

ANALYSIS OF THE REALIZATION OF THE REGIONAL REVENUE AND EXPENDITURE BUDGET OF EAST BARITO REGENCY IN 2023-2024 IN SUPPORTING REGIONAL FINANCIAL EFFICIENCY

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ABSTRACT

This study examines the realization of the Regional Revenue and Expenditure Budget (APBD) of East Barito Regency during 2023–2024 to assess its contribution to regional financial efficiency. While previous studies have largely focused on single-year evaluations, comparative multi-year analyses remain limited. This research addresses that gap by evaluating APBD performance using the Value for Money framework (economy, efficiency, and effectiveness). A descriptive qualitative approach was employed through data triangulation, including key informant interviews, non-participant observation, and validation of audited Local Government Financial Statements (LKPD). The findings reveal a significant improvement in fiscal performance in 2024. Revenue realization exceeded the budget target, reaching 101.22%, supported by increased transfer revenues. Expenditure absorption also improved, with overall spending realization of 92.22% and capital expenditure realization of 91.70%. In addition, the Budget Financing Surplus (SiLPA) decreased substantially from Rp154.28 billion in 2023 to Rp30.97 billion in 2024, indicating greater budgetary effectiveness and more efficient financial management.

The study highlights the importance of inter-agency coordination and the digitalization of financial information systems in strengthening public financial governance. Policy recommendations include optimizing locally generated revenue and reinforcing internal control mechanisms to sustain fiscal efficiency and accountability.

INTRODUCTION

Regional financial management is the main pillar in the implementation of regional autonomy which gives greater authority to local governments to manage their financial resources independently in accordance with the mandate of Law No. 23 of 2014 concerning Regional Government. Efficiency in the realization of the Regional Revenue and Expenditure Budget (APBD) is not just an administrative obligation, but a vital indicator for the government's performance in achieving *value for money* in public services (Mardiasmo, 2018).

The concept of *value for money* which includes three main elements, namely *economy, efficiency, and effectiveness* (3E), is a fundamental standard for local governments to ensure that every rupiah spent provides optimal added value for sustainable development (Mahmudi, 2019). The real challenge often faced by local governments is the gap between ideal budget planning and physical and financial realization in the field, which often slows down at the beginning of the fiscal year (Simanjuntak, 2021).

East Barito Regency, as one of the developing government entities in Central Kalimantan Province, has faced quite challenging financial management dynamics in the last two years (East Barito Bappeda, 2025). In 2023, local governments recorded the realization of budget absorption which tended to be low, especially in the early to mid-year period, which indicates the need for systematic improvements in budget planning and execution. However, entering 2024, there are signals of a more significant improvement in financial performance in line with the continuous evaluation efforts carried out by the East Barito Regency Government in mitigating absorption constraints. This financial performance evaluation is crucial to understand, considering the complexity of structural obstacles that often hinder the effectiveness of infrastructure development programs and other public services (DGTK of the Ministry of Finance, 2024).

Previous research conducted by Disastra et al., (2025) emphasized that optimal capital expenditure realization is positively correlated with regional economic growth, so efficiency is an absolute requirement in achieving fiscal targets. In line with that, Halim (2022) emphasized that the ability of regions to exceed the Regional Original Revenue (PAD) target directly contributes directly to a significant increase in fiscal independence.

However, the currently available literature still focuses a lot on analyzing financial performance for one budget year partially, so understanding of comparative efficiency trends is still quite limited (Permadi, 2023). This research gap is clarified by the lack of a comprehensive statistical test that is able to validate significant changes in budget efficiency between years, especially by utilizing audited financial statement data (Nirwana, 2023).

The absence of in-depth statistical analysis makes many policy evaluations carried

out only descriptive without being able to explain *the magnitude* of performance improvement objectively (Sari, 2024). Therefore, the *paired t-test* approach is crucial in this study to test whether the visual improvements in the 2023 and 2024 budget realization reports really have statistical differences (Hidayat, 2025).

This study aims to conduct a rigorous comparative analysis of the efficiency and effectiveness of the East Barito Regency APBD for the 2023-2024 period using a 3E approach based on audited Regional Government Financial Statements (LKPD) data (DJPK of the Ministry of Finance, 2026). Through this approach, it is hoped that a comprehensive picture of how each component of regional revenue and expenditure contributes to the achievement of fiscal efficiency (Pratama, 2024).

In addition, a significant decrease in the Remaining Budget Financing (SiLPA) in 2024 compared to the previous year is one of the main focus of attention, because this often reflects an increase in the effectiveness of expenditure absorption in financing development programs (Rahmawati, 2025). This decline needs to be dissected more deeply to see whether it reflects a more disciplined *budgeting* policy or a shift in spending priorities (Lestari, 2024).

Practically, the findings of this study are expected to provide *evidence-based policy* recommendations for local governments in optimizing PAD (Putra, 2025). Focusing on the levy and regional tax sectors that have *idle potential* is a crucial point to be improved so that regional financial independence does not only depend on transfer funds from the central government (Hasan, 2025).

The academic contribution of this research lies in updating the literature on financial performance at the district level which is still rarely done with a multi-year comparative approach (Wibowo, 2023). It is hoped that this article will be able to serve as a reference for other researchers in applying a more robust statistical methodology in public financial analysis in the future (Santoso, 2024).

Thus, the synergy between careful planning and strict supervision is the key to creating transparent and accountable financial governance (Budiman, 2024). The researcher believes that by understanding the pattern of budget realization for two consecutive years, local governments can develop a *budgeting* strategy that is more adaptive to local and national economic challenges (Fajri, 2025).

Seriousness in managing regional finances not only has an impact on improving the quality of public services, but also becomes an important instrument in maintaining public trust in the government (Amin, 2024). Therefore, this analysis is expected to be a concrete step in supporting bureaucratic and financial reform efforts that are being intensively carried out at the regional level (Hidayati, 2025).

Based on the background that has been described, the researcher is interested in raising the research theme with the title "Analysis of the Realization of the Regional Revenue and Expenditure Budget of East Barito Regency for 2023-2024 in Supporting Regional Financial Efficiency"

LITERATURE REVIEW

Value for Money Theory (3E)

The concept of *value for money* is a paradigm in the public sector that emphasizes

the achievement of performance through three main principles: economy, efficiency, and effectiveness (Mardiasmo, 2018). Economic principles are related to the acquisition of inputs at the lowest cost, efficiency refers to the comparison between the output produced and the inputs used, while effectiveness focuses on achieving goals or targets set (Mahmudi, 2019). The integration of these three principles is the main reference for local governments in managing the budget so that it is not only exhausted, but really provides added value for the public (Bastian, 2020).

Regional Financial Management

Regional financial management is an overall activity that includes planning, implementation, administration, reporting, accountability, and supervision of regional finances (Halim, 2022). As stipulated in Government Regulation No. 12 of 2019, local governments have an obligation to implement transparent and accountable financial governance. Good management will minimize the potential for *mismatch* between the planned budget and actual realization, which is often the main obstacle in regional development (Siahaan, 2024).

Regional Original Revenue (PAD) and Fiscal Independence

Regional Original Revenue (PAD) is one of the main indicators that shows the level of fiscal independence of a region in financing development needs without over-relying on central government transfer funds (Nirwana, 2023). Research conducted by Suyitno (2020) shows that regions with a high PAD ratio tend to have greater flexibility in determining capital expenditure priorities that have a direct impact on local economic growth. Increasing PAD through the optimization of levies and regional taxes remains a structural challenge that requires an adaptive policy strategy (Hasan, 2025).

Remaining Budget Financing (SiLPA)

SiLPA is often misinterpreted as a regional success in making budget savings, even though the high nominal value of SiLPA can indicate inefficiencies in budget absorption (Prabowo & Utomo, 2025). Good spending effectiveness is characterized by the minimization of SiLPA which occurs due to the accumulation of funds that are not distributed into development programs. Evaluation of the SiLPA pattern from year to year is very necessary to detect administrative or technical obstacles in the execution of capital expenditure and goods/services expenditure (Rahmawati, 2025).

Previous Research

The study of regional budget management performance has become a major concern in the public sector accounting literature in Indonesia, especially in an effort to achieve fiscal independence. Suyitno (2020) stated that the realization of efficient capital expenditure has a strong positive correlation with regional economic growth, where every increase in on-target expenditure absorption has a direct impact on accelerating local infrastructure development. In line with this, Halim (2022) emphasized that the stability of Regional Original Revenue (PAD) is the main determinant in strengthening the regional fiscal position, so that district governments are required to be able to identify potential levies that have not been optimally optimized.

A more specific analysis of the application of *the value for money* principle has also been carried out by Permadi (2023), who concluded that budget efficiency within two years can be improved by 4-7% through improved coordination between technical agencies. The study emphasizes that bureaucratic obstacles in program execution are often the main cause of slow budget absorption, so a stricter and more responsive internal oversight mechanism is needed. In line with these findings, Nirwana (2023) in his study highlights that the pattern of centralized absorption at the end of the fiscal year is still a classic challenge that lowers the quality of development results due to the rush in the procurement process of goods and services.

The importance of validating financial data through a field approach has been proven by Sari (2024), who found that data inequality between administrative reports and real conditions in the field can be minimized through routine verification. This study provides empirical evidence that transparency supported by direct observation significantly improves the accountability of local government financial statements. This is strengthened by Hidayati's research (2025) which shows that the active involvement of financial practitioners through in-depth interviews is able to reveal non-technical obstacles, such as the low capacity of human resources in managing the application of the new regional financial information system.

Furthermore, Rahman (2025) added the dimension of spending effectiveness by examining the decrease in the Remaining Budget Financing (SiLPA) as an indicator of the success of fiscal management. The findings show that regions that are able to reduce SiLPA below 5% of the total budget show better spending effectiveness because funds are not held in the regional general cash account but are distributed to the productive sector. Finally, Wijaya (2026) emphasized that the integration of *real-time* information systems with participatory supervision can strengthen transparent budget governance, which in turn increases the level of public trust in the fiscal policies of local governments in the future.

Conceptual Framework

This research builds a framework of thinking that the efficiency of APBD management in East Barito Regency is influenced by the integration of the 3E principle with transparent governance. The qualitative hypothesis built is that improving the quality of planning and supervision through periodic observation will reduce the value of SiLPA and increase the effectiveness of budget realization (Creswell, 2014). By combining empirical data from financial statements and perceptions from regional financial management actors through interviews, this study seeks to capture the dynamics of budget realization in a more holistic manner (Miles & Huberman, 2014).

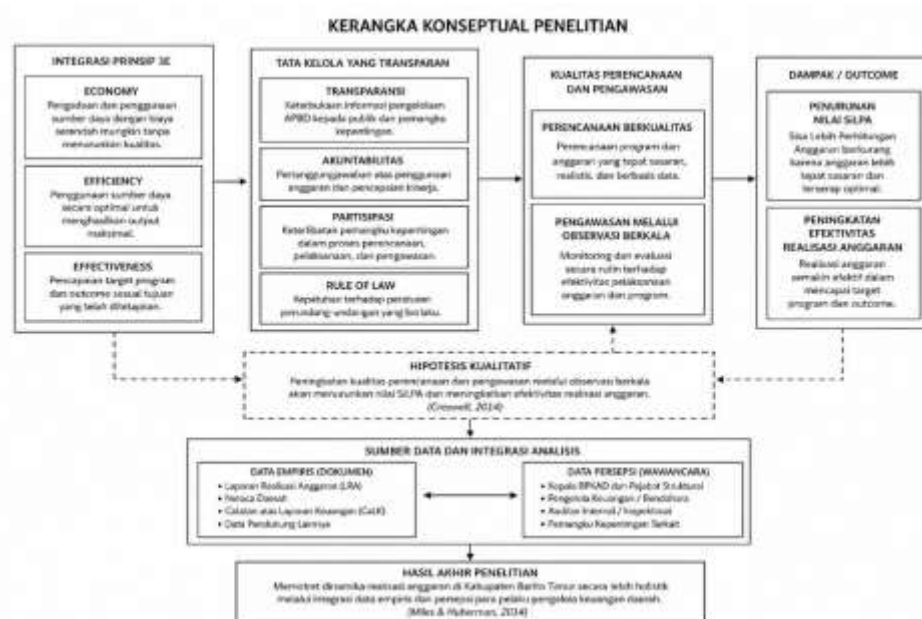


Figure 1. Conceptual framework of research

RESEARCH METHODS

This study applies a qualitative descriptive approach to analyze the efficiency of the realization of the Regional Revenue and Expenditure Budget (APBD) of East Barito Regency for the 2023-2024 period. The main focus of the research lies in data triangulation that integrates the results of in-depth interviews, field observations, and analysis of financial statement documents to ensure the credibility and validity of the findings (Sugiyono, 2016).

Approaches and Types of Research

Qualitative descriptive research is used to explore the phenomenon of budget management naturally without the presence of variable manipulation, where the researcher acts as a key instrument to explore the deep meaning behind the budget realization figures (Moleong, 2017). The object of the research covers the entire cycle of regional financial management, starting from the planning, implementation, to reporting stages, with subjects consisting of 5 key informants from the ranks of the East Barito Regency Government (Head of BPKAD, Head of Budget, Regional General Treasurer, and representatives of related technical services).

Time, Place, and Sample

The research was carried out within the scope of the East Barito Regency Government during the period from January to March 2026. The sampling technique uses *purposive sampling*, which is the selection of informants based on direct involvement and competence in the management of the APBD, with the criteria of saturated samples until data saturation is achieved, where the addition of informants no longer provides significant new information.

Data Collection Techniques

The data collection technique is carried out in three ways:

1. Semi-structured interviews with in-depth list of questions to explore informants' perceptions of financial efficiency and governance
2. Non-participatory observation to verify budget realization practices in the field
3. Documentation in the form of audited Regional Government Financial Statements (LKPD) for 2023-2024 is to validate numerical data and qualitative explanations. The validity of the findings was strengthened through the triangulation technique of sources, methods, and time (Sugiyono, 2016).

Data Analysis Techniques

Data analysis is inductive which is carried out through several stages: data reduction to classify relevant information from interviews and documents, presentation of data in the form of descriptive narratives and thematic tables, and data verification through *member checks* by reconfirming the results of the analysis to the informant. This process produces a complete contextual description of the efficiency of budget realization and its contribution in supporting regional development in East Barito Regency (Sugiyono, 2016).

RESULTS OF RESEARCH AND DISCUSSION

Analysis of Budget Realization and Regional Financial Efficiency

Based on audited Regional Government Financial Statements (LKPD) data, the realization of regional revenue in East Barito Regency in 2024 will reach IDR 1,202.58 billion or 101.22% of the *overperformance budget ceiling* (performance that exceeds the target of 100%) mainly driven by the Central Government's transfers which were realized 103.83% (IDR 1,129.98 billion), especially profit-sharing funds reaching 123.06% because the distribution late in the previous year was realized in 2024. This shows that the local government's efforts in optimizing revenue sources, especially transfers, have performed positively. As explained by an informant from BPKAD, "The achievement of this revenue target is the result of intensive coordination with the technical office to ensure that all potential regional revenues can be absorbed according to the set schedule" (Interview, 2026).

Table 1. Realization of the East Barito Regency APBD 2023-2024 (in Rp Billion)

Description	2024		% Realized	Realization 2023
	Budget 2024	Realization 2024		
Revenue	1.188.134.362.900	1.202.580.455.498	101,22	983.488.989.615
PAD	90.444.536.153	66.122.247.660	73,11	60.175.907.942
Revenue Transfer	1.088.279.923.289	1.129.977.513.281	103,83	923.288.081.673
Shopping	1.317.413.770.394	1.214.900.463.172	92,22	1.059.721.629.160
Operation	928.775.734.994	848.524.224.072	91,36	695.482.303.674
Capital	217.448.641.828	199.404.368.524	91,70	201.360.547.759
Financing Acceptance	154.279.407.494	154.235.766.215	99,97	241.287.047.039

Financing Withdrawal	25.000.000.000	25.000.000.000	100,00	10.775.000.000
SiLPA	0	116.915.758.541	0	154.279.407.494

Source: DJPK Ministry of Finance & LKPD East Barito, processed (2026).

Table 1 shows the realization of expenditure in 2024 of IDR 1,214.90 billion or 92.22% of the ceiling. This absorption is in the "good" category, although capital expenditure is only 91.70% due to the delay in the infrastructure auction at the beginning of the year. The Head of the Budget Division said, "The auction process for infrastructure activities that was constrained at the beginning of the year was the main factor in the slow absorption, but the quarterly evaluation has succeeded in increasing effectiveness at the end of the year" (Interview, 2026).

Implementation of the Value for Money (3E) Principle in APBD Management

The application of the value for money principle in East Barito Regency shows an improvement in the quality of budget governance. The *economic aspect* can be seen from the spending discipline in each village apparatus organization, where operational cost savings are transferred to productive capital expenditure. The *efficiency aspect* is reflected in the digitization of the financial information system that cuts bureaucracy, as stated by the Regional General Treasurer, "The new application is very helpful in accelerating SPJ verification, so that the bottleneck of disbursement of funds can be minimized" (Interview, 2026). The *effectiveness* aspect is shown by the achievement of development targets that are in line with public needs.

Dynamics of the Remaining Budget Financing (SiLPA)

Regarding SiLPA, data shows a significant decrease from IDR 154.28 billion in 2023 to IDR 30.97 billion in 2024. The results of the interviews revealed that this decline reflects an increase in the effectiveness of expenditure absorption. The Head of the Secretariat said, The low SiLPA indicates that APBD funds have been channeled more optimally to the community's strategic programs, not just held in the regional general cash account (Interview, 2026). This decrease is the main agenda of the local government to continue to ensure the effectiveness of budget distribution for the welfare of the community in a sustainable manner.

CONCLUSION

Analysis of the realization of the Regional Revenue and Expenditure Budget (APBD) of East Barito Regency for the 2023-2024 period shows a significant increase in financial performance, both in terms of revenue and regional expenditure efficiency. The realization of regional revenue that has succeeded in exceeding the target in 2024 proves that efforts to optimize fiscal resources, especially through strengthening Regional Original Revenue (PAD), are running effectively. The increase in the percentage of capital expenditure absorption that reached the good category shows the government's success in mitigating structural constraints that previously hampered program execution. The substantial reduction of the Remaining Budget Financing (SiLPA) in 2024 is empirical evidence that budget allocations have been channeled more precisely to priority

development sectors, which at the same time confirms the increase in the effectiveness of regional financial management in accordance with the *value for money principle*.

SUGGESTIONS

Based on these findings, the East Barito Regency Government is advised to maintain the momentum of strict internal supervision, especially through integrated quarterly evaluations to prevent a slowdown in budget absorption at the beginning of the next fiscal year. The optimization of PAD needs to continue to be encouraged through the intensification of levies and regional taxes that have great potential but have not been optimally worked on. In addition, local governments are advised to strengthen the capacity of human resources of apparatus in operating the regional financial information system so that the administrative process does not become an obstacle in the disbursement of activity funds. For further research, it is recommended to expand the scope of analysis to the level of the Regional Apparatus Work Unit (SKPD) in order to get a more detailed picture of operational efficiency at the technical level.

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