Regional financial performance analysis north central timor district

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Info Artikel	ABSTRACT
	North Central Timor Regency is one of the regencies in the border region of the Republic of Indonesia-Timor Leste. This region is still categorized as an underdeveloped region with a fairly high percentage of poverty. The most reliable source of regional revenue comes from potential regional taxes and levies. Therefore, the purpose of this study is to determine the regional financial performance when viewed from the ratio of regional financial independence, the ratio of regional financial dependence and fiscal decentralization. Some of the variables used for data analysis needs are the value of PAD, Balancing Funds and Capital Expenditures from 2001-2018 obtained from the publications of the Central Statistics Agency. The results showed thatRegional financial capacity seen from the regional financial independence of North Central Timor Regency in financing its regional needs in the context of implementing regional autonomy is still low and dependence on other regions through the central government is very high.

INTRODUCTION

After the wave of reforms that reached its peak in 1998, there have been many changes in government arrangements, policies and legislation to date. Since then, the New Order era ended and the Reformation era began, which brought about the issue of changes in national and regional political life. Various reform agendas are directly supervised by all elements of society as a form of holding the government accountable which has been given a mandate by the people (Karlina & Handayani, 2017).

One of the reform agendas promoted is the existence of financial decentralization and Regional Autonomy (Otda). These two agendas were later ratified by the government in Law Number 22 of 1999 concerning Regional Government and Law Number 25 of 1999 concerning Financial Balance between Central and Regional Governments which was later replaced by Law Number 32 of 2004 concerning Regional Government and Law No. -Law Number 33 of 2004 concerning Financial Balance between the Central Government and Regional Governments (Wijayanti & Babulu, 2019).

The authority of the autonomous region to regulate and manage the interests of the local community according to its own initiative based on the aspirations of the community in accordance with the legislation. With regional autonomy, it means that most of the authority that was previously in the central government has been handed over to the autonomous regions, so that the autonomous regions can respond more quickly to the demands of the local community according to their capabilities (Saputri, 2020).

The paradigm of regional financial management has undergone very basic changes since the enactment of regional autonomy in 2001. Law (UU) no. 32 of 2004 and Law no. 33 of 2004, which is the main basis for implementing regional autonomy, essentially provides greater opportunities for regions to further optimize the potential of regions, both regarding human resources, funds, and other resources which are regional assets (Mailangkay et al., 2020).

Regional financial management and accountability has been stipulated in Article 4 of Government Regulation No. 105 of 2000 which emphasizes that regional financial management must be carried out in an orderly manner, complying with applicable laws and regulations, efficient, effective, transparent, and responsible with attention to justice and accountability obedience. If regional financial management is carried out properly in accordance with established regulations, it will certainly improve the performance of the government itself (Bachtiar & Wulandari, 2021).

Halim (2007) explains that the main characteristics of a region that is able to implement autonomy, namely (1) regional financial capacity, meaning that the region must have the authority and

ability to explore financial sources, manage and use its own finances that are sufficient to finance the administration of their government, and (2) dependence on central assistance should be kept to a minimum, so that the Regional Original Revenue (PAD) can become the largest part of the financial source so that the role of regional governments becomes bigger (Saputri, 2020).

Since 2001, the implementation of regional autonomy for the North Central Timor Regency has also been labeled as an autonomous region regardless of how much financial capacity it has. Efforts by the government and all stakeholders to seek equal distribution of resources to increase regional finances.

Regional Original Income is an indicator and a reflection of regional financial capacity, many factors cause PAD or regional income to not increase, including: 1. Regional unpreparedness to accept regional autonomy granted by the central government, 2. Availability of human resources in utilizing regional potential is still low. low, 3. Regulations that limit revenue sources with small potential sources, and others (Anggreni & Sri Artini, 2018).

North Central Timor Regency is also one of the autonomous regions in East Nusa Tenggara Province. The following is the data for the Regional Original Revenue of North Central Timor Regency for the 2001-2018 Period

Table 1. Plan and Realization of the Regional Original Revenue (PAD) of North Central Timor Regency 2001-2018.

Year	Plan	Realization	Percentage (%)
2001	11,453,178,421	3,773,151,920	32.94
2002	12,645,325,367	6,968,891,962	55.11
2003	13,557,764,542	5,346.333,591	39.43
2004	14,275.642,662	7,616,152,684	53.35
2005	14,652,217.249	6,374,452,659	43.50
2006	15,137,436,224	9,956.341.125	65.77
2007	16,161,193,645	11,319,215,219	70.04
2008	16,214,066,409	10,926,707,411	67.39
2009	32,263,147,044	14,996.262.304	46,48
2010	35,504,901,694	13,263,448,270	37.36
2011	39,278,279,486	13,727,580,381	34.95
2012	18,020,261	17,685,916	98.14
2013	19,669,659,436	17,987,044,095	91.44
2014	39,328,958,936	32,029,110,641	81.43
2015	38,552,198,968	36,136,381,127	93.81
2016	55,402,683,733	47,974,079,043	86.59
2017	77,246.651,285	77,782,160,334	100.69
2018	61,649,034,570	51,895,359,575	84.17

Source: Regional Finance & Asset Agency TTU Regency, Year 2019

Based on the data in table 1, it can be seen that the realization of North Central Timor Regency Original Revenue from 2001-2018 has increased but in 2018 it has decreased, this shows that the ability of the region to manage and utilize the potential that exists in the region has not been utilized optimally.

The following also presents the percentage level of North Central Timor Regency's Original Regional Revenue from Tahu 2012-2018.
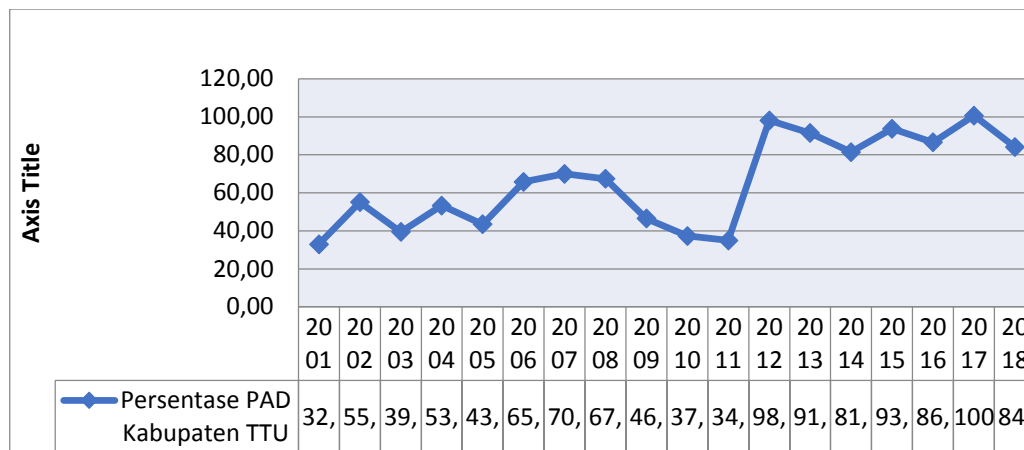
Figure 1. Graph of TTU Regency's Original Revenue
Source: TTU Regency BPS Processed in 2021

Based on Figure 1, it can be seen that the percentage of Regional Original Revenue from 2001-2018 tends to stagnate, meaning that the percentage of PAD revenue has increased but is not significant, therefore the government is expected to be able to manage the potential that exists in the region to increase PAD.

According to Mardiasmo (2007), the central government is too dominant towards the regions so that the centralized and uniform approach that has been developed by the central government has killed off regional initiatives and creativity. The receipt of the Balancing Fund by each region of more than 50 percent indicates that the level of dependence of the regional government of North Central Timor Regency on the central government is still high. The increase in the Balancing Fund received by the regional government should be balanced with the increase in infrastructure, facilities, facilities and public infrastructure, namely by allocating the revenue to improve the Financial Performance of the Regional Government (Sari & Mustanda, 2019).

The following is data on the Regional Government Balance Fund for North Central Timor Regency for the 2012-2018 period.

ETable 2. Balancing Funds from the Central Government

Year	Plan	Realization
2001	160,462,653,876	150,536.054,595
2002	174,544,763,547	155,777,498,891
2003	187,742,438,768	170.796.149,577
2004	210,747,632,746	177,411,456.352
2005	276.875,668,728	186.642.686.166
2006	288,984,890,972	285.006.413.247
2007	318,859,706,954	324,294,650,227
2008	363,418,684,054	358,085,657,496
2009	372,284,616,301	362,558,275,778
2010	364.001.023.565	354,845,838,644
2011	413.737.066.945	417,461,868,343
2012	498,556,598,417	491,742,585,592
2013	565,323,290,334	542,565.423,416
2014	606,887,287,814	592,017,131,798
2015	652.204.197.133	616,246,049,242
2016	830,286,748,912	757,385,944,356
2017	810.536.587.000	788,445,539,509
2018	750,787,652,800	737,719,048,582

Source: TTU Regency Regional Finance & Asset Agency in 2021

Based on the data in the table 2 above, it can be seen that the balancing fund for North Central Timor Regency sourced from the APBN in 2001-2018 experienced a significant increase, this shows that the region is able to absorb the budget given by the central government but on the other hand the region is very dependent on the central government, so the potential of the area cannot be utilized to its full potential. Therefore, the central government must be able to reduce the Balancing Fund given to the Regional Government so that the regions can maximize the Regional Original Income by exploring and utilizing the potential and resources of the region as an autonomous region (Anggreni & Sri Artini, 2018).

Another problem that occurs in regional financial management is that the percentage of funds used for Capital Expenditures has not reached 30 percent according to the provisions of the Guidelines for the Preparation of the Regional Budget regulated by the Minister of Home Affairs Regulation in North Central Timor Regency, the proportion of the budget for indirect expenditures is still high, such as employee salaries. , rather than direct spending, either in the form of public service funds or investment funds that are directly related to organizational goals, resulting in the low value of Local Government Financial Performance in the eyes of the community according to Nalle et al., (2021). This condition is in line with the opinion of Junawati, Basri & Abdullah, (2013) which states that the portion of Personnel Expenditure which is too high compared to Capital Expenditure is a problem that has often made news.

Operational expenditure in terms of personnel expenditure is larger than the capital expenditure of the District Government of North Central Timor. This illustrates that everything is still dominated by personnel expenditures while capital expenditures for development programs such as building irrigation, roads, electricity and others related to efforts to improve people's welfare are still neglected and this is consistent in almost three years of observation. The portion of the budget in our APBD structure is more directed at operational expenditures, which means that there is inefficiency in the use of the budget in relation to regional development or improving people's welfare (Nalle & Afoan, 2022).
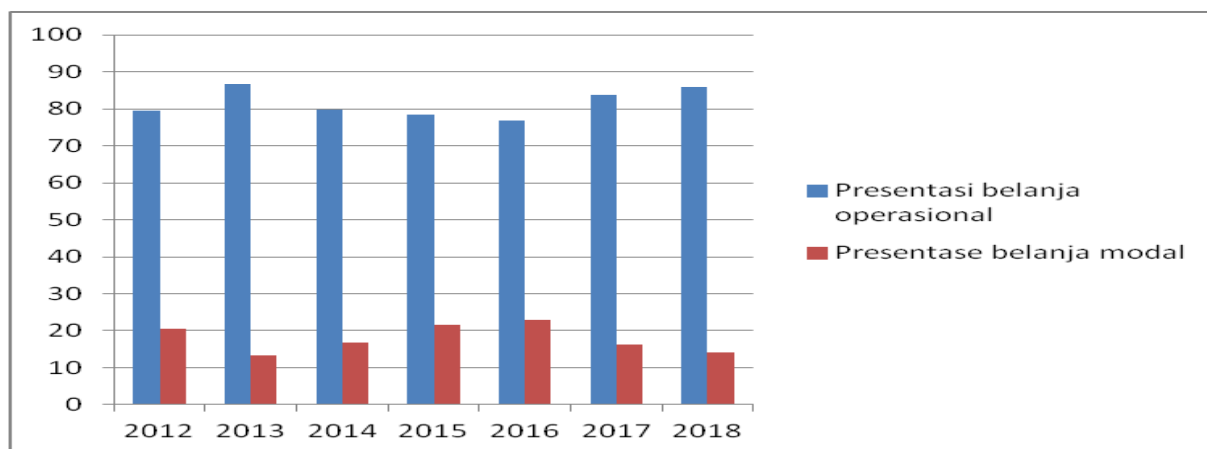

Figure 2 Comparison of Operational Expenditures and Capital Expenditures of TTU Regency in 2012-2018
Source: Results of Secondary Data Processing in 2021

From the graphic above, it can be seen that in the regional financial management structure of the North Central Timor Regency APBD, there is still an imbalance in the allocation of postal use of the budget between operational expenditures and capital expenditures to support development programs.

When viewed from the total budget, the largest absorption still revolves around operational spending up to 83.72 percent while capital expenditure which is very important in development is only 16.27 percent, this shows that the budget allocation for development purposes is not yet maximal. .

This also shows that the source of revenue and transfers from the State Revenue and Expenditure Budget is the foundation for Capital Expenditures for the development of the North Central Timor Regency, this is due to the lack of Regional Original Income in the North Central Timor Regency which has resulted in Capital Expenditures for financing development and adding assets cannot be fulfilled. , the government's lack of attention in managing sources of PAD funds is the main factor in this case.

The District Government of North Central Timor is asked to explore the potential of the area that has not been utilized properly, such as sources of revenue from other tax potentials and to optimize the disbursement of tax receivables to support the achievement of PAD. The low achievement of the target of Regional Original Revenue is the impact of performance in terms of regional tax collection that has not been maximized (Bachtiar & Wulandari, 2021).

Regional Government Financial Performance Assessment is also carried out using ratio analysis to APBD which can be seen from the results of three ratio analysis results, namely the Independence Ratio, Dependency Ratio and Fiscal Decentralization Ratio. The results of the three ratio analysis calculations carried out on the APBD can then be used as a measurement guide to assess the Financial Performance of a Regional Government in a region in terms of managing financial resources. The regional government as the party given the task of running the government, development and community services is obliged to report regional financial accountability as the basis for assessing its financial performance (Leki1 & , Amran T. Naukoko2, 2018).

According to Mahmudi (In Alhajjriana et al., 2018), the source of regional income consists of three components, namely Regional Original Income, Balancing Funds and other legitimate PAD, each of which can support government activities. In order to carry out its functions and authorities, local governments are expected to be able to find their own sources of financial revenue, especially to meet regional financing and development needs. In Law 33 of 2004, it is stated that the main sources of PAD contained in the APBD are Regional Taxes, Regional Levies, Separate Regional Assets Management Results and Other Legitimate PAD.

Regional Original Revenue is one of the sources used to finance the implementation of regional government and regional development. This is because PAD can be used in accordance with the will and initiative of the regional government for the smooth implementation of regional affairs. PAD is revenue by local governments in a certain period. The increasing income is expected to fulfill the obligations of local governments in providing public services to the community. A local government that is able to achieve a high amount of regional income must have sufficient available cash to finance work program activities that have been budgeted for by the local government concerned, thereby creating good local government financial performance (Putra & Hidayat, 2016).

Capital Expenditures are expenditures that can be called expenditures which consist of routine expenditures or regional government operational expenditures within a certain period. The expenditure is used to provide the best public services. The better the public services provided, the better the management of local government spending. Good expenditure management creates good value for money, so that the assessment of the Regional Government's Financial Performance will also be good (Suwandi & Tahar, 2016).

Based on the description above, the main objective in this study is to determine the regional financial performance of North Central Timor Regency when viewed from the variables of the regional financial independence ratio, the regional financial dependence ratio, and the ratio of fiscal decentralization.

RESEARCH METHOD

This research was conducted in North Central Timor Regency starting from January to August 2021. The type of data used is secondary data in the form of the value of Regional Original Income (PAD), Balancing Funds and Capital Expenditures in measuring the Regional Financial Performance of TTU Regency for the period 2001-2018.

Descriptive analysis is analyzing data by describing or describing data in the form of tables and graphs about the relationship between research variables. In this study, the purpose of the descriptive analysis is to determine the regional financial performance in North Central Timor Regency by measuring the regional financial independence ratio, regional dependency ratio, fiscal decentralization ratio and regional government financial performance, Mahmudi (In Fitriyani et al., 2019).

The formulation to answer the research problems above can be described as follows:
a. Regional Financial Independence Ratio

$$\text{Independence Ratio} = \frac{\text{Locally Generated Reveneu}}{\text{Balancing Fund}} \times 100\%$$

b. Regional Financial Dependency Ratio

$$\text{Dependency Ratio} = \frac{\text{Transfer Income}}{\text{Total Regional Income}} \times 100\%$$

c. Fiscal Decentralization Ratio

$$\text{Fiscal Decentralized Ratio} = \frac{\text{Locally Generated Reveneu}}{\text{Total Regional Income}} \times 100\%$$

d. Local Government Financial Performance

Local Government Financial Performance = Regional Financial Independence Ratio + Regional Financial Dependency Ratio + Fiscal Decentralization

RESULTS AND DISCUSSION

Analysis of Regional Financial Independence of North Central Timor Regency

According to Halim (In Dwirandra, 2006)) the financial independence of a region can be measured using the independence ratio. The independence ratio describes the degree of an area or measures how much revenue comes from the region in meeting regional needs. Further explained that the higher the value of the independence ratio, the higher the degree of independence of a region. This means that regions are increasingly able to finance their own expenses without expecting assistance from the central government. With a higher degree of independence, it means that the region is autonomous, or in other words, the closer the region is to achieving the goals or objectives of the implementation of a decentralized or regional autonomy system as expected.

According to Nataludin in his thesis Kamilaus K. Oki (2008) who examined the "Analysis of Regional Financial Capability in the Implementation of Regional Development of TTU Regency which describes the benchmark for regional financial capacity in the relationship pattern is as follows.

Table 3. Benchmarks of Regional Financial Capability and Relationship Pattern

Financial capability	Independent (%)	Relationship pattern
So low	0-25	Instructive
Low	>25-50	Consultative
Currently	>50-75	Participatory
Tall	>75-100	Delegative

Source: Nataludin 2004 in Kamilaus K. Oki 2008

Information:
1. Instructive	:	The role of the central government is more dominant than the independence of local governments. Regions are not able to implement regional autonomy.
2. Consultative	:	The intervention of the central government has begun to decrease because the regions are considered to be more capable of implementing autonomy.
3. Participatory	:	The role of the central government began to diminish as the level of independence approached being able to carry out autonomous affairs.
4. Delegative	:	Central government intervention no longer exists because the regions are truly capable and independent in implementing regional autonomy.

Independence Ratio

The level of regional financial independence is a measure that shows the financial capacity of the regional government in self-financing government activities, development, and services to the community, as measured by the ratio of regional original income to the amount of central government assistance and loans (balancing funds).

Based on the results of the author's research using secondary data obtained, the level of regional financial independence of North Central Timor Regency can be seen in the following table:

Table 4. TTU Regency Regional Financial Independence Ratio 2001-2018

Year	PAD	Balancing Fund	Independence Ratio (%)	Information	Relationship pattern
2001	3,773,151,920	150,536.054,595	2.51	Very low	Instructive
2002	6,968,891,962	155,777,498,891	4.47	Very low	Instructive
2003	5,346.333,591	170.796.149,577	3.13	Very low	Instructive
2004	7,676,152,684	177,411,456.352	4.33	Very low	Instructive
2005	6,374,452,659	186.642.686.166	3.42	Very low	Instructive
2006	9,956.341.125	285.006.413.247	3.49	Very low	Instructive
2007	11,319,215,219	324,294,650,227	3.49	Very low	Instructive
2008	10,926,707,410	358,085,657,496	3.05	Very low	Instructive
2009	14,996,262,303	377,346,332,778	3.97	Very low	Instructive
2010	13,263,448,270	354,845,838,644	3.74	Very low	Instructive
2011	13,727,580,381	417,461,868,343	3.29	Very low	Instructive
2012	17,685,916,306	491,742,585,592	3.60	Very low	Instructive
2013	17,987,044,094	542,565.423,416	3.32	Very low	Instructive
2014	32,029,110,641	592,017,131,798	5.41	Very low	Instructive
2015	36,136,381,127	616,246,049,242	5.86	Very low	Instructive
2016	47,974,079,043	757,385,944,356	6.33	Very low	Instructive
2017	77,782,160,334	788,445,539,509	9.87	Very low	Instructive
2018	77,782,160,334	737,719,048,582	7.03	Very low	Instructive
Average			4.46		

Source: Data Processed in 2021

Table 4 shows that the average level of regional financial independence of North Central Timor Regency during the 2001-2018 fiscal year period was 4.46 percent so that it is classified according to the criteria for assessing regional financial independence as North Central Timor Regency with a very low level of regional financial independence with a pattern of constructive relationship. This shows that North Central Timor Regency during the 2001-2018 fiscal year period had a high dependence on central government assistance through balancing funds, and if it is associated with the pattern of relations between the central and regional governments, TTU Regency is included in the category of instructive relationship patterns, where the role of central government is more dominant than local government independence.

The independence ratio which is still low indicates that the source of regional revenue is still not optimal. This is because there is still a relative lack of PAD that can be extracted by local governments, while for quite large taxes it is still managed by the central government, which in collections based on laws/requirements, the government and regions only run and receive a share in the form of a balancing fund consisting of: tax/non-tax profit sharing, DAU, DAK and provincial assistance.

Local governments are expected to have the initiative, creativity and willingness to be able to explore the potential and resources that exist within the region to increase PAD. It is necessary to optimize sources of PAD revenues so that they are able to overcome high levels of dependence by means of taxpayer awareness programs, optimizing an inventory of potential sources of regional revenue that have not been accommodated by local governments and utilizing natural resource potential. Local governments must find ways that can enable them to overcome their lack of funding, this requires creativity from local financial implementing officials to find sources of financing in the PAD increase program (Mauludin & Dewi, 2020).

Dependency Ratio

Regional Dependency Level is a measure of the level of regional ability to finance regional development activities through optimization of PAD, which is measured by the ratio between Total Transfer Revenue and Total Regional Revenue (Oki et al., 2020).

From the results of the analysis conducted by the author, the data on the regional financial dependence of North Central Timor Regency in 2001-2018 is obtained as follows:

Table 5. Ratio of Regional Financial Dependency of North Central Timor Regency 2001-2018 Tahun

Year	Transfer Income	Total Regional Income	Dependency Ratio (%)	Information	Relationship pattern
2001	150,789,499,412	156.572.384.775	96.31	Very high	Instructive
2002	169,728,721,192	176,759,297,054	96.02	Very high	Instructive
2003	171,604,036.077	186,236,221,668	92.14	Very high	Instructive
2004	186,751,487,622	196,197,540,306	95.19	Very high	Instructive
2005	195,481,812,149	203,484,624,808	96.07	Very high	Instructive
2006	291,527,995,755	301.484.336,880	96.70	Very high	Instructive
2007	327,592,650,227	349,650,369,418	93.69	Very high	Instructive
2008	367,870,774,628	393,162,160,840	93.57	Very high	Instructive
2009	381,247,676,246	412,691,472,775	92.38	Very high	Instructive
2010	382,926,345,704	415,598,959,624	92.14	Very high	Instructive
2011	464.442.567.028	495,344,253,340	93.76	Very high	Instructive
2012	497,871,829,978	549,015,092,284	90.68	Very high	Instructive
2013	590,406.409.984	608,393,454,079	97.04	Very high	Instructive
2014	655.514.540.919	688,661,451,560	95.19	Very high	Instructive
2015	740,363,456,832	783,648,995,959	94.48	Very high	Instructive
2016	869,215,321,955	918,557,400,998	94.63	Very high	Instructive
2017	928,108,936.329	1,009,891,096,663	91.90	Very high	Instructive
2018	894,675,361,838	975,948,066,5550	91.67	Very high	Instructive
Average			94.09		

Source: Processed Data Year 2021

Table 5 above, explains the average level of regional financial dependence of North Central Timor Regency during the 2001-2018 fiscal year period, which is 94.09 percent, so it is classified according to the criteria for assessing regional financial dependence as very high. Moreover, in 2013, the regional financial dependence ratio of Central Timor Regency reached 97.04 percent.

This will have an impact on local governments as autonomous regions where local governments are given the authority to take care of their own households in order to take advantage of the potential within the area, which is very dependent on the central government, so that the potential of the regions cannot be utilized optimally, therefore the central government must can reduce the provision of Balancing Funds to regional governments so that regions can maximize Regional Original Income by exploring and utilizing the potential and resources of the region as an autonomous region (Marlianita & Saleh, 2020).

Fiscal Decentralization Ratio

The level of Fiscal Decentralization is a measure to show the level of authority and responsibility given by the central government to local governments to carry out development. The level of fiscal decentralization in this study is measured using the ratio of PAD to total regional revenues (Supriyadi et al., 2013).

The Fiscal Decentralization Ratio is also a ratio to measure the level of local government's ability to increase Regional Original Income to finance development. The degree of Fiscal Decentralization, especially the component of Regional Original Revenue compared to Total Regional Revenue multiplied by 100 percent (Apriesa & Miyasto, 2013).

In general, the higher the Interval Degree of Fiscal Decentralization Scale, the higher the level of Regional Financial Capability to finance regional development. On the other hand, the lower the Fiscal

Decentralization Degree Interval Scale, the lower the Regional Financial Capability to finance regional development (Zukhri, 2020).

Based on the results of the calculations carried out by the author, the magnitude of the fiscal decentralization ratio of TTU Regency 2001-2018 is obtained as follows:

Table 6. Fiscal Decentralization Ratio of North Central Timor Regency 2001-2018

Year	PAD	Total Regional Income	Fiscal Decentralization Ratio (%)	Connection
2001	3,773,151,920	156.572.384.775	2.41	Very less
2002	6,968,891,962	176,759,297,054	3.94	Very less
2003	5,346.333,591	186,236,221,668	2.87	Very less
2004	7,676,152,684	196,197,540,306	3.91	Very less
2005	6,374,452,659	203,484,624,808	3.13	Very less
2006	9,956.341.125	301.484.336,880	3.30	Very less
2007	11,319,215,219	349,650,369,418	3.24	Very less
2008	10,926,707,410	393,162,160,840	2.78	Very less
2009	14,996,262,303	412,691,472,775	3.63	Very less
2010	13,263,448,270	415,598,959,624	3.19	Very less
2011	13,727,580,381	495,344,253,340	2.77	Very less
2012	17,685,916,306	549,015,092,284	3.22	Very less
2013	17,987,044,094	608,393,454,079	2.96	Very less
2014	32,029,110,641	688,661,451,560	4.65	Very less
2015	36,136,381,127	783,648,995,959	4.61	Very less
2016	47,974,079,043	918,557,400,998	5.22	Very less
2017	77,782,160,334	1,009,891,096,663	7.70	Very less
2018	77,782,160,334	975,948,066,5550	5.32	Very less
Average			3.83	

Source: Processed Data Year 2021

Table 6 shows that from the results of the calculation of the Fiscal Decentralization Ratio, it can be seen that the level of ability of the local government of North Central Timor Regency in implementing regional autonomy during 2001-2018 in terms of increasing Regional Original Income is still very low because it only contributes an average of 3, 83 percent of total regional income, so that local governments are expected to be able to manage the available resources within the region for the sake of increasing Regional Original Income and can reduce the level of regional dependence on the central government (Demora, 2016).

In accordance with the description in the previous sub-chapter and the data that has been processed by the author, it can be explained that the TTU Regency during the 2001-2018 Fiscal Year cannot be said to be independent in terms of regional financial independence, this is evidenced by the very low independence ratio value. The current condition of TTU Regency cannot be said to be independent because the average value of the independence ratio of 4.46 percent is still below 25 percent, which means that TTU Regency belongs to the Instructive relationship pattern, where the role of the central government is more dominant than regional independence because TTU Regency still adheres to weak system.

CONCLUSION

Based on the discussion of the results and analysis of research data, several conclusions can be drawn as follows regional financial capacity is seen from the regional financial independence of North Central Timor Regency in financing its regional needs in the context of implementing regional autonomy for the 2001-2018 period in general, it is still low and dependence on other regions through the central government is very high. In relation to fiscal decentralization, which reflects the regional financial capacity as measured through PAD, it is very small because it comes from small taxes and levies. The regional financial capacity of North Central Timor Regency is still dominated by balancing

funds sourced from the central government based on indicators of poverty level, population, inflation, regional topography and others. Regional expenditures for North Central Timor Regency in terms of Capital Expenditures, which are budget expenditures for obtaining fixed assets and other assets, are still low compared to expenditures for Operational Expenditures, which have a larger portion.

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