

Capacity Development in the Supervisory Function of the Regional People's Representative Council of South Nias Regency for the 2019-2024 Period

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ABSTRACT

This study aims to determine, describe and analyze the capacity development of the Nias Selatan Regency Local People's Representative Council supervisory function for the 2019-2024 period. The Local People's Representative Council supervisory function is an important element in the government system that aims to ensure that regional government runs in accordance with statutory provisions, and to prevent deviations that can harm the community. Effective supervision will have an impact on transparency and accountability in government. This study uses a qualitative approach with a descriptive analytical method, to describe and analyze how the capacity development of the Nias Selatan Regency Local People's Representative Council supervisory function during this period focuses on human resource development, organizational strengthening and institutional reform. The results of the study indicate that the capacity development of the Nias Selatan Regency Local People's Representative Council in carrying out its supervisory function for the 2019-2024 period is less than optimal. Several factors that influence the development of supervisory capacity include limited budget and trained and experienced human resources and low coordination with the executive.

INTRODUCTION

The Regional People's Representative Council, abbreviated as Local People's Representative Council, is a regional people's representative institution that is positioned as one of the elements of regional government and plays a very strategic role in coloring the course of democratic government in the region. As stated in Article 1 paragraph (4) of Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government which reads: "The Regional People's Representative Council, hereinafter referred to as Local People's Representative Council, is a Regional People's Representative Institution as an element of the Regional Government Organizer" (Sedarmayanti, 2009). As an element of the Regional Government organizer, the Local People's Representative Council participates in organizing Government affairs together with the Regional Government of the Regent/Mayor or Governor, according to the principle of autonomy and assistance tasks with the principle of the broadest possible autonomy in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia (Khoilil et al., 2024).

Republic of Indonesia Government Regulation Number 18 of 2017 Concerning Financial and Administrative Rights of the Leadership and Members of the Regional People's Representative Council Article 20 (1) Supporting expenditures for Local People's Representative Council activities are provided to support the smooth functioning, duties, and authorities of the Local People's Representative Council in the form of: a. programs, consisting of: 1. holding meetings; 2. working visits; 3. review, examination, and preparation of Regional Regulations; 4. increasing the capacity and professionalism of human resources within the Local People's Representative Council; 5. coordination and consultation of government and community activities; and 6. other programs in accordance with the functions, tasks, and authorities of the Local People's Representative Council; b. operational funds for the Local People's Representative Council Leadership; c. formation of expert groups or expert teams for Local People's Representative Council equipment; d. provision of faction experts; and e. faction secretariat expenditures. (2) Supporting expenditures for activities as referred to in paragraph (1) are prepared based on a work plan determined in accordance with the provisions of laws and regulations. Article 21 The program as referred to in Article 20 paragraph (1) letter a is described in several activities in accordance with the provisions of laws and regulations.

Good performance by members of the Regional People's Representative Council (DPRD) is a must so that the institution can carry out its duties, authorities and functions (Kapoor, 2008). The success of the legislative institution is greatly influenced by the performance of its members or the work results achieved by members in carrying out the duties and responsibilities entrusted to them (Dalimunthe et al., 2024). Local People's Representative Council members are a determining factor in the success of the performance of the legislative institution. Local People's Representative Council members are required to have knowledge, skills, experience, self-discipline and work enthusiasm (Humaizi et al., 2024).

The implementation of the supervisory function as explained above sometimes results in a conflict of interest with the people and the government, this is due to the low capacity of the supervisory function of the Regency/City Local People's Representative Council members, resulting in members of the Regency/City Local People's Representative Council being involved in several corruption cases, for example in 2018, as many as 41 out of 45 members of the Malang City Local People's Representative Council, East Java, were suspects in bribery. They were named suspects by the Corruption Eradication Commission (KPK) in the alleged bribery case of the discussion of the Malang City Government's APBD-P for the 2015 Fiscal Year (Kompas.com, 2018).

Based on the researcher's monitoring so far, it was found that the South Nias Regency Local People's Representative Council has not fully developed its capacity in its supervisory function optimally (Henry & Springborg, 2010). Even some members of the Local People's Representative Council of South Nias Regency are not aware of their responsibility in supervising the running of the government. This is what makes researchers interested in observing and analyzing how to develop the capacity of the Local People's Representative Council of South Nias Regency in carrying out its supervisory function optimally so as to create good and quality governance. The above is reinforced by the results of a conversation with the Secretary of the Nias Selatan Regency Local People's Representative Council (Source: Setwan Kab. Nias Selatan 27 May 2024) who complained that the capacity that must be possessed by council members in carrying out their supervisory functions is less than optimal, this can be seen from the recommendations of the Local People's Representative Council factions that tend to copy paste with other factions in the Nias Selatan Regency Local People's Representative Council itself and sometimes the Nias Selatan Regency Local People's Representative Council does not meet the quorum at Local People's Representative Council working meetings with its working partners, the views of the factions and working meetings should be one way for the Local People's Representative Council to supervise the achievement of program performance and activities carried out by the regional government, coupled with the absence of budgeting for experts/academics/practitioners in the fields of economics, law and sociology as a team of Local People's Representative Council leadership experts and a team of faction experts who should help them in managing, analyzing documents from the Regional Apparatus Organization (OPD) of the Regency as the technical implementer of programs and activities (Wiarda & Kline, 2018).

The development of laws and ethical standards can also affect the background of capacity development in the oversight function of the South Nias Regency Local People's Representative Council, so that it can be ensured that relevant regulations and guidelines can be implemented properly, including the code of ethics and violation reporting mechanisms. Therefore, efforts to develop the capacity and professionalism of Local People's Representative Council members are absolutely necessary to strengthen effective and accountable oversight functions. In carrying out the oversight function of the South Nias Regency Local People's Representative Council, it is often not easy to do because

it involves the political process. The factions of the South Nias Regency Local People's Representative Council tend to assign their members to the Council's Supporting Tools without considering their abilities, knowledge and experience in their fields, so that members of the South Nias Regency Local People's Representative Council are less able to balance various interests, for example between the interests of political parties that nominate themselves with the interests of their constituents so that it is difficult to realize effective and efficient governance,

Limitations in the development of Human Resources (HR) programs, organizational strengthening, and institutional reform can make it difficult to realize the oversight function of the South Nias Regency Local People's Representative Council, resulting in regional financial losses, minimal Regional Original Income (PAD), and budget implementation is not on target. This study will explore strategies that can be applied to develop the capacity of Local People's Representative Council members in carrying out their oversight functions, and see how internal and external factors influence the development of these capacities. Capacity development in the Local People's Representative Council oversight function is very important in order to encourage the creation of a government that is more responsive to the needs of the community and sustainable regional development. Capacity development in the Local People's Representative Council oversight function is very good for the era of digitalization that is transparent and accountable to local governments (Ritonga et al., 2024).

LITERATURE REVIEW

According to Henry (1998) quoted by Pasolong in his book *Public Administration Theory* (2017), public administration is a complex combination of theory and practice. With the aim of promoting understanding of government in relation to the governed society and encouraging public policy to be more responsive to social needs. Based on the above, it can be described and analyzed that public administration is a process of cooperation in implementing a management practice or activity so that it can meet the needs of society effectively and efficiently according to the expectations of society and the organization (Ritonga et al., 2023).

Human Resources (HR) is a central factor in an organization. Organizations are formed based on a vision and mission for the interests of individuals or groups in carrying out their missions managed and managed by humans to achieve predetermined goals. Organizations are required to be increasingly critical in responding to the phenomena of global environmental change that are occurring today in order to survive, through changes in their perspectives on existing external and internal conditions (Mitra, 2021).

According to Veithzal Rivai (in Mulyani, 2017) "training is part of education that involves the learning process to acquire and improve skills outside the education system that prioritizes practice over theory". According to Gomes (in Wahyuni, 2014) training is any effort to improve worker performance in a particular job that is currently their responsibility. From the expert opinions

above, it can be concluded that the relationship between training and capacity development is an organized and structured learning process that aims to improve a person's knowledge, skills, and abilities in a particular field (Hout, 2012).

Organizational strengthening is a process to improve an organization's ability to achieve its goals and face the challenges it faces. Organizational strengthening can be done in various ways, such as establishing a clear vision, mission, and values, developing strategies and action plans, building a strong team, increasing efficiency and effectiveness, improving communication and collaboration, increasing capacity and skills, and strengthening organizational culture (Sikumbang et al., 2024).

Organizational strengthening is very important to improve the performance and ability of the organization to achieve its goals, especially in the midst of increasingly fierce competition and rapidly changing environmental dynamics. Through organizational strengthening, organizations can strengthen existing foundations and structures, so that they can adapt quickly to environmental changes and take advantage of existing opportunities.

Organizational strengthening can also help organizations improve the quality of services provided, maintain public trust and satisfaction, and improve operational efficiency and effectiveness. In addition, organizational strengthening can also increase member motivation and involvement, so that it can increase overall organizational productivity and performance (Rambe et al., 2023). Grindle (in Haryono, 2012:) who stated that organizational strengthening can be done by carrying out activities to provide incentive systems, utilize personnel, leadership, organizational culture, communication and managerial structures.

METHODOLOGY

The type of research used by the researcher is a qualitative descriptive approach, which aims to define, describe or analyze related to the Development of the Supervisory Function Capacity of the Local People's Representative Council of South Nias Regency so as to gain a deep understanding of the phenomenon or event being studied. This type of qualitative research can be used to gain a deep understanding of the experiences, perceptions, and opinions of informants related to the development of the supervisory function capacity of the Local People's Representative Council of South Nias Regency. This research can involve in-depth interviews with related parties, direct observation of the performance of the Local People's Representative Council by analyzing indicators related to the research problem (Arikunto, 2016; Creswell, 2013).

The location of the research was conducted at the Local People's Representative Council office of South Nias Regency because the Local People's Representative Council is an institution that has an important role in supervising and controlling regional government policies. South Nias Regency is one of the regencies in North Sumatra Province that has great development potential, but still requires strict supervision of regional government performance. This research focuses on the development of Human Resources (HR), strengthening

the organization and institutional reform of the Local People's Representative Council of South Nias Regency. In this study, informants were determined using purposive techniques, which were selected with certain considerations and objectives, which truly mastered an object being studied. Purposive sampling is a data source sampling technique with certain considerations (Sugiyono, 2019; Sukmadinata, 2006). These particular considerations, for example, the person who is considered to know the most about what we expect, or perhaps he is the ruler so that it is easier for researchers to explore the object/ social situation being studied. The main informants (main informants) of the parties participating in this study focus on 2 (two) categories of informants: first, informants who are directly involved in the interaction or object of research, second, additional informants who can provide relevant information even though they are not directly involved in social interaction. The following are details of the three types of informants in this study: Key informants consist of the leadership of the Local People's Representative Council and the leadership/members of the Local People's Representative Council Commission of South Nias Regency for the 2019-2024 period. Additional informants consist of the Secretary of the Local People's Representative Council of South Nias Regency.

RESEARCH RESULT AND DISCUSSION

Human Resource Development

After the researcher conducted a study at the Nias Selatan Regency Local People's Representative Council related to the development of human resources in the Nias Selatan Regency Local People's Representative Council, the following results were obtained: In a competent and professional supervisory function, Capacity Development is needed for Nias Selatan Regency Local People's Representative Council Members, one of which is through training in an effort to carry out a quality supervisory function so that the objectives of the supervisory function can be achieved so that they are carried out according to expectations. training/technical guidance as human resource development in the Nias Selatan Regency Local People's Representative Council supervisory function is less than optimal, where this can be seen from the limited implementation of training/technical guidance programs caused by budget constraints, which should have required the participation of Nias Selatan Regency Local People's Representative Council members in the technical guidance training to improve their abilities, so that it is in accordance with

In addition, the salary received by each member of the Nias Selatan Regency Local People's Representative Council is still relatively low because the political cost during the nomination is very high, coupled with the contribution/contribution to the supporting party being very large, so that members of the Nias Selatan Regency Local People's Representative Council do not focus on their supervisory function. Adequate salaries can improve the welfare of Local People's Representative Council members, which in turn will increase their work motivation. If the salaries of Local People's Representative Council members are high enough, they will feel appreciated for the tasks they carry out, which can increase their commitment to carrying out the supervisory function optimally.

Conversely, low salaries can reduce the work motivation of Local People's Representative Council members, because they may feel less appreciated or burdened by great responsibilities without getting appropriate compensation. This can affect the quality of supervision carried out, because Local People's Representative Council members are more focused on efforts to find additional income than on carrying out supervisory duties effectively. Local People's Representative Council members who receive decent salaries tend to have a higher awareness of professionalism, so they are more likely to involve themselves in a more in-depth supervisory process, such as holding meetings with stakeholders, reviewing budgets, and preparing policy recommendations (Ohorella et al., 2024).

Working conditions are also one of the important things where this is related to the work facilities obtained by each member of the Nias Selatan Regency Local People's Representative Council such as the availability of supporting facilities and infrastructure for activities, especially in terms of implementing the Nias Selatan Regency Local People's Representative Council supervisory function. The condition of the Local People's Representative Council workspace which is uncomfortable or inadequate will affect the productivity of council members. Limited meeting rooms, lack of modern technology facilities such as computers, slow internet, or inadequate information systems can hinder decision-making and supervision. Without adequate facilities, Local People's Representative Council members have difficulty accessing relevant information, which of course will affect their ability to carry out their supervisory functions. This can lead to less in-depth supervision and even less transparency in policy evaluation.

In the process, the recruitment process is one of the important things in implementing the supervisory function where this is related to the quality of human resources of the Nias Selatan Regency Local People's Representative Council members such as education level. The Local People's Representative Council Supporting Tools (AKD) of Nias Selatan Regency are institutions or bodies formed by the Local People's Representative Council to assist in implementing the main tasks and functions of the council. Some of the AKDs include commissions, budget bodies, deliberative bodies, and other supporting tools (Mulyani, 2017).

The recruitment of AKD members of South Nias Regency is carried out based on internal selection by Local People's Representative Council members themselves after the general election period. The appointment of AKD members is not only based on individual capabilities and competencies, but is also greatly influenced by political interests. The influence of the recruitment of Local People's Representative Council members of South Nias Regency on Local People's Representative Council equipment (AKD) which is based on political interests, thus affecting the Local People's Representative Council supervisory function (Harianto et al., 2023). The independence of Local People's Representative Council members is disrupted if the recruitment of AKD members is carried out based solely on political interests. Local People's Representative Council members who are selected because of political loyalty, or

because they are part of a particular party coalition, may be bound by the political decisions of the party or larger group, rather than focusing on public interests and objectivity (Syam et al., 2024).

Organizational Strengthening

The incentive system is one of the important things in supporting the implementation of the supervisory function where the incentives provided will improve performance and work enthusiasm. The absence of incentives can result in less in-depth supervision quality, because Local People's Representative Council members do not have enough motivation to dig up further information or investigate government policies carefully. They may only carry out procedural supervision and do not demand more detailed explanations from the local government. They may not conduct in-depth research, critical questions, or policy evaluations needed to ensure that the policy truly benefits the community.

The placement of personnel in the Local People's Representative Council institution of South Nias Regency is based on political interests, not based on expertise or experience, this greatly affects the supervisory function. Appropriate or inappropriate placement can affect the effectiveness and efficiency of Local People's Representative Council tasks, if experienced Local People's Representative Council members are placed in strategic positions such as commission leaders or other AKD leaders, they can bring deeper political experience and understanding to supervise local government policies. They can function as mentors for newer members, thereby helping to increase the capacity of the overall supervisory function. On the other hand, inappropriate placement, which is more based on politics or seniority alone, can hinder the development of supervisory capacity and affect the quality of supervision carried out.

Leadership is also an important factor where this is related to management in an organization, this is where with a strong leader it will be able to organize and increase work motivation than the work team. Leadership in the Local People's Representative Council institution is quite good and has a very important role in carrying out the supervisory function of the regional government. An effective supervisory function requires strong, wise, and independent leadership, which is able to direct Local People's Representative Council members to work according to their duties and functions professionally. This leadership will affect how the Local People's Representative Council controls and evaluates regional government policies and performance, and how the results of the supervision are received by the public.

In addition, organizational culture affects how human resources in the organization work and act so that organizational culture is one of the important factors that need to be considered in carrying out the main tasks and functions (Yustika, 2013). The organizational culture in the Local People's Representative Council institution of South Nias Regency is influenced by political interests, thus inhibiting fast and firm decision making, as well as less effective supervision of regional government policies. Supervision tends to be reactive, carried out only when there is a problem, instead of proactively supervising policies from the start.

Communication is one aspect of human life that cannot be missed. In the ever-growing digital era, the ability to communicate effectively is becoming increasingly important. Communication plays a crucial role in learning how messages and information are sent, received, and understood between individuals, groups, and organizations. Communication with the Regional People's Representative Council (DPRD) can be done through open meetings that can be attended by the Regional Government and the community. Communication in the Local People's Representative Council supervisory function plays a very important role in the success of supervision of regional government policies and performance. As a legislative institution, the Local People's Representative Council is responsible for overseeing the implementation of regional government, both in terms of policy, budget, and implementation of existing programs. Without effective communication, supervision carried out by the Local People's Representative Council will not be optimal and the results will not be optimal. Researchers found that good and effective communication within the Local People's Representative Council of South Nias Regency is still a major challenge in implementing the supervisory function.

One of the biggest obstacles in communication oversight is political interests. Local People's Representative Council members tend to focus more on the interests of certain political parties or groups, which sometimes hinders their ability to communicate objectively and effectively. This affects the quality of supervision carried out, because supervision is more often carried out on the basis of political interests, not based on the principles of transparency and accountability. To improve the effectiveness of supervision, better coordination, open dialogue, utilization of technology, and more intensive socialization with the community are needed.

Although the South Nias Regency Local People's Representative Council has a clear and well-organized managerial structure, the existing challenges need to be addressed seriously. Budget constraints, lack of skilled human resources, coordination problems with local governments, and the quality of decision-making are some aspects that need to be improved. Efforts to improve the capacity and knowledge of Local People's Representative Council members, as well as improve the communication and coordination system, are essential to increase organizational effectiveness and optimal implementation of the supervisory function.

Bureaucratic/Institutional Reform

Rules of the Game for Political Regimes and Policy Changes Policy changes in the form of merging previous policies into new policies, where existing policies must be able to answer problems or challenges that are always new or changing so that they can answer existing problems. the absence of a policy to develop the capacity of the Local People's Representative Council in carrying out its supervisory function, thus weakening the role of the Local People's Representative Council as an independent and effective supervisory institution. This can reduce the accountability of local governments, hinder

transparency, and harm the community. Therefore, it is important to immediately implement policies that support the development of the Local People's Representative Council capacity in order to carry out a more effective and quality supervisory function. Local governments need to allocate special funds for Local People's Representative Council supervision which includes training costs, information technology, and other supervisory operations. Making policies that are more open and transparent, and involving the community in the supervisory process, will have a positive impact on the effectiveness of Local People's Representative Council supervision.

This is based on the Constitution which is the basis of the state because the constitution contains the vision and goals of the state and also states the principles and basic rules that regulate the life of the nation, state, and society. One of the main important instruments in a country's power system is the judicial power, the power in question must always be maintained in its independence and its accountability must be increased. Institutional reform in developing the capacity of the Local People's Representative Council is very necessary to support the implementation of the Local People's Representative Council supervisory function over the regional government (Wahyuni, 2014).

Constitutional reform for the Regency Local People's Representative Council is very necessary to strengthen the legislative function in carrying out supervisory duties and policy-making at the regional level. With in-depth constitutional reform, the Local People's Representative Council can be more effective in supervising the regional government and encouraging policies that are more in favor of the people's interests. In addition, strengthening the capacity and authority of the Local People's Representative Council in the constitution can improve relations between the government and the community and ensure that regional policies and budgets are implemented transparently, accountably, and sustainably.

This reform requires collaboration between the legislature, executive, and community in formulating relevant changes in order to produce a Local People's Representative Council that is more professional and responsive to the needs of the people. Local People's Representative Council supervision of executive policies is very important to maintain accountability and transparency in regional government. In constitutional reform, there needs to be a change that clarifies and strengthens the Local People's Representative Council oversight function in order to increase the Local People's Representative Council independence in supervising regional governments, establish clearer procedures for budget audits and the implementation of regional government programs, strengthen evaluation mechanisms and follow-up on findings from supervision, and provide clearer and more binding recommendations to regional governments.

Effective regulations must be designed to support the main functions of the institution, including oversight by the Local People's Representative Council. When regulations do not provide sufficient authority or coercive power to Local People's Representative Council recommendations, the oversight function will be weakened. Good governance requires transparency, accountability, and

strong oversight. Bureaucratic reform must create mechanisms that allow the Local People's Representative Council to carry out its oversight function more independently and objectively. Institutional reform can include the establishment of new tools or special mechanisms for oversight, such as independent audits or thematic oversight committees.

A more assertive oversight system reduces the risk of abuse of authority, corruption, or inefficiency in program implementation. Regional governments become more accountable to the public through strong and transparent legislative oversight. Therefore, institutional reform is very necessary to be able to carry out higher quality supervision and to improve executive-legislative collaboration by encouraging better communication between the Local People's Representative Council and the executive in ensuring that recommendations from supervision results are accepted and implemented.

CONCLUSION AND RECOMMENDATION

Capacity development in the oversight function of the South Nias Regency Local People's Representative Council is less than optimal, the effectiveness of capacity development in the oversight function of the South Nias Regency Local People's Representative Council is influenced by various factors, including politics, member capacity, salary, working conditions, recruitment processes, and incentive systems. Improvements and reforms in these aspects are very important to improve the quality of supervision and accountability of local governments. It is very important to strengthen their oversight function towards the implementation of local government policies and programs. By improving knowledge, skills, and adequate oversight infrastructure, Local People's Representative Council members can be more effective in carrying out their oversight duties, thereby increasing transparency, accountability, and the quality of public policy in the region. Supporting and inhibiting factors: Several factors that support the development of Local People's Representative Council capacity include commitment from local governments, availability of resources, and cooperation with third parties. However, there are also inhibiting factors such as budget constraints, lack of support from local governments, the busy work agenda of Local People's Representative Council members, and limited knowledge in supervision. Capacity development solutions: Solutions to improve Local People's Representative Council oversight capacity include organizing ongoing training, increasing access to relevant data and information, and increasing community involvement in the oversight process. In addition, collaboration with educational institutions and NGOs can also help strengthen the capacity of Local People's Representative Council members.

ADVANCED RESEARCH

Advanced research on the oversight function of the South Nias Regency Local People's Representative Council should focus on a multidimensional analysis of institutional effectiveness, integrating political economy perspectives, governance frameworks, and performance-based oversight mechanisms. A comprehensive study could employ a mixed-methods approach, combining qualitative case studies with quantitative performance evaluations to assess how

political dynamics, financial incentives, and bureaucratic constraints impact supervisory effectiveness. Furthermore, an in-depth examination of global best practices in legislative oversight could provide comparative insights into structural reforms, data-driven decision-making, and participatory governance models. By leveraging advanced analytics, policy simulations, and stakeholder mapping, research can offer evidence-based recommendations for optimizing Local People's Representative Council supervisory role, ultimately enhancing accountability, transparency, and democratic governance in the region.

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