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# Analysis of the potential and effectiveness of local revenue receipts at the livestock and animal health service office in Mimika Regency

**Raden Roro Ingesti Meilani[1], Transna Putra Urip[2], Ary Mollet[3]**
Universitas Cenderawasih, Jayapura, Papua, Indonesia[1,2,3]
ingestimeilani01@gmail.com[1]

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**Abstract**

**Purpose:** This study aims to analyze the potential and effectiveness of Local Own-Source Revenue (PAD) from the Livestock and Animal Health Service Office in Mimika Regency from 2017 to 2024. It also seeks to identify strategic efforts to optimize PAD contribution from the livestock sector, particularly through retribution on slaughterhouse services, animal health services, and livestock production.

**Research/methodology:** A mixed-method approach was applied, combining quantitative descriptive analysis with qualitative insights. Data were sourced from secondary documents and field observations. The study used potential analysis, effectiveness ratio calculations, and SWOT analysis to examine income realization and improvement strategies.

**Results:** The findings reveal that PAD from the Livestock and Animal Health Service has strong potential, especially in pig slaughterhouses (RPB), UPTD breeding units, and Puskeswan. Effectiveness levels often exceed 100%, indicating very effective performance, though certain units such as RPH-U remain underutilized. The retribution potential is not yet fully maximized due to limited public awareness, regulatory gaps, and infrastructural constraints.

**Conclusions:** The livestock sector significantly contributes to regional income and holds untapped potential. With better regulatory support, infrastructure improvements, and digital system development, PAD from this sector can be further optimized. Strategic planning is essential for sustaining these gains.

**Limitations:** This study is limited by the availability of consistent field data and affected by external factors such as disease outbreaks (e.g., ASF).

**Contribution:** The research provides practical recommendations for local governments to enhance fiscal independence through livestock-based revenue streams and contributes a replicable framework for analyzing PAD potential and effectiveness.

**Keywords:** *Effectiveness, Livestock, Local Government, Local Own-Source Revenue, Potential*

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## 1. Introduction

Regional Retribution is a local government levy paid for services or specific permits that are provided and granted by the local government for the benefit of individuals or entities (Rachman, 2024). Regional retribution is one of the essential elements in supporting Local Own-Source Revenue (PAD) because it

can contribute significantly to the sustainability of the local government (Hadiyatno, Susiswo, Patimah, Nainggolan, & Ernayani, 2020). To accommodate the community's need for livestock as a source of food, the government established slaughterhouses (RPH) to meet the nutritional needs of the livestock sector while also generating local retribution (Rianto & Demmallino, 2020). According to Anggraeni, Yunus, and Rezki (2020), Regional Retribution is a local levy paid for services or permits specifically provided or granted by the local government for the benefit of individuals or entities (Susanti, Reniati, & Warlina, 2025).

Revenue from retribution at the Department of Livestock and Animal Health of Mimika Regency consists of retribution for slaughterhouse services (pig and poultry slaughterhouses), retribution from the sale of livestock production, such as the sale of pig breeding stock, straw, and culling pigs, and retribution from the utilization of local government assets (utilization of animal health centers/puskeswan).

A phenomenon occurring in Timika City, Mimika Regency, is that pigs are the most populous livestock in Central Papua Province, especially in Mimika Regency (Welerubun, Sairudy, Lainsamputty, & Sirappa, 2023). Additionally, pigs are widely raised by both native Papuans and migrants (from South Sulawesi) due to their close connection with various religious ceremonies, traditional rituals, and cultural practices frequently held in Mimika Regency (Keray, Widiati, & Kusumastuti, 2024). However, despite this, there is no regulation from the local government requiring all pig slaughtering to take place at the pig slaughterhouse owned by the Department of Livestock and Animal Health, leading to the underutilization of the potential revenue from the pig slaughterhouse service retribution (Nuhung, 2015). This is because many pig slaughterings still occur outside government-owned slaughterhouses (Firmansyah, Satriawan, & Indrawan, 2024).

Broiler Poultry Farming is also a major livestock sector in Mimika Regency, producing fresh chicken meat for sale at the central market in Timika or for supply to the Poultry Slaughterhouse (RPH-U) owned by the Department of Livestock and Animal Health of Mimika Regency. The department has also entered into a cooperation agreement with PT Pangansari Utama; however, there is no regional regulation that requires poultry farmers to slaughter their birds at government-owned slaughterhouses. As a result, some poultry slaughtering still takes place at privately owned poultry slaughterhouses in the central market in Timika, resulting in suboptimal retribution revenue.

Local Own-Source Revenue (PAD) is an indicator of fiscal independence in a region (Rizky & Akhyar, 2023). Optimal PAD reflects a region's ability to tap into its local economic potential without overly relying on transfer funds from the central government (Haryanto, 2017). PAD is used to finance regional expenditures, and if allocated effectively, it contributes to regional economic growth through the provision of infrastructure, public services, and community economic empowerment programs (Istikharoh & Purnomo, 2023). The endogenous growth theory emphasizes that public investments funded by PAD, such as in the livestock sector, can increase productivity and create long-term economic growth through the enhancement of human capital and infrastructure (Voto & Ngepah, 2024).

Pigs are an important livestock species for smallholder farmers, especially in rural communities (Okello, Odongo, Aliro, & Ndyomugyenyi, 2021). The significance of pig farming lies in the fact that it can increase income, as the livelihoods of rural communities solely depend on agricultural work (Hegazi & Seyuba, 2024). Income can be enhanced by diversifying into agricultural businesses, such as pig farming (Anang & Anning, 2024). This is because pigs have high economic value when marketed correctly (Hua et al., 2024). Pig farming has many benefits, and besides being a source of protein, it can also substantially contribute to improving the income of farming families (Mathobela, Molotsi, Marufu, Strydom, & Mapiye, 2024).

Regarding the infrastructure for animal slaughtering, Mimika Regency, through the Department of Livestock and Animal Health, has established a Poultry Slaughterhouse (RPH-U), which started as a small-scale poultry slaughterhouse and now has the capacity to slaughter 500-1000 birds per day. It is located in the Timika Central Market**.** The Pig Slaughterhouse (RPB) is located on Irigasi Gang Pisang

Street in Timika. It was built in 2012, beginning with land certification for the RPB, with funding from the APBD 2012 support funds, followed by the construction of the building with the APBN Provincial funds. In 2013, road filling, construction of the RPB fence, and procurement of equipment were carried out. The RPB was officially inaugurated on February 4, 2014, by the Secretary of the Mimika Regency, Ausilius You, accompanied by the head of the Livestock Department, John Wicklif Tegai. The inauguration also marked the first pig slaughter by a slaughterman, with an average of approximately 10 pigs slaughtered per day on regular days. However, during the Christmas and New Year's holidays, the number of pigs slaughtered can reach 100 per day. For sales facilities, a pig meat sales stall was built in 2013 using DAK Kabupaten and APBN Provincial Papua funds.

A slaughterhouse (RPH) is a facility for community services to carry out proper animal slaughter, conduct animal health inspections before and after slaughter, and perform monitoring and surveillance of animal and zoonotic diseases, ensuring that the meat provided is safe and healthy (Dayana, Rudyanto, & Suada, 2019). The Department of Livestock and Animal Health also has a Livestock Breeding Unit (UPTD Pembibitan Ternak Babi) located in SP 6, which produces pig breeding stock to generate retributive income. Additionally, the Department has an animal health center (puskeswan) located on Jalan Sosial No. 1 in Timika, which, although it generates relatively small income, regularly contributes to retribution revenue.

The livestock sector is part of the agricultural sector and plays a significant role in economic development, particularly in rural areas. The agricultural sector (including livestock) contributes to providing food, creating jobs, increasing household income, and serving as a source of raw materials for industry (Ratag, Kapantow, & Pakasi, 2016). In the context of a region, livestock also contributes to Local Own-Source Revenue (PAD) through various activities such as the sale of livestock, breeding stock, and other byproducts. The strategic role of the livestock sector is also emphasized by classical economic growth theory, where the development of the primary sector (agriculture and livestock) can serve as the basis for the development of other sectors through multiplier effects and linkages to the industrial and service sectors.

Effectiveness refers to the degree of success of a program or activity in achieving its objectives. An activity is considered effective if the output generated matches the plan or target (Nuraida, 2019). In the context of regional financial performance, the effectiveness of PAD management refers to the ability of the local government to realize established revenue targets and utilize them for development. In contrast, ineffectiveness indicates a gap between targets and realization or failure to achieve the expected results (Widiastuti, Umar, & Hafiziandra, 2024). This may occur due to unrealistic planning, weak implementation, or insufficient human resources and institutional capacity.

## 2. Literature Review

### *2.1. Definition of Local Own-Source Revenue*

According to Law No. 33 of 2004 on Financial Balance Between the Central and Local Governments, Article 1, Item 18 states that "Local Own-Source Revenue, hereinafter referred to as PAD, is income obtained by the region, collected based on regional regulations in accordance with applicable laws and regulations." Law No. 28 of 2009 also mentions the definition of Local Own-Source Revenue, which refers to the financial sources of the region derived from the region's own territory, consisting of local taxes, local retribution, the management of separated regional wealth, and other legitimate local revenue.

Indiraswari (2024) states that Local Own-Source Revenue (PAD) is the revenue obtained by the Local Government from sources within its territory, collected based on local regulations. Local Own-Source Revenue (PAD) is income sourced and collected by the local government to finance regional expenditures, with the local government having its own revenue source, which is Local Own-Source Revenue (Indiraswari, 2024). Local Own-Source Revenue is income obtained by the region, collected based on regional regulations in accordance with the law. The sources of Local Own-Source Revenue consist of local taxes, local retribution, and the management of regional wealth (Suprapto & Purbowati, 2024). Local Own-Source Revenue, or PAD, is the revenue obtained by the region from local sources

within its territory, collected based on local regulations in accordance with applicable laws. The regional revenue sector plays a very important role, as it reflects how a region can finance government activities and develop.

### *2.2. Local Retribution*

Retribution is often directly related to the reward for achievement, as the sole purpose of this payment is to obtain a certain achievement from the government, such as paying for parking and waste fees. According to the Republic of Indonesia Law No. 28 of 2009 concerning Local Taxes and Local Compensation, local taxes, hereinafter referred to as taxes, are levies imposed by local governments on specific services or permits provided and/or granted solely for the benefit of individuals or entities.

### *2.3. Slaughterhouse Retribution*

The provision of slaughterhouse facilities, including health inspections of animals before and after slaughter, is provided, owned, and/or managed by the local government. Excluded from the objects of Slaughterhouse Retribution are facilities provided, owned, and/or managed by state-owned enterprises (BUMN), regionally owned enterprises (BUMD), and private parties. Slaughterhouses are community service units that provide meat that is safe, healthy, intact, and halal (ASUH). "Safe" means the meat is free from disease-causing agents, "healthy" means the meat contains nutrients that are beneficial for health and growth, "intact" means the meat is not mixed with other parts of the same animal or other animals, and "halal" means the animal is slaughtered according to Islamic religious requirements. In addition to being a community service unit for providing safe, healthy, intact, and halal meat, slaughterhouses also serve as places for monitoring and surveillance of animal diseases and zoonoses (diseases transmitted from animals to humans).

According to Law No. 33 of 2004 on Financial Balance Between the Central and Local Governments, Article 1, Item 18 states that “Local Own-Source Revenue (PAD) is revenue obtained by the region, collected based on regional regulations in accordance with applicable laws and regulations.” Law No. 28 of 2009 also defines Local Own-Source Revenue, which is a financial source derived from the region's territory, consisting of local taxes, local retribution, the management of separated regional wealth, and other legitimate local revenues. Local Own-Source Revenue (PAD) is the income received by the local government from sources within its territory, collected based on regional regulations. Local Own-Source Revenue (PAD) is income sourced and collected by the local government to finance regional expenditures, with the local government having its own revenue source, which is Local Own-Source Revenue. Local Own-Source Revenue is income obtained by the region, collected based on regional regulations in accordance with the law. The sources of Local Own-Source Revenue consist of local taxes, local retribution, and the management of regional wealth.

### *2.4. Retribution Potential*

Potential comes from the Latin word "potentia," which means ability. Potential is the ability that has the possibility of being realized. It is a great source that has not yet been discovered and has not been utilized since humans were born into this world. Potential is the ability or power or strength that is latent, power that has not been touched, success that has not been used, hidden blessings, or in other words, potential is the ability, strength, or power that can be developed. In the scientific dictionary, potential is defined as strength, capability, ability, power, influence, energy, and functionality of a material. From the various definitions above, potential can be interpreted as a latent basic ability that can be realized once it is developed. Retribution potential refers to the ability of a local government organization/department (SKPD) to tap into unexploited retribution sources, even though regional regulations already exist.

### *2.5. Effectiveness*

Effectiveness indicators reflect the extent of the outcome (effect) and impact (outcome) of a program’s output in achieving the program's objectives (Mardiasmo, 2018). The greater the contribution of the output produced toward achieving the set goals or objectives, the more effective the process performed by an organizational unit is. Effectiveness indicates the success of whether the set objectives are achieved (Kurbani, Novalia, & Nuarly, 2023). If the results of the activities increasingly approach the

target, it indicates higher effectiveness. This qualitative research measures the effectiveness of Retribution Income at the Department of Livestock and Animal Health. Effectiveness can be calculated using the following effectiveness ratio formula:

$$\text{Effectiveness} = \frac{\text{Realized Retribution Income}}{\text{Target Income}} \times 100\%$$

The formula above will be used to determine the effectiveness level of retribution income at the Department of Livestock and Animal Health in the Mimika Regency. The criteria table and effectiveness percentages are as follows.

Table 1. Effectiveness Percentage Table

| Effectiveness Criteria | Effectiveness Percentage |
|---|---|
| Very Effective | >100% |
| Effective | 90% - 100% |
| Moderately Effective | 80% - 90% |
| Less Effective | 60% - 80% |
| Ineffective | < 60% |

Source: Ministry of Home Affairs, No.690.900.327

The greater the contribution of the output to the achievement of the objectives, the more effective the organization, program, or activity is. If economics focuses on inputs and efficiency focuses on outputs or processes, effectiveness focuses on outcomes (results) (Syafrizal, Wibisono, & Nurhatisyah, 2024). An organization, program, or activity is considered effective if the output produced meets the expected objectives, or in other words, if spending is done wisely.

## 3. Research Methodology

### *3.1. Location and time of research*

The location of this research was within the Department of Livestock and Animal Health of Mimika Regency, specifically at the slaughterhouses (RPB and RPH-U) at Timika Central Market, the Livestock Breeding Unit at SP 6, the Animal Health Center (Puskeswan) on Jalan Sosial No.1 Timika, and the Office (Bappenda) of the Local Revenue Agency of Mimika Regency. The research will be conducted from April 5, 2025, to April 25, 2025.

### *3.2. Types and sources of data*

*3.2.1. Types of Data*

a) Qualitative Data refer to data obtained in the form of information, either orally or in writing, related to the regulations and provisions regarding the retribution for slaughterhouse services (RPB/RPH-U), retribution from the sale of livestock products, and retribution from the utilization of regional assets (utilization of Puskeswan), as set out in the Regional Regulation of Mimika Regency No. 4 of 2023 on Local Taxes and Retribution.
b) Quantitative Data refers to data obtained in the form of documents, such as reports on retribution income from the Department of Livestock and Animal Health or reports on the realization of Local Own-Source Revenue (PAD) for the years 2017-2024.

*3.2.2. Data Sources*

The data sources required for this research were obtained from fieldwork and literature, including:

a) Primary Data

Primary data were obtained directly from the research site based on field research results through interviews and observations to obtain data related to the problems being studied.

b) Secondary Data

Secondary data were obtained from official documents such as Regional Regulations, Bupati Regulations, books related to the research subject, research reports in the form of theses, dissertations,

papers, legislation, and others.

### *3.3. Population and sample*

According to Arikunto (2006:130), "The population is the entire object of research." Research can only be conducted for a finite population, where the number of subjects is not too large. The population in this study consisted of all staff or workers at the slaughterhouses of the Department of Livestock and Animal Health of Mimika Regency, the livestock breeding unit at UPTD, the animal health center, and the community around the department, as well as livestock owners in Mimika Regency.

According to Sugiyono (2008:118), "A sample is part of the number and characteristics possessed by that population." In this study, the sampling technique used was probability sampling with simple random sampling, meaning the sample was randomly selected from the population, as it was considered homogeneous. The sample used in this study included:

1) Head of the Department of Livestock and Animal Health
2) Head of UPTD Puskeswan and Laboratory of the Department of Livestock and Animal Health
3) Head of the Animal Health Division at the Department of Livestock and Animal Health, Mimika Regency.
4) Head of the Production Division at the Department of Livestock and Animal Health of Mimika Regency
5) Head of the Veterinary Public Health Division at the Department of Livestock and Animal Health, Mimika Regency.
6) Head of the Breeding Division at the Department of Livestock and Animal Health of the Mimika Regency.
7) Treasurer of the Department of Livestock and Animal Health of Mimika Regency
8) Assistant Treasurer of the Department of Livestock and Animal Health of Mimika Regency
9) Veterinarian at the RPB of the Department of Livestock and Animal Health of the Mimika Regency.
10) Veterinarian at the RPH-U of the Department of Livestock and Animal Health in Mimika Regency.
11) Retribution Collectors
12) Coordinator of RPB/RPH-U
13) Slaughterman at RPB
14) Staff at RPH-U
15) Pig Meat Buyers at the Timika Central Market Stall
16) Staff and managers at the UPTD Livestock Breeding Unit at SP 6, officers and staff at the Department of Livestock and Animal Health, RPH, Puskeswan service users, sellers, buyers at the central market, and UPTD staff were interviewed using the Accidental Sampling method.

The population in this study consisted of all employees involved in the management and services at the UPTD Livestock Breeding Unit SP6. Based on internal data from the UPTD, the total population was 32 individuals. This study used a data collection approach through interviews. Therefore, the sample selection was adjusted according to the characteristics of each data collection method.

For interviews, purposive sampling was used, which means selecting informants intentionally based on their roles, experiences, and relevance to the research topic. The individuals interviewed were considered to have in-depth knowledge related to managerial aspects, policies, and operations at UPTD, including the head of the RPH-U, head of Puskeswan, head of UPTD, technical staff, and representatives from the Department of Livestock and Animal Health.

### *3.4. Data collection techniques*

This research uses both primary and secondary data collected through the following:

a) Observation

This is the primary method of data collection that is commonly used by qualitative researchers. Therefore, the researcher directly visited the research site to observe, pay attention to, and collect information regarding issues related to this study.

b) Literature Review
This aims to gather theoretical data by studying theories that have been learned and seeking other sources based on literature and financial data on regional retribution income.

c) Interview
This is the method of collecting data through direct question and answer with respondents who are related to the research issues to complete the required data.

### *3.5. Analysis method*
Once the data were systematically organized, the next step was data analysis. The analysis was performed systematically, qualitatively, comprehensively, and thoroughly. The systematic analysis in this study is explained in accordance with the concept of providing answers to the research questions. The analysis of absolute potential calculations is necessary to establish rational targets. By comparing the existing potential with the projected income for the future, we can determine the latent potential and plan actions to tap into that potential to estimate future revenue plans.

Another benefit of analyzing potential is that if we plan to cooperate with a third party in the collection of regional retribution, we can determine the potential retribution income to be handed over to that third party, so the contract price can be estimated based on the available potential. Example of Slaughterhouse Retribution (RPB–Pig Slaughterhouse):
1) Data on animal slaughtering in RPB and outside RPB
2) Retribution rates for animals in RPB and outside RPB
3) Data Processing

### *3.6. Data Analysis Method*
Data analysis was conducted using both quantitative and qualitative approaches according to each research problem formulation.

#### *3.6.1. Analysis of Retribution Income Potential*
To answer the first research question:
*" What is the potential for retribution income at the Department of Livestock and Animal Health?"*
The methods used included the following:
Analysis of retribution potential using the following formula:

$$PPP=JH\times THP$$

Means:
PPP = Retribution income potential
JH = Number of animals or services subject to retribution
TH = Retribution rate per animal or service

Comparative analysis by comparing actual retribution income with the maximum potential income that can be obtained based on data on service users and applicable rates. Projection of retribution income using trend analysis or time series based on historical retribution income data from recent years.

#### *3.6.2. Analysis of Retribution Income Effectiveness*
to answer the second research question:
*"How effective is the retribution income at the Department of Livestock and Animal Health?"*
The methods used included the following:
Effectiveness analysis was performed using the effectiveness ratio formula:

$$Effectiveness = (Realized\ Retribution\ Income / Target\ Income) \times 100\%$$

Means:
E = Effectiveness of retribution income (%)
R = Realized retribution income

T = Target retribution
Income Interpretation:
≥ 100% = Very Effective
80% - 99% = Effective
60% - 79% = Moderately Effective
< 60% = Ineffective

Analysis of Inhibiting Factors was carried out through interviews and observations on obstacles in retribution collection, such as the level of compliance among retribution payers, effectiveness of supervision, and the administration system of collection.

*3.6.3. Analysis of Efforts to Improve Retribution Income*
To answer the third research question**:** "What efforts are being made to increase retribution income at the Department of Livestock and Animal Health in Mimika Regency?" The methods used included the following:

**3.7 SWOT Analysis**
a) Strengths: Internal advantages such as supportive regulations, human resources, and the large potential of the livestock sector.
b) Weaknesses: Internal barriers, such as suboptimal administration or low compliance from retribution payers.
c) Opportunities: External factors such as economic growth and increasing demand for animal health services.
d) Threats: External challenges, such as low public awareness and potential misuse in retribution collection.

*3.7.1 Retribution Improvement Strategies, based on the analysis above, include strategies such as the following:*
a) Optimizing retribution collection through digitalization and increasing transparency in the collection system.
b) Increasing awareness and compliance of retribution payers through socialization and education for farmers and business owners.
c) Evaluating and adjusting retribution rates based on economic conditions and the purchasing power of the community.
d) Strengthening supervision and enforcement of regulations to reduce leakage in retribution collections.

*3.7.2 Operational definitions of variables*
The operational definitions were based on the characteristics of the observed variables. The operational definitions of the variables in this study are as follows:
a) Potential
Potential refers to the maximum capacity or ability of the Department of Livestock and Animal Health to generate Local Own-Source Revenue (PAD).
b) Effectiveness
Effectiveness is defined as the extent to which PAD income from the livestock and animal health sectors achieves set targets and is optimally used to support regional development.
c) Income
Income refers to the amount of revenue obtained by the Department of Livestock and Animal Health of Mimika Regency from various sources, especially animal health service retribution and the livestock sector.
d) Retribution
Retribution is a local government levy imposed on individuals or businesses in exchange for services provided by the local government, in this case, the Department of Livestock and Animal Health of the Mimika Regency.
e) Local Own-Source Revenue (PAD )

Local Own-Source Revenue (PAD) refers to income obtained by the local government from legitimate local sources, including local taxes, local retribution, the management of separated regional assets, and other legal revenues.

## 4. Results and Discussion

### *4.1. Research Results*

*4.1.1. Potential Results Based on the Problem Formulation: The Potential Revenue from Levies at the Department of Livestock and Animal Health of Mimika Regency*

1) Analysis of Retribution Potential

a) Pig slaughterhouses (RPB):

- Average slaughter: 11 pigs/day
- Rates: IDR 70,000 per pig
- Annual potential: 11 × 365 × 70,000 = IDR 281,050,000

Tabel 2. Recapitulation of Pig Slaughterhouse Retribution Potential Calculation

| Year | Specific Retribution for Pig Slaughterhouses in Mimika Regency | Average Daily Slaughter | Rate (IDR) | Annual Retribution Potential (IDR) |
|---|---|---|---|---|
| 2017 | IDR 305,530,000 | 12 pigs | 70,000 | IDR 306,600,000 |
| 2018 | IDR 272,860,000 | 11 pigs | 70,000 | IDR 281,050,000 |
| 2019 | IDR 232,860,000 | 9 pigs | 70,000 | IDR 229,950,000 |
| 2020 | IDR 251,720,000 | 10 pigs | 70,000 | IDR 255,500,000 |
| 2021 | IDR 248,060,000 | 11 pigs | 70,000 | IDR 281,050,000 |
| 2022 | IDR 268,380,000 | 11 pigs | 70,000 | IDR 281,050,000 |
| 2023 | IDR 267,050,000 | 11 pigs | 70,000 | IDR 281,050,000 |
| 2024 | IDR 79,100,000 | 3 pigs | 70,000 | IDR 76,650,000 |

Source: Report on RPH Retribution Income Data Processed, 2025

The table above shows the development of the average daily pig slaughter at the Pig Slaughterhouse (RPB) owned by the Department of Livestock and Animal Health of Mimika Regency from 2017 to 2024, along with the actual and potential retribution revenue based on a retribution rate of IDR 70,000 per pig. In 2017, the average slaughter reached 12 pigs per day, generating retribution of IDR 305.53 million, with a maximum potential of IDR 306.6 million. This figure decreased to nine pigs per day in 2019 due to various factors, including socio-economic impacts. In 2020 and 2021, the slaughter rate began to rise again to 10–11 pigs per day, with potential annual levies also increasing and remaining stable at approximately IDR 255–281 million. This figure remained steady in 2023, indicating optimal use of the RPB facilities. However, in 2024, there was a drastic drop to only three pigs per day due to an outbreak of African Swine Fever (ASF), which severely affected pigs in the area, causing the annual potential retribution to plummet to IDR 76.65 million, much lower than in previous years.

b) Farm Production Sales (UPTD):

- Realization 2023: IDR 500,900,000
- Maximum potential (20% improvement): IDR 601,080,000

Table 3. Recapitulation of UPTD Retribution Potential Calculation

| Year | Realization (IDR) | Growth (%) |
|---|---|---|
| 2018 | IDR 346,900,000 | — |
| 2019 | IDR 414,000,000 | 19.27% |
| 2020 | IDR 341,000,000 | -17.63% |
| 2021 | IDR 350,300,000 | 2.72% |
| 2022 | IDR 381,600,000 | 8.94% |
| 2023 | IDR 399,600,000 | 4.71% |
| 2024 | IDR 500,900,000 | 25.37% |

*Source: Report on UPTD Retribution Income Data Processed, 2025*

In 2018, the initial realization was recorded at IDR 346,900,000. The following year (2019) saw a sharp increase of 19.27% to IDR 414,000,000, indicating the high demand and optimal performance of the breeding unit. However, in 2020, there was a significant decline of -17.63%, possibly due to disease outbreaks or a decrease in the success rate of artificial insemination. Recovery began in 2021, with a 2.72% increase, and the trend continued to rise gradually in subsequent years. Significant growth occurred again in 2024, with a 25.37% increase, bringing the total revenue to IDR 500,900,000, the highest during the period. This reflects improvements in production systems, increased breeding capacity, and high market demands.

c) Animal Health Center:
- Realization 2024: IDR 28,650,000
- Maximum potential (30% improvement): IDR 37,245,000

Tabel 4. Presentation of UPTD Retribution Potential Calculation

| Year | Realization (IDR) | Growth (%) |
|---|---|---|
| 2018 | IDR 10,200,000 | — |
| 2019 | IDR 11,100,000 | 8.82% |
| 2020 | IDR 12,750,000 | 14.86% |
| 2021 | IDR 14,250,000 | 11.76% |
| 2022 | IDR 19,800,000 | 38.95% |
| 2023 | IDR 23,250,000 | 17.42% |
| 2024 | IDR 28,650,000 | 23.23% |

Source: Report on UPTD Retribution Income Data Processed, 2025

Starting at IDR 10,200,000 in 2018, revenue has increased steadily each year, with relatively stable growth. In 2020 and 2021, growth rates of 14.86% and 11.76% were recorded, respectively, indicating increasing public awareness of the importance of animal health services. The largest spike was observed in 2022, with a 38.95% increase, followed by positive growth in 2023 and 2024. In 2024, revenue reached IDR 28,650,000, a 23.23% increase compared to the previous year, likely due to enhanced facilities, the growing number of pets, and effective promotion of animal health services in the community.

d) Poultry Slaughterhouse (RPH-U):
- Capacity: 500 birds/day
- Rates: IDR 2,000 per bird
- Annual potential: 500 × 365 × 2,000 = IDR 365,000,000

Table 5. Recapitulation of RPH-U Retribution Potential Calculation

| Year | Retribution at RPH-U in Mimika Regency | Average Daily Retribution |
|---|---|---|
| 2018 | Rp. 5.995.500 | 9 birds |
| 2019 | Rp. 2.450.000 | 4 birds |
| 2020 | Rp.0 | - |
| 2021 | Rp. 0 | - |
| 2022 | Rp, 2.982.000 | 5 birds |
| 2023 | Rp. 67.768.000 | 93 birds |
| 2024 | Rp.175.040.000 | 240 birds |

Source: Report on RPH-U Retribution Income Data Processed, 2025

This table shows the development of revenue from levies and the average number of poultry slaughtered per day at the Poultry Slaughterhouse (RPH-U) owned by the Department of Livestock and Animal Health of Mimika Regency from 2018–2024. At the beginning of its operation in 2018, RPH-U recorded a levy of IDR 5,995,500, with an average of nine birds slaughtered per day. However, in 2019, the

figures dropped drastically to only IDR 2,450,000 with four birds per day, and there was no activity in 2020 and 2021 due to facility rebuilding and renovations.

Table 6. Potential Retribution Income per Item Department of Livestock and Animal Health of Mimika Regency (2017–2024)

| Year | Pig Slaughterhouse (RPB) (IDR) | Farm Production Sales (UPTD) (IDR) | Puskeswan (IDR) | Poultry Slaughterhouse (RPH-U) (IDR) | Total Potential (IDR) |
|---|---|---|---|---|---|
| 2017 | 305,530,000 | - | - | - | 305,530,000 |
| 2018 | 272,860,000 | 346,900,000 | 25,000,000 | 5,995,500 | 650,755,500 |
| 2019 | 232,860,000 | 414,000,000 | 22,000,000 | 2,450,000 | 671,310,000 |
| 2020 | 251,720,000 | 341,000,000 | 20,000,000 | - | 612,720,000 |
| 2021 | 248,060,000 | 350,300,000 | 26,265,000 | - | 624,625,000 |
| 2022 | 268,380,000 | 381,600,000 | 23,800,000 | 2,982,000 | 676,762,000 |
| 2023 | 267,050,000 | 399,600,000 | 25,000,000 | 67,768,000 | 759,418,000 |
| 2024 | 79,100,000 | 500,900,000 | 28,650,000 | 175,040,000 | 783,690,000 |

Source: Retribution Income Report Data Processed, 2025

*4.1.2. Analysis of Retribution Income Effectiveness*

To answer the second research question: "How effective is the retribution income at the Department of Livestock and Animal Health?"

Target PAD 2024: IDR 700,000,000
Realization PAD 2024: IDR 783,690,000
Effectiveness Formula: (Realization / Target) × 100%
Effectiveness = (783,690,000 / 700,000,000) × 100% = 112%
Interpretation: Very Effective (because > 100%)

Table 7. Recapitulation of the Calculation of Slaughterhouse Retribution Effectiveness

| Year | Target Local Own-Source Revenue from Slaughterhouse Retribution (IDR) | Slaughterhouse Retribution (Realization) (IDR) | Contribution Rate (%) | Contribution Criteria |
|---|---|---|---|---|
| 2017 | 500,000,000 | 738,630,000 | 147.73 | Very Effective |
| 2018 | 500,000,000 | 650,755,500 | 130.15 | Very Effective |
| 2019 | 500,000,000 | 671,310,000 | 134.26 | Very Effective |
| 2020 | 500,000,000 | 612,720,000 | 122.54 | Very Effective |
| 2021 | 500,000,000 | 660,625,000 | 132.13 | Very Effective |
| 2022 | 500,000,000 | 676,762,000 | 135.35 | Very Effective |
| 2023 | 700,000,000 | 759,418,000 | 108.49 | Very Effective |
| 2024 | 700,000,000 | 783,690,000 | 112 | Very Effective |

Source: Effectiveness Calculation Report Data Processed, 2025

The table above illustrates that the contribution of Slaughterhouse Retribution to the Local Own-Source Revenue of Timika City has been excellent from 2017 to 2024. The highest contribution rate was recorded in 2017 at 147.73%, while the lowest was in 2023, with a rate of 108.49%.

Table 8. Comparison Analysis of Effectiveness Based on Potential and Realization 2017–2025

| Year | Type of Retribution | Potential (IDR) | Realization (IDR) | Effectiveness (%) |
|---|---|---|---|---|
| 2017 | RPH-B | 306,600,000 | 305,530,000 | 99.65% |
| | UPTD | 500,000,000 | 346,900,000 | 69.38% |
| | Puskeswan | 30,000,000 | 25,000,000 | 83.33% |
| | RPH-U | 5,000,000 | 0 | 0.00% |
| | Total | 841,600,000 | 677,430,000 | 80.49% |

| | | | | |
|---|---|---|---|---|
| 2018 | RPH-B | 280,250,000 | 272,860,000 | 97.36% |
| | UPTD | 600,000,000 | 346,900,000 | 57.82% |
| | Puskeswan | 30,000,000 | 25,000,000 | 83.33% |
| | RPH-U | 10,000,000 | 5,995,500 | 59.96% |
| | Total | 920,250,000 | 650,755,500 | 70.72% |
| 2019 | RPH-B | 229,950,000 | 232,860,000 | 101.27% |
| | UPTD | 650,000,000 | 414,000,000 | 63.69% |
| | Puskeswan | 30,000,000 | 22,000,000 | 73.33% |
| | RPH-U | 10,000,000 | 2,450,000 | 24.50% |
| | Total | 919,950,000 | 671,310,000 | 72.97% |
| 2020 | RPH-B | 255,500,000 | 251,720,000 | 98.52% |
| | UPTD | 600,000,000 | 341,000,000 | 56.83% |
| | Puskeswan | 30,000,000 | 20,000,000 | 66.67% |
| | RPH-U | 0 | 0 | 0.00% |
| | Total | 885,500,000 | 612,720,000 | 69.19% |
| 2021 | RPH-B | 280,250,000 | 248,060,000 | 88.51% |
| | UPTD | 650,000,000 | 350,300,000 | 53.89% |
| | Puskeswan | 30,000,000 | 26,265,000 | 87.55% |
| | RPH-U | 5,000,000 | 0 | 0.00% |
| | Total | 965,250,000 | 624,625,000 | 64.71% |
| 2022 | RPH-B | 280,250,000 | 268,380,000 | 95.76% |
| | UPTD | 700,000,000 | 381,600,000 | 54.51% |
| | Puskeswan | 30,000,000 | 23,800,000 | 79.33% |
| | RPH-U | 10,000,000 | 2,982,000 | 29.82% |
| | Total | 1,020,250,000 | 676,762,000 | 66.33% |
| 2023 | RPH-B | 280,250,000 | 267,050,000 | 95.29% |
| | UPTD | 750,000,000 | 399,600,000 | 53.28% |
| | Puskeswan | 30,000,000 | 25,000,000 | 83.33% |
| | RPH-U | 100,000,000 | 67,768,000 | 67.77% |
| | Total | 1,160,250,000 | 759,418,000 | 65.45% |
| 2024 | RPH-B | 76,650,000 | 79,100,000 | 103.20% |
| | UPTD | 700,000,000 | 500,900,000 | 71.56% |
| | Puskeswan | 50,000,000 | 28,650,000 | 57.30% |
| | RPH-U | 300,000,000 | 175,040,000 | 58.35% |
| | Total | 1,126,650,000 | 783,690,000 | 69.56% |

*Source: Effectiveness Comparison Calculation Report Data Processed, 2025*

From 2017 to 2024, the retribution from RPH-B shows the highest and most consistent effectiveness, even exceeding its potential twice (in 2019 and 2024). UPTD fluctuates and remains below 75%, indicating the need for improvements in the collection system or targets. Puskeswan is relatively stable, with effectiveness ranging from 66% to 87%, although it saw a sharp decline in 2024. Meanwhile, RPH-U has shown significant improvements since 2022; however, its effectiveness remains relatively low. Overall, the annual effectiveness ranges from 64% to 80%, indicating that regional retribution income is relatively effective, but there is still room for improvement, especially in the UPTD and RPH-U sectors.

*4.1.3. PAD Income Projection Results (Trend Analysis)*

Table 9. Projection of Regional Retribution Income from 2017–2027

| Year | RPH-B (IDR) | RPH-U (IDR) | Puskeswan (IDR) | UPTD (IDR) | Total (IDR) |
|---|---|---|---|---|---|
| 2017 | 305,530,000 | 0 | 25,000,000 | 346,900,000 | 677,430,000 |
| 2018 | 272,860,000 | 5,995,500 | 25,000,000 | 346,900,000 | 650,755,500 |
| 2019 | 232,860,000 | 2,450,000 | 22,000,000 | 414,000,000 | 671,310,000 |
| 2020 | 251,720,000 | 0 | 20,000,000 | 341,000,000 | 612,720,000 |

| | | | | | |
|---|---|---|---|---|---|
| 2021 | 248,060,000 | 0 | 26,265,000 | 350,300,000 | 624,625,000 |
| 2022 | 268,380,000 | 2,982,000 | 23,800,000 | 381,600,000 | 676,762,000 |
| 2023 | 267,050,000 | 67,768,000 | 25,000,000 | 399,600,000 | 759,418,000 |
| 2024 | 79,100,000 | 175,040,000 | 28,650,000 | 500,900,000 | 783,690,000 |
| 2025* | 65,213,400 | 175,040,000 | 29,213,230 | 527,890,000 | 797,356,630 |
| 2026* | 53,764,700 | 175,040,000 | 29,787,530 | 556,334,300 | 814,926,530 |
| 2027* | 44,325,900 | 175,040,000 | 30,373,120 | 586,311,200 | 836,050,220 |

*Source: PAD Income Projection Report Data Processed, 2025*
The 2025–2027 figures are a result of projections based on growth trends from 2017 to 2024.

Notes:
- The contribution of UPTD Services is the largest source of income each year, highlighting the importance of optimizing technical services in the livestock sector.
- RPH-U experienced a significant spike in 2023, which statistically boosted projections for the following years.
- RPH-B experienced a sharp decline in 2024, reducing the estimates for 2025–2027.
- Overall, the projections indicate a moderate upward trend in potential income, which can serve as the basis for setting more realistic and focused PAD targets in the future.

*4.1.4. SWOT Analysis Results*
Problem Formulation: What Efforts Are Being Made to Increase Retribution Income at the Department of Livestock and Animal Health in Mimika Regency?

Table 10. SWOT Analysis of PAD Income from Retribution at the Department of Livestock and Animal Health of Mimika Regency

| Aspect | Factor | Urgency Score | Position | Value | Short Description |
|---|---|---|---|---|---|
| **Weaknesses** | Low public awareness of utilizing RPH and RPH-U | 3 | W | 9 | Many people still slaughter animals privately, outside government facilities. |
| **Weaknesses** | Limited infrastructure at Puskeswan | 2 | W | 6 | Animal health services are suboptimal, impacting retribution income. |
| **Weaknesses** | Lack of socialization on Puskeswan availability and animal slaughter regulations | 2 | W | 6 | Many people are unaware of the importance of Puskeswan services and official RPHs. |
| **Opportunities** | High demand for fresh and healthy meat (ASUH) | 2 | O | 6 | The need for safe and healthy meat consumption is increasing, opening opportunities for optimizing RPH and Puskeswan. |
| **Opportunities** | Support from local government programs for increasing PAD | 2 | O | 6 | Policy support enhances opportunities for the development of the livestock and animal health sectors. |
| **Threats** | Livestock diseases such as ASF (African Swine Fever) | 3 | T | 9 | Outbreaks can drastically reduce the number of animal slaughters and livestock sales. |
| **Threats** | Competition with illegal slaughter | 2 | T | 6 | Illegal slaughter reduces the potential retribution income |

| | | | | | |
|---|---|---|---|---|---|
| | outside official facilities | | | | at RPH and RPH-U. |
| **Threats** | Fluctuations in market demand due to economic and social changes | 2 | T | 6 | Economic changes can affect meat consumption levels. |

Source: SWOT Analysis of PAD Income Report Data Processed, 2025

Value (Rating 1–4 or 1–5)

- Determined by the researcher based on the impact or strength of the factor on the success of the UPTD.
- Based on interviews with key informants, internal documents, and observations.
- For example, if "adequate workforce" is considered very influential, it can be rated as 4 (high).

2. Urgency Score

- The researcher assigns weights based on the urgency or relative significance of the factors.
- The sum of all weights is typically adjusted to 1–10.
- can be determined based on the frequency of issues raised in interviews/documents or through logical considerations by the researcher.

a) Strengths

The Department of Livestock of Mimika Regency has strong internal factors, notably the high population of pigs and poultry. This is a significant asset for increasing PAD revenue through livestock services retribution. Additionally, the existence of slaughterhouses (RPH) and poultry slaughterhouses (RPH-U) is sufficient to meet the public's needs. The availability of the Livestock Breeding Unit (UPTD) is also crucial for supporting the regeneration and improvement of livestock quality.

b) Weaknesses

Some weaknesses identified include low public awareness of the use of official facilities such as RPH and Puskeswan. Many animal slaughters are conducted privately or traditionally outside the supervision of the department, reducing the potential for punishment. Furthermore, the infrastructure at Puskeswan remains limited, both in terms of equipment and medical personnel, meaning that animal health services are not optimal.

c) Opportunities

There is a significant opportunity for the potential implementation of regional regulations that mandate the slaughtering of animals at official RPHs. This would significantly increase the retribution income. Additionally, the growing demand for ASUH (Safe, Healthy, Whole, Halal) meat drives the use of official services, opening opportunities to boost the department's income.

d) Threats

A significant threat is the potential for livestock diseases, such as African Swine Fever (ASF), which can destroy livestock populations and damage the supply of slaughter animals in the country. Additionally, competition from illegal slaughtering outside official RPH facilities threatens the regional income. Market fluctuations and changes in public consumption preferences also pose significant challenges.

e) Overall Analysis

The Department of Livestock has considerable internal strengths in terms of its livestock population and RPH facilities. However, its main weaknesses are low public awareness and limited supporting infrastructure. To optimize the existing potential, regulatory strengthening, service facility improvement, and extensive public outreach are required.

Tabel 11. Development Strategy

| | |
|---|---|
| SO (Strengths - Opportunities) | · Optimize the use of RPH and RPH-U facilities by strengthening regulations on mandatory slaughter.<br>· Actively promote ASUH meat products from official facilities.<br>· Develop livestock breeding with support from government programs. |
| WO (Weaknesses - Opportunities) | · Increase socialization to the public about the availability and benefits of RPH and Puskeswan.<br>· Improve Puskeswan facilities with local government policy support.<br>· Launch campaigns to promote the use of government facilities for animal slaughter. |
| ST (Strengths - Threats) | · Establish strict protocols to anticipate and handle livestock diseases.<br>· Provide incentives for farmers using official facilities for slaughtering.<br>· Ensure the availability of safe meat even during market fluctuations. |
| WT (Weaknesses - Threats) | · Form a monitoring team for illegal slaughter and educate the public on health risks.<br>· Provide mobile animal health services for remote areas.<br>· Develop collaborative programs between agencies to accelerate service improvement. |

Table 12. SWOT Analysis of Internal Factors at the Department of Livestock and Animal Health of Mimika Regency

| No | Internal Factor | Category | Weight | Rating | Score |
|---|---|---|---|---|---|
| 1 | Availability of veterinarians and medical staff | Strength | 0.15 | 4 | 0.60 |
| 2 | Operational budget support from the government | Strength | 0.10 | 3 | 0.30 |
| 3 | Existence of basic retribution regulations | Strength | 0.10 | 3 | 0.30 |
| 4 | Limited operational facilities and infrastructure | Weakness | 0.20 | 2 | 0.40 |
| 5 | Lack of a system for tracking potential retribution | Weakness | 0.25 | 1 | 0.25 |
| 6 | Low human resources in financial administration | Weakness | 0.20 | 2 | 0.40 |

Source: SWOT Analysis of PAD Income Report Data Processed, 2025

Internal factors are elements that originate from within the organization and directly affect the ability of the Department of Livestock and Animal Health of Mimika Regency to manage and optimize Local Own-Source Revenue (PAD). Internal factors are divided into two main categories: strengths and weaknesses (SW)..

Table 13. SWOT Analysis of External Factors at the Department of Livestock and Animal Health of Mimika Regency

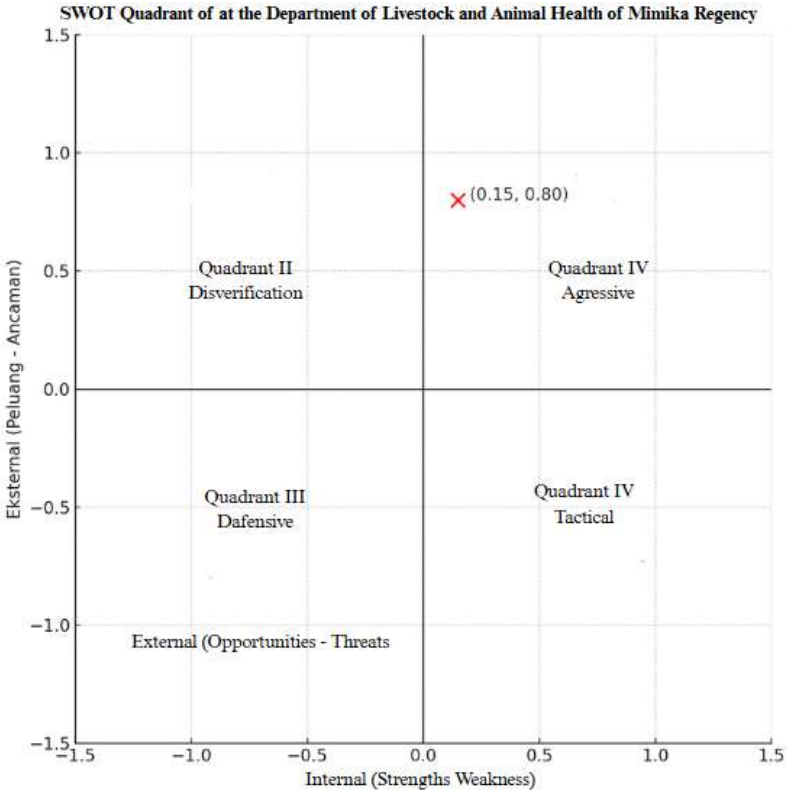
| No | Factor | Category | Weight | Rating | Score |
|---|---|---|---|---|---|
| 1 | High livestock population | Opportunity | 0.20 | 4 | 0.80 |
| 2 | High demand for services | Opportunity | 0.15 | 4 | 0.60 |
| 3 | Government support for digitization | Opportunity | 0.10 | 3 | 0.30 |
| 4 | Low public awareness of paying retribution | Threat | 0.20 | 2 | 0.40 |

| | | | | | |
|---|---|---|---|---|---|
| 5 | Geographical difficulty in reaching remote areas | Threat | 0.20 | 1 | 0.20 |
| 6 | Competition with private/traditional services | Threat | 0.15 | 2 | 0.30 |

Source: SWOT Analysis of PAD Income Report Data Processed, 2025

External factors are conditions and dynamics outside the department's direct control but have a significant impact on the effectiveness of task implementation and PAD target achievement. These factors consist of opportunities and threats to the company.
Strategic Position: SWOT Quadrant
Based on these calculations:

- Internal Value (X) = 0.15
- External Value (Y) = 0.80




The coordinate point is located in Quadrant I (Aggressive), indicating that the organization is in a strong internal position and has significant external opportunities. The recommended strategy is an active growth and development one.

Table 14. SWOT Analysis Priority Scale

| Priority | Strategy | Strategy Type | Description |
|---|---|---|---|
| 1 | Optimize technical services for all types of livestock | SO | Use veterinary human resources and a high livestock population to increase paid services |
| 2 | Build a digital system for PAD potential data collection | WO | Address data weaknesses with the opportunity of public service digitalization |
| 3 | Conduct intensive socialization to rural communities | ST | Utilize regulatory strength and human resources to combat low retribution awareness |

| | | | |
|---|---|---|---|
| 4 | Add operational facilities through third-party cooperation | WT | Address operational and geographical weaknesses through external collaboration |

## 5. Conclusion

Based on the literature review, problem formulation, and research objectives presented in this thesis, the following conclusions can be drawn: Retribution income potential the potential retribution income at the Department of Livestock and Animal Health of Mimika Regency is very large. This is reflected in the realization of retribution income, which generally exceeds the target from 2017 to 2024. However, this potential has not been fully optimized, particularly in livestock slaughterhouses (RPH), animal health centers (Puskeswan), and farm production sales sectors. Many retribution potentials remain untapped, such as cattle, goats, and poultry (DOC) breeding. The potential income from UPTD SP6 activities, which includes the sale of livestock products (straw, culling pigs, and pig breeding), shows that the average total potential income per year reaches IDR 500,900,000. The largest income source comes from the sale of pig breeding, contributing approximately 25.37%. Compared to the PAD targets imposed on UPTD SP6 over the last five years, the potential achievement significantly exceeded the PAD target. These findings suggest that UPTD SP6 has significant potential to increase its contribution to PAD development.

Effectiveness of retribution income: The effectiveness of retribution income in most service units is classified as very effective, with an average realization above 100% of the target. However, certain units, such as RPH-U, still have low effectiveness (58%) because of the dominance of slaughtering practices outside government facilities. This highlights the need for stronger regulations and enforcement to mandate the use of official facilities for waste disposal.

Efforts to increase retribution income can be made through regulatory strengthening, facility optimization, capacity building of human resources, digitalization of the retribution collection system, and increased socialization to the public. These strategies can support the sustainability of PAD income from the livestock sector and enhance its contribution to regional development.

### *5.1 Suggestions*

Based on the above conclusions, the following suggestions are proposed:
The Local Government Should Establish Regulations Mandating the Use of Government Facilities. The Mimika Regency Government is expected to immediately establish a Regional Regulation that mandates livestock entrepreneurs to utilize government-owned slaughterhouses (RPB and RPH-U) and use animal health services from Puskeswan to ensure more secure retribution income.

Optimization of Digitalization and PAD Information Systems. A digital-based information system should be developed for transparency and efficiency in the retribution collection process. This system can also be used to monitor slaughter data, sales transactions and animal health services.

Improvement of Facilities and Human Resources. The Mimika Regency Government must improve the quality and quantity of livestock facilities, such as modern cutting tools at RPH, livestock isolation rooms, and training and recruitment of additional veterinary medical personnel at Puskeswan.

Socialization and Education of the Public. Massive efforts should be made to educate the public on the importance of using official government facilities for animal slaughter, breeding, and health services. Socialization can be carried out through direct counseling, social media, and collaboration with community leaders.

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