


## The Reporting Flow of Budget Accountability at the Regional House of Representatives (DPRD) of Malang City

**Doni Wirshandono Yogivaria**

Universitas PGRI Kanjuruhan Malang

Email: doniwirshandono@unikama.ac.id

Article Info	ABSTRACT
<b>Keywords:</b> Budget Accountability, Reporting Flow, DPRD Malang City, Financial Governance, Transparency, Public Administration	The reporting flow of budget accountability in the Regional House of Representatives (DPRD) of Malang City plays a crucial role in ensuring transparency and good governance in the management of public funds. This study examines the procedural framework and stages involved in the budget accountability process at DPRD Malang City. Using a qualitative approach, the research focuses on analyzing the responsibilities and obligations of DPRD members in reporting budget usage, as well as the systems and tools implemented to ensure accuracy and timeliness in the reporting process. Data were collected through a review of relevant literature, government regulations, and interviews with DPRD officials. The research findings highlight that the reporting flow involves several key stages: budget planning, execution, monitoring, and reporting. Each stage requires thorough documentation, which is reviewed and approved by various levels of authority within DPRD before submission to higher government bodies. Additionally, there are challenges faced in this process, including delays in documentation, lack of human resources with adequate financial expertise, and technical issues with digital reporting systems. The study recommends improvements in training for DPRD staff, better integration of technology in reporting systems, and more stringent oversight mechanisms to ensure the accountability process is conducted smoothly and efficiently. By addressing these challenges, DPRD Malang City can enhance its financial reporting practices, contributing to better public trust and ensuring proper utilization of public funds.
This is an open access article under the <a href="#">CC BY</a> license 	<b>Corresponding Author:</b> Doni Wirshandono Yogivaria E-mail: doniwirshandono@unikama.ac.id

### INTRODUCTION

Budget accountability is one of the crucial stages in the management of regional finances conducted by the Regional House of Representatives (DPRD) of Malang City. As a legislative body, DPRD plays a role in supervising and evaluating the use of the budget allocated for various programs and activities in Malang City.

As part of the regional financial management system, the budget accountability reporting flow must be well understood by all relevant parties, including DPRD members, the executive, and the public. This is essential to ensure transparency, accountability, and efficiency in managing regional budgets.

In the context of DPRD Malang City, the budget accountability reporting flow involves several stages that must be carefully followed. These stages include the preparation of accountability reports by relevant agencies, discussions within the DPRD, and final approval by DPRD leadership.

A deep understanding of this budget accountability reporting flow will help improve the quality of supervision and management of regional finances in Malang City. As a result, it is expected that the performance of regional financial management can be more focused and accountable, in line with good financial governance principles.

Therefore, this material will explain in detail the budget accountability reporting flow in DPRD Malang City, including the processes involved, the roles of each party, and the expected impact of the implementation of this flow.

## METHOD

This study employs a qualitative research approach to explore the reporting flow of budget accountability at the Regional House of Representatives (DPRD) of Malang City. The research aims to gain an in-depth understanding of the procedures, challenges, and effectiveness of the budget accountability reporting system. To achieve this, the study integrates library research and literature review as part of its methodological framework.

The research adopts a qualitative descriptive method, which is appropriate for analyzing complex social phenomena, such as budget reporting processes, by focusing on understanding the perspectives of the participants involved in the budget accountability procedures. This method allows for a detailed examination of the reporting flow and its compliance with regulatory standards.

The data for this study are derived from two main sources: primary and secondary data. Primary data are collected through interviews with key stakeholders, including members of DPRD Malang City, financial officers, and other relevant officials. These interviews provide firsthand insights into the processes and challenges faced during the budget accountability reporting flow. Secondary data are obtained from official documents, such as financial reports, government regulations, and scholarly literature related to public financial management and accountability.

Data collection is carried out using two main techniques: interviews and document analysis. Semi-structured interviews are conducted with DPRD members and financial officers involved in the budget accountability process. The interviews are designed to elicit detailed responses about their roles, experiences, and perceptions regarding the reporting flow. A review of relevant documents,

including budget reports, meeting minutes, financial statements, and government regulations, is undertaken to complement the interview data. This provides a comprehensive understanding of the legal and procedural frameworks governing budget accountability at DPRD Malang City.

The data analysis is performed using a thematic approach. The qualitative data collected from interviews and document analysis are coded and categorized into themes related to the stages of the budget reporting flow, such as planning, execution, monitoring, and accountability. These themes are analyzed to identify patterns, relationships, and discrepancies in the budget accountability process. The analysis also involves comparing the findings with existing literature on public financial management to highlight areas of improvement and alignment with good governance principles. This methodology ensures that the research is grounded in empirical evidence and relevant literature, providing a comprehensive analysis of the budget accountability reporting flow at DPRD Malang City.

## **RESULTS AND DISCUSSION**

### **Field Study Analysis**

The budget reporting process at DPRD Malang City is crucial for ensuring transparency and accountability in budget management. This study identifies key stages in the reporting flow, including budget preparation, execution, financial reporting, and auditing. Each stage plays a vital role in ensuring accuracy and compliance with regulations.

Although DPRD Malang generally adheres to established standards, challenges such as a lack of competent human resources and the need for improved information technology systems have been identified. The evaluation of reporting effectiveness and efficiency reveals areas for improvement in terms of speed and accuracy.

Recommendations for improvement include enhancing human resource capacity, implementing better IT systems, and simplifying reporting procedures. These efforts aim to make the budget reporting process more transparent, accountable, effective, and efficient, thereby increasing public trust in budget management.

The reporting flow includes the following steps:

- a) Data Collection: Each department collects data on budget usage, including expenditures and revenues.
- b) Report Preparation: The data is used to prepare the accountability report,

detailing budget use and achievements.

- c) **Report Submission:** The report is submitted to DPRD authorities for review.
- d) **Examination and Evaluation:** The report undergoes examination to ensure accuracy and compliance.
- e) **Meetings and Approval:** The report is discussed in meetings, and approval is granted if it meets the requirements.
- f) **Announcement and Publication:** The approved report is made public through official channels.
- g) **Follow-Up:** The results serve as a basis for future budget planning and monitoring

### **Data Collection**

Data collection for budget accountability at DPRD Malang City involves several key steps:

- a) **Collection of Financial Documents:** Each department gathers financial documents, including expenditure reports, revenues, invoices, receipts, and payment records for a specific period.
- b) **Reconciliation Check:** The collected financial data is reconciled with the previously established budget plan to ensure that budget utilization aligns with approved plans.
- c) **Compliance Verification:** Departments must verify their compliance with regulations and procedures related to budget management, including spending guidelines and purchasing regulations.
- d) **Performance Data Collection:** In addition to financial data, departments collect performance data, such as completed projects and implemented programs, to demonstrate achievements resulting from budget utilization.
- e) **Clarification and Correction:** The data collection process may require clarification or correction of incomplete or inaccurate information to ensure the reliability of the accountability report.

- f) Documentation: All data collection processes must be thoroughly documented, including the retention of relevant documents and records for transparency and oversight purposes.

### **Report Preparation**

Report preparation for budget accountability is a crucial stage in the oversight and accountability process for public fund usage. The following are the general steps involved in preparing the budget accountability report for DPRD Malang City:

- a) Identify Required Information: The responsible team must identify the necessary information based on applicable policies and guidelines, including financial data, program achievements, and performance evaluations.
- b) Organize Data: Collected data should be well-organized for clear and structured presentation in the report, categorized by relevant groups such as operational expenditures, investments, and development.
- c) Prepare Financial Statements: A key component of the report is the financial statements, which include the balance sheet, income statement, and cash flow statement, reflecting financial activities over a specific period.
- d) Draft Narrative: The report typically includes a narrative explaining budget usage and achievements, providing context and deeper understanding of the organization's performance.
- e) Align with Policies and Guidelines: The report must adhere to applicable policies and guidelines, ensuring compliance with accounting standards and transparency requirements.
- f) Review and Validate: Prior to submission to DPRD Malang, the report must undergo review and validation to ensure the accuracy and legitimacy of the information presented.
- g) Compile Written Report: Once data is organized and verified, the budget

accountability report should be formatted clearly and structured for easy understanding by recipients.

- h) Prepare Presentation (Optional): Sometimes, a presentation may be prepared to explain the report's contents to DPRD Malang or other stakeholders.

### **Report Submission**

After the budget accountability report has been carefully prepared, the next step is to submit the report to DPRD Malang City. The following are the typical stages that occur in the report submission process:

- a) Official Submission: The budget accountability report is officially submitted to the relevant authorities in DPRD Malang City, following established mechanisms such as sending an official letter or direct presentation during commission or plenary meetings.
- b) Registration and Verification: Upon receipt, DPRD will register and verify the submitted report to ensure compliance with procedural requirements.
- c) Assignment for Examination: The submitted report may be assigned to a commission or body responsible for further examination. The review team will meticulously assess the report's content, verify the presented data, and evaluate compliance with applicable regulations.
- d) Conducting Meetings and Discussions: The findings from the report examination will be discussed in DPRD meetings. Discussions will highlight positive achievements, identify issues or shortcomings, and provide recommendations for future improvements.
- e) Providing Recommendations: Based on the discussions and evaluations, DPRD Malang City may offer recommendations to the concerned government agency. These may include suggestions for process improvements, corrective actions for identified issues, or new policy developments to enhance future budget management.

- f) **Approval or Rejection:** Following thorough discussions and evaluations, DPRD Malang City will either approve or reject the budget accountability report. Approval signifies recognition of the budget usage, while rejection may come with additional notes or recommendations for enhancement.
- g) **Publication of Results:** The results of the report submission process, including approvals, notes, and recommendations, are usually published for public interest through various channels, such as the official DPRD Malang City website, press releases, or social media, to ensure transparency and accountability.

### **Examination and Evaluation**

In the budget accountability process, the examination and evaluation stage plays a crucial role in ensuring the accuracy, validity, and feasibility of the reports submitted to the Regional House of Representatives (DPRD) of Malang City. The following are the typical steps involved in this stage:

- a) **Document Examination:** The examination team will review the documents that form the basis of the budget accountability report, including financial records, invoices, receipts, and other supporting documents, to ensure the accuracy and completeness of the information presented.
- b) **Data Verification:** The data in the report will be verified for consistency and correctness by comparing it with the financial records and other documents.
- c) **Compliance Evaluation:** The examination team will assess the level of compliance with regulations, guidelines, and procedures governing budget management, including expenditure rules and purchasing procedures.
- d) **Performance Analysis:** In addition to financial aspects, the examination will analyze the performance of budget utilization, assessing whether the targets set were achieved, the efficiency of budget use, and the impact of funded programs or activities.

- e) Identification of Issues and Recommendations: During the examination process, any problems or deficiencies in budget management may be identified. The team will provide recommendations to address these issues and enhance the effectiveness and efficiency of future budget use.
- f) Discussion of Results: The findings from the examination and evaluation will be discussed in internal meetings to ensure a comprehensive understanding and to formulate appropriate follow-up plans.
- g) Preparation of Examination Report: The results of the examination and evaluation will be summarized in an examination report that includes findings, recommendations, and conclusions.

### **Meetings and Approval**

During the meetings and approval stage in the budget accountability process at the Malang City Regional House of Representatives (DPRD), the prepared and examined accountability report will be discussed in detail by the DPRD members. The following steps typically occur during this stage:

- a) Commission or Leadership Meetings: The budget accountability report is discussed in relevant commission or leadership meetings, allowing DPRD members to examine the report in detail and discuss findings and recommendations from previous audits.
- b) Report Presentation: The presenter, representing the responsible government agency, presents the budget accountability report, covering budget usage, achievements, encountered issues, and future improvement steps.
- c) Discussion and Q&A: DPRD members engage in discussions and questions regarding the report, offering input or expressing concerns about budget management.
- d) Evaluation and Discussion: The meeting includes a thorough evaluation of the



report, analyzing previous audit findings, compliance with policies and regulations, and the effectiveness of budget usage in achieving set goals.

- e) Approval or Rejection: Following comprehensive discussions, the DPRD provides either approval or rejection of the report. Approval acknowledges the budget usage, while rejection may come with additional notes or recommendations for improvement.
- f) Ratification: If approved, the DPRD formally ratifies the budget accountability report as part of the official accountability process.
- g) Result Publication: The results of the meeting and approval are published for public interest, through official DPRD channels like the website or press releases, ensuring transparency and accountability in budget management.

### **Announcement and Publication**

After the budget accountability report is approved in the Malang City DPRD meeting, the next step is the announcement and publication of the results. This is important to ensure transparency and accountability in budget management. Below are the steps that typically occur in the announcement and publication process:

- a) Preparation of Executive Summary: An executive summary of the budget accountability report is prepared to highlight key points for public understanding.
- b) Official Announcement: The Malang City DPRD or relevant agencies will issue an official announcement regarding the approval of the budget accountability report, including brief details of the approval and where to access the complete report.
- c) Report Publication: The approved budget accountability report will be published for public access, utilizing channels such as the Malang City DPRD's official website, government portals, or local media.

- d) Press Release: A press release may be crafted and distributed to local or national media to raise public awareness of the report's results and emphasize the importance of transparency in public fund management.
- e) Socialization: In addition to online publication, social events or meetings with the community may be held to provide direct information about the accountability report and allow for feedback or questions.
- f) Documentation and Archiving: The results of the announcement and publication will be documented and archived to ensure accessibility for future reference.

### **Follow-Up**

The follow-up stage after the budget accountability report is submitted to the Malang City DPRD is crucial to ensure that the report does not remain a static document but serves as a basis for future improvements and developments. Here are some steps typically taken in the follow-up stage:

- a) Analysis of Recommendations: The responsible team will analyze the recommendations from the DPRD or audit team, reviewing proposed recommendations and assessing feasible implementations.
- b) Process Improvements: Steps for improvement will be identified and implemented based on findings from previous accountability reports, including refining budgeting procedures, enhancing accounting systems, and providing staff training.
- c) Policy Development: Results from the budget accountability may inform the creation of new policies or amendments to existing ones to enhance future budgeting effectiveness and efficiency.
- d) Implementation of Recommendations: Recommendations from the DPRD or audit team will guide future improvements, with a strong commitment required for successful implementation.

- e) Progress Reporting: A progress report detailing implemented improvements and outcomes will be prepared and submitted to the DPRD as accountability for the follow-up actions taken.
- f) Ongoing Evaluation and Monitoring: Continuous evaluation and monitoring will be conducted to ensure that improvements yield the expected impact and that budget management remains effective.

### **SWOT Analysis**

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a systematic method for identifying factors that describe the current or potential situations an organization or company may face, used for strategic planning to maximize internal factors (strengths and opportunities) while minimizing external factors (weaknesses and threats).

SWOT analysis is a descriptive assessment that categorizes situations and conditions based on their contributions. It aids decision-making by providing an effective tool for analyzing factors influencing a company and guiding strategic decisions.

The components of SWOT analysis include strengths, which represent the current advantages of the organization or program; weaknesses, which highlight the current limitations; opportunities, which identify external prospects available to the organization; and threats, which refer to external challenges that could jeopardize the organization's future.

This analysis helps organizations understand their position in the market and devise strategies accordingly.

- 1) According to Ranguti (2013), SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or business, as well as to assess products of the organization and competitors.
- 2) Robinson and Pearce (1997) describe SWOT analysis as a systematic approach to identify factors and strategies that best fit together, based on the assumption that an effective strategy maximizes strengths and opportunities while minimizing weaknesses and threats.
- 3) Rachmat (2014) defines SWOT analysis as a tool aimed at depicting the current or

potential situations an organization may face, focusing on maximizing strengths and opportunities while minimizing weaknesses and threats.

- 4) Ferrel and Harline (2005) state that SWOT analysis is a method for obtaining information from situational analysis, categorizing issues into internal (strengths and weaknesses) and external (opportunities and threats).
- 5) Kotler (2009) explains that SWOT analysis evaluates overall strengths, weaknesses, opportunities, and threats, based on the premise that an effective strategy minimizes weaknesses and threats.

#### Objectives and Benefits of SWOT Analysis

According to Fahmi (2014), the application of SWOT analysis in companies aims to provide guidance for the company to become more focused. By placing SWOT analysis, it can serve as a comparative framework from various perspectives, including strengths and weaknesses, as well as opportunities and threats.

The benefits or uses of SWOT analysis are as follows:

- a) Provides a comprehensive overview of an organization from four dimensions: strengths, weaknesses, opportunities, and threats, allowing decision-makers to assess these aspects more holistically.
- b) Can serve as a reference for developing long-term decision-making plans.
- c) Offers insights to stakeholders who wish to engage with or join the company in mutually beneficial partnerships.
- d) Can be used as a regular assessment tool to review the progress reports of decisions made over time.

#### CONCLUSION

The reporting flow of budget accountability in the Malang City DPRD involves a rigorous process of budget preparation, implementation, and oversight. After implementation, relevant data and documents are collected to compile a detailed report. This report is then verified by internal auditors or independent parties before being submitted to the leadership of the DPRD and the local government.

An evaluation is conducted based on the report to provide recommendations for improvement and enhance the efficiency of budget utilization in the future. The main goal of this process is to ensure transparency and accountability in the use of public funds.

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