a safe Regional Election without any conflict at each implementation stage. Also, no dispute occurred over the voting results.
- b. The General Election Commission of Manggarai Regency has succeeded in improving and adjusting the budget to the revised ceiling and the added value of the Regional Grant Agreement Document. The General Election Commission made the budget adjustment without reducing the Regional Election stages.

## Suggestions

Based on the results of this research, we provide several suggestions for the next Regional Election implementation:

- a. Regulations and policies issued, both the Minister of Home Affairs Regulation (*Permendagri*), the General Election Commission's Regulation (*PKPU*) or other policies must be timely established so that the budget can be available soon and other planned activities in the Regional Election activity program neither chaotic nor overlap due to regulation changes.
- b. The simultaneous Regional Election budget is better allocated from the State Budget (*APBN*), considering that the Regional Revenue and Expenditure Budget (*APBD*) is obtained from the regional revenue budget allocated for other smaller interests. Thus, there will no longer be an excuse for limited regional budgets to finance the Regional Election implementation.
- c. Regional governments and the General Election Commission must increase activities for budget sharing to minimize errors in budget preparation and management so that there will no longer be different perceptions in budget allocation.
- d. It is necessary to invite trainers from the center to the regional General Election Commission to guide the preparation and management of the Regional Election

budget before the budget implementation begins. This is because, based on the results of this research, one of the problems in managing the Regional Election Budget is the lack of human resources.

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