



Effectiveness of the Dprd's Supervisory Function on Infrastructure Development in Lombok Regency

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Abstract

The purpose of this research is to understand and determine the form of DPRD supervision of infrastructure development in North Lombok Regency, whether supervision by the DPRD of North Lombok Regency has been implemented effectively, and what obstacles are faced during the implementation of supervision in North Lombok Regency. The research method used in this research is normative legal research, using a legislative approach, a conceptual approach and a sociological approach. The results of the research are the form of supervision implemented by the DPRD of North Lombok Regency, namely using preventive supervision and repressive supervision. Preventive supervision is carried out from the planning stage, budget discussions, evaluation of implementation documents (DPA), to monitoring the readiness of regional apparatus organizations (OPD). Meanwhile, repressive supervision is carried out after the activity is underway through field reviews, administrative evaluations, summoning OPDs, and providing recommendations or notes on improvements to projects deemed not in accordance with planning and legal provisions. The obstacles faced include technical constraints, budget limitations, weak coordination with OPDs, limited technical capacity as DPRD members, and a less than optimal project monitoring and documentation system, along with political factors and limited access to information also affect the independence and quality of supervision.

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1. Introduction

Infrastructure development is the process of constructing and improving vital physical and non-physical facilities to support economic growth, connectivity, and public welfare. This development encompasses physical infrastructure such as roads, bridges, and airports, as well as social infrastructure such as schools and hospitals, and financial infrastructure such as banking. Governments often prioritize infrastructure development to accelerate economic growth and ensure equitable development across regions. ^[1]

Infrastructure can be a unifying tool for the nation, as it provides facilities that support the needs of the community. In a region, minimal infrastructure development can hamper the economy, leading to underdevelopment. With the rapid development of the times, economic growth must adapt to regional needs. ^[2]

A good government is one that is capable of effectively implementing and managing its state administration. Public demand for

¹Setia Dewi Prihapsari, *et all*, *Information on Statistics of Pupr Infrastructure*, Ministry of Public Works and Public Housing, Jakarta Sekalatan, 2024, Page 22.

²Loria Sara Paais, " *Religious, Ethnic, Linguistic Diversity and Village Development* ", *Journal of Regional and Rural Development Planning*, Vol.5, No.2, (June 2021), Page 88, Accessed on October 12, 2025, at 16.00 WITA.

good regional governance is growing, driven by increasing public awareness, and by a paradigm shift from a rulling government to good governance, understood as a just and democratic phenomenon. In this context, a strong, aspirational, and character-driven Regional Representative Council (DPRD) is essential. As representatives of the people, the DPRD consistently addresses and champions the aspirations of the local community, in accordance with its primary duties and functions.

Each region has its own unique strengths, both in terms of natural resource endowment, human resources, and institutional capacity. Mapping the needs of each region is necessary to determine the type of infrastructure required, such as roads, bridges, markets, banking, ports, irrigation, and electricity. Providing the right type of infrastructure will not only reduce inequality but also spur economic growth and create business and job opportunities. In essence, infrastructure development and economic growth can create a cycle of prosperity.^[3]

Based on Law Number 17 of 2014, the Regency/City DPRD has 3 main functions, namely:^[4]

1. The legislative function is the formation of regional regulations which are realized in the form of forming regional regulations together with the Regent/Mayor.
2. The function of the budget is to discuss and determine the APBD with the Regent/Mayor.
3. The supervisory function is to supervise the implementation of regional regulations and the implementation of the APBD.

Apart from having a main function, the DPRD also has authority and duties that must be carried out so that the government can run in accordance with good governance. The duties of the DPRD are:^[5]

1. Forming district/city regional regulations together with the regent/mayor;
2. Discuss and provide approval for draft regional regulations regarding the district/city revenue and expenditure budget submitted by the regent/mayor;
3. Carrying out supervision of the implementation of regional regulations and district/city revenue and expenditure budgets;
4. Proposing the appointment and dismissal of the regent/mayor and/or deputy regent/deputy mayor to the Minister of Home Affairs through the Governor to obtain approval for the appointment and/or dismissal;
5. Electing a deputy regent/deputy mayor in the event of a vacancy in the position of deputy regent/deputy mayor;
6. Providing opinions and considerations to district/city governments regarding plans for international agreements in the region;
7. Providing approval for international cooperation plans carried out by district/city governments;
8. Requesting a report on the accountability of the regent/mayor in the administration of district/city government;

9. Giving approval to cooperation plans with other regions or with third parties that burden the community and the region;
10. Striving to implement regional obligations in accordance with the provisions of laws and regulations; and k. carrying out other authorities and duties regulated in the provisions of laws and regulations.

North Lombok Regency was established as a separate region from West Lombok Regency in 2008. To meet the needs of the community, the North Lombok Regency government designed a medium-term development plan for 2025-2029 using a strategic approach based on leading sectors. In the Musrenbang (Regional Development Planning Forum) held in May 2025, the regional government established five main development missions, specifically for tourism development for maximum economic impact and education improvement.^[6]

In the Regional Medium-Term Development Plan (RPJMD) meeting, the local government focused more on tourism development, supported by agriculture and fisheries, as well as human resource development. This strategy was implemented to reduce unbalanced growth and ultimately achieve the KLU development vision for 2025-2029: unity for an increasingly advanced North Lombok Regency. To realize this vision, the government formulated five missions:^[7]

- 1) Improving human resources that are intelligent, healthy, religious and cultured;
- 2) Increasing sustainable economic independence based on tourism, agriculture, and MSMEs;
- 3) Improving clean, transparent and serving government governance;
- 4) Improving the quality of infrastructure development and regional connectivity with a disaster perspective and environmental awareness;
- 5) Enhancing the integration of gender perspectives in development.

In carrying out its functions, the North Lombok Regency DPRD faces several inhibiting factors, preventing optimal service delivery. These inhibiting factors include:^[8]

1. Implementation of regional organizations due to frequent changes in national policies.
2. Lack of understanding of how to operate a device in carrying out its tasks and functions.
3. The consistency of DPRD members in implementing the action plan is still not optimal.
4. Inaccurate in budget calculations especially in business trips.

Many inhibiting factors cause the DPRD's oversight function to be ineffective, making it crucial to conduct regular oversight. This oversight ensures that local governments carry out their functions in accordance with the mandates given by the central government. This oversight aims to

³ *Public Works and Public Housing Infrastructure Statistics Information, Op Cit, Page 20*

⁴ Mintarti, et al, "The Role and Function of DPRD in Regional Planning and Budgeting", Taujih Publisher, Madiun 2019.

⁵ *Ibid.*

⁶ M. Ridho Rezkita, et al, "Unbalanced Growth Strategy in Regional Development: Case Study of North Lombok Regency 2025-2029",

Multidisciplinary Scientific Research Journal, Vol. 01, No. 04, 2025, P. 1034. Accessed on October 12, 2025, at 16.25 WITA.

⁷ *Ibid*, p. 1039

⁸ Riza Wira Kelana, et al, "The Position and Role of the DPRD Secretariat in Assisting the Implementation of the Duties and Functions of the North Lombok Regency Regional People's Representative Council in 2021", *Journal of Government Science and Public Administration*, Vol. 2, No. 1, (June 2024), pp. 78-79. Accessed on October 12, 2025, at 16.50 WITA.

prevent abuse of power, violations of the law, and actions that could harm the state. However, if DPRD oversight is not carried out, it will have numerous consequences that will subsequently impact infrastructure development. The impacts that arise if the DPRD does not supervise infrastructure development include:^[9]

- 1) There is a deviation from the budget;
- 2) Corruption can occur in the budget;
- 3) Failure to achieve development goals;
- 4) Lack of accountability; and
- 5) Loss of public trust in the state.

Article 18A of the 1945 Constitution of the Republic of Indonesia mandates that the relationship of authority between the central government and provincial, district, and city governments, or between provinces, districts, and cities, is regulated by law, taking into account the specific characteristics and diversity of the regions. In addition, financial relations, public services, utilization of natural resources, and other resources between the central government and regional governments are regulated and implemented fairly and equitably in accordance with the provisions of the law.^[10]

The implementation of regional autonomy must improve the welfare of the people by paying attention to the ability to improve the performance of regional executive and legislative bodies, the implementation of regional autonomy that does not deviate and is in accordance with the provisions of the law. Based on Law number 23 of 2014 concerning Regional Government, it is a relationship between two institutions to implement regional autonomy implemented by the regional government and the DPRD, where both institutions must support each other and not conflict in carrying out their respective duties and functions.^[11]

The relationship between the regional government and the Regional People's Representative Council (DPRD) is positioned as partners in governance. This aims to ensure that the DPRD and the regional government can collaborate in carrying out their duties and functions effectively. Strengthening this function is intended to encourage more accountable, transparent, and responsive governance to the aspirations and needs of the community.^[12]

Following the enactment of Law Number 23 of 2014 concerning Regional Government, the oversight of the North Lombok Regency DPRD has been normatively structured, but its implementation remains suboptimal. Article 149 of Law Number 23 of 2014 concerning Regional Government outlines three primary functions of the Regency/City DPRD: the formation of regency/city regulations, budgeting, and oversight.^[13]

Implementing oversight by the Regional People's Representative Council (DPRD) is necessary to prevent the excessive accumulation of power by the executive branch. The DPRD is granted a number of constitutional rights to

carry out its oversight function, and it possesses several important instruments in carrying out its functions. The DPRD's constitutional rights include the right to inquiry, the right to express an opinion, and the right to interpellation. These three rights provide a strong legal basis for the DPRD to carry out its functions actively, accountably, and effectively.^[14]

Based on the background above and to further focus the writing of this thesis, the researcher can formulate the main problem formulation, namely what form of DPRD supervision of infrastructure development in North Lombok Regency, how effective is the implementation of the DPRD's supervisory function of North Lombok Regency towards regional infrastructure development and what are the obstacles faced by the DPRD in carrying out supervision of infrastructure development in North Lombok Regency and what are the solutions to overcome these obstacles.

2. Research Method

The type of legal research used in this study is empirical. Empirical legal research examines and analyzes how written law applies in a society, and whether there is a gap between the law as it should be and the law as it actually is (*das sollen* *das sein*). Empirical legal research is also known as sociological legal research because it examines legal phenomena that exist in the unwritten community.^[15] In empirical legal research, legal materials are used to collect data through observation, interviews, and questionnaires.

3. Discussion

3.1. Effectiveness of the Implementation of the Supervisory Function of the North Lombok Regency DPRD on Regional Infrastructure Development

The effectiveness of the North Lombok Regency DPRD's oversight function in infrastructure development is a measure of the extent to which the regional legislative body can ensure that the infrastructure development process in the region complies with plans, legal regulations, and the aspirations of the community established during the planning stage. Effective oversight is not only aimed at identifying errors that are subsequently discovered in the field, but also as a crucial tool for correcting them.

The theory of legal effectiveness essentially examines the extent to which legal regulations have been implemented and complied with by the public in accordance with the provisions of the laws and regulations and have achieved the goals desired by the lawmakers. According to Soerjono Soekanto, several factors can influence legal effectiveness, namely:^[16]

1. The legal factors themselves;
2. Law enforcement factors;
3. Facilities and infrastructure factors;
4. Community factors; and
5. Cultural factors.

⁹ Maha Shania Tara Gusmoi, et al "The Role of the Supervisory Function of the Ciamis Regency Regional People's Representative Council on Regional Regulations" *Journal of Public Administration*, Vol. 2, No. 2, 2023, Page 65. Accessed on October 12, 2025, at 16.55 WITA.

¹⁰ Otom Mustomi, et al, *Regional Government Law*, Media Penerbit Indonesia, 1st Edition, 2024, Page 2.

¹¹ *The Role of the Supervisory Function of the Ciamis Regency Regional People's Representative Council Regarding Regional Regulations*, *Op Cit*, Page 73.

¹² Cintya Lolita Hutabarat & Daulat Nathanael Banjarnahor, "Analysis of the DPRD's Supervisory Function on Regional Government in the Constitution

Before Reform and the Constitution After Reform", *Journal of Social Science Research*, Vol. 5, No. 4, (2025), pp. 3203-3214. Accessed on October 12, 2025, at 17.00 WITA.

¹³ *Local Government Law*, *Op Cit*, pp. 203-212.

¹⁴ *Analysis of the DPRD's Supervisory Function of Regional Government in the Constitution Before Reform and the Constitution After Reform*, *Op. Cit*, Page 3210.

¹⁵ Muhaimin, *Legal Research Methods*, First Edition, University Press, Mataram, 2020, p. 80.

¹⁶ Marfuah, *Location. Cit*.

Based on the results of an interview with Mr. Supranto, a member of Commission III of the North Lombok Regency DPRD, the indicator for measuring whether the infrastructure development process has been effective or not is that the DPRD will first look at what outputs are then what they want to achieve first, for example the construction of a town square. Where the DPRD carries out planning in advance that the development will later be used as a public resource, so the DPRD will really check that the development can be enjoyed by the community.^[17]

After the specified development milestones are achieved, the North Lombok Regency Regional People's Representative Council (DPRD) then re-examines the administration of the development to determine whether it complies with the previous plan. If the development is in accordance, the DPRD will provide a commendation. However, if it is not, the DPRD will provide notes and input. To gauge the effectiveness of infrastructure development in North Lombok Regency, the DPRD assesses the response of the community itself. Because the community is the one who feels the impact of the development.^[18]

In theory, the implementation of the supervisory function by the North Lombok Regency DPRD is in accordance with the provisions of statutory regulations, where the DPRD carries out the supervisory function as regulated in Article 149 Paragraph (1) of Law Number 23 of 2014 concerning Regional Government. However, in this case, to measure the effectiveness of this supervision, it is not only seen from the legal regulations and law enforcement officers, but facilities and infrastructure are also important to be assessed as one of the indicators to assess the achievement of this effectiveness.^[19]

If one of the five factors put forward by Soejono Soekanto is not fulfilled, then several impacts will emerge, namely:

- 1) Interdependent relationships;
- 2) Domino effect of factor failure;
- 3) Gradation of effectiveness.

Based on the research results, the following table shows the types of buildings that have been constructed by the North Lombok Regency government in the last 3 years, namely:^[20]

Table 1: Office Building Construction Data in North Lombok Regency 2023-2026.

No.	Description	Location	Fiscal year	Budget Ceiling (Rp)
1	Construction of buildings and landscaping of OPD offices in the central government complex	Cape	2023	16,000,000,000
2	Construction of the Koramil building	Cape	2023	2,000,000,000
3	Construction of OPD and DPRD office buildings	Cape	2024	10,508,751,556
4	Construction of the DPRD building phase 2	Cape	2025	3,614,040,000
5	Construction of the Gili Indah Police Station	Gili Trawangan	2025	2,500,000,000
6	Interior of the DPRD courtroom	Cape	2026	360,000,000
7	DPRD meeting room elevator	Cape	2026	405,000,000
8	Construction of the BPBD building	Ganges	2026	2,700,000,000
9	Construction of the inspectorate office building	Cape	2026	4,500,000,000
10	Construction of a public service mall building	Cape	2026	1,800,000,000
11	Construction of the youth center building	Ganges	2026	1,800,000,000

Source: Secretariat of the Public Works, Spatial Planning, Housing and Residential Areas (PUPR) Department of North Lombok Regency.

The data above demonstrates several types of infrastructure development undertaken by the North Lombok Regency Government. This data was created to ensure that each development project is publicly available, demonstrating transparency regarding the budget allocated by the local government for infrastructure development. Furthermore, this data serves as a guideline for future development projects, which will then serve as a basis for policymaking. If a project lacks such data, public trust in the government could be diminished. This, in turn, can negatively impact development within the community.

The purpose of creating this infrastructure development data

is to serve as an initial step for the North Lombok Regency government to increase public trust. This data creation is not merely an administrative formality, but also a key foundation for ensuring the proper management of public assets by the North Lombok Regency government. Without this data, infrastructure development will be a wasteful endeavor. To avoid this, the local government or partner regional government agencies (OPDs) are required to produce infrastructure development reports or data.

Below is a summary of the revised APBD based on revenue for the 2025 budget year:

¹⁷ Results of an Interview with Mr. Supranto, Member of Commission III of the North Lombok Regency DPRD, on Monday, February 9, 2026.

¹⁸ Results of an Interview with Mr. Supranto, Member of Commission III of the North Lombok Regency DPRD, on Monday, February 9, 2026.

¹⁹ Marfuah, *Location. Cit.*

²⁰ Data from the Department of Public Works, Spatial Planning, Housing and Residential Areas.

Table 2: Summary of Revised Regional Budget Based on Revenue for Fiscal Year 2025

Description	Amount (Rp)		Deficiencies/Additions
	Before (Rp)	After (Rp)	
1	2	3	4
Regional Income	0	0	0
Original Income (PAD)	303,212,935,990.00	303,934,038,605.94	721.102.615.94
Regional Tax	194.193.487.298.00	194.193.487.298.00	0.00
Regional Retribution	20,697,987,286,000	21,212,987,286,000	515,000,000.00
Other Legitimate PAD	83,321,461,406,000	83,527,564,021.94	206.102.615.94
Transfer Income	847.441.878.197.00	837.416.046.197.00	-10,025,832,000.00
Central Government Transfer Revenue	802,378,550,000.00	791,352,718,000.00	-10,025,832,000.00
Inter-Regional Transfer Revenue	45,063,328,197,00	45,063,328,197,00	0.00
Other Income in Accordance with Statutory Provisions	0.00	26,324,521,293,000	26,324,521,293,000
Total Income	1,150.654,814,184,187,000	1,167,674,606,095.94	17,019,791,908.94

Source: Secretariat of the Regional People's Representative Council (DPRD) of North Lombok Regency

The primary problem to be addressed is the low quality of regional financial reports. This is caused by weak oversight and minimal follow-up on irregularities. Reforms to strengthen the Government Internal Supervisory Apparatus (APIP) and the Financial and Development Supervisory Agency (BPKP) are considered highly relevant to addressing the root of this problem because:

- Strengthening early detection and corrective actions: Preventive audits and thematic oversight enable deviations to be identified early, thereby improving the quality of reporting.
- Encouraging improved governance: By strengthening the recommendation and oversight functions, regional apparatus will be encouraged to improve budget preparation and reporting in a more accountable manner.
- Fulfilling the principles of good governance: As emphasized in PP No. 60 of 2008, the presence of effective internal supervision is a key pillar in ensuring transparency and accountability.

Although still facing challenges in human resources and APIP independence, if supported by affirmative policies, training, and strengthening collaboration with BPKP, this alternative has great potential to solve the main problems in regional financial management.^[21]

The North Lombok Regency DPRD uses public response as a benchmark for measuring the effectiveness of infrastructure development, as the community holds sovereignty over the budget used. Physical development may not necessarily provide tangible benefits. Therefore, a responsive approach from the community is essential as the DPRD encourages public participation to foster transparency and accountability. Based on the results of the interview with Mr. Kaerudin, S.Adm, to measure the effectiveness or ineffectiveness of the supervision carried out, the institution that assesses the performance of the inspectorate is the Financial and Development Supervisory Agency (BPKP). Where the BPKP will then assess the extent of the performance of the inspectorate. If the BPKP assesses the performance of the

inspectorate is good, it will be raised by the BPKP. Since the past year the inspectorate has been raised to level 3 which is called KAPIP (Capabilities of Government Institution Supervisory Apparatus). Where previously the North Lombok Regency Inspectorate was at level 4, but in 2023 it was raised to level 3. This means that the supervision carried out by the inspectorate in North Lombok Regency is on par with other regencies.^[22]

The term "oversight" emerged when the trias politica separated powers into executive, legislative, and judicial branches. This separation gave rise to distinct functions within each government sector. The DPRD's oversight of the Regional Revenue and Expenditure Budget is stipulated in Article 78 of Law Number 22 of 2003 concerning the Composition and Status of the MPR, DPR, DPD, and DPRD, which states that the DPRD's duties and authority are to oversee the Regional Budget (APBD).^[23]

The theory of the effectiveness of DPRD oversight of infrastructure is a crucial aspect of regional government administration. Good infrastructure is key to improving the quality of life for the community and driving economic growth. Therefore, DPRD oversight of infrastructure is crucial to ensuring that development is carried out effectively and efficiently.^[24]

Effectiveness theory, there are several theories used to explain the effectiveness of DPRD supervision:

- Contingency theory states that DPRD supervision depends on contingency factors (uncertain circumstances or situations) such as the environment, organizational structure, and organizational culture.
- Resource theory states that DPRD oversight depends on available resources such as budget, human resources, and technology.
- Process theory, DPRD supervision depends on the supervisory process carried out such as planning, implementation and evaluation.^[25]

Factors that influence the effectiveness of DPRD supervision are:

²¹ Halit Faisal, "Accountability in Regional Financial Management", Bappenas Working Papers Journal Article Vol.8 No. 3, 2025, P.471. Accessed on February 24, 2026, at 09.00 WITA.

²² Interview Results with Mr. Kaerudin, S.Adm as Secretary of the North Lombok Regency Inspectorate, on Monday, February 9, 2026.

²³ Mushafi, "The Supervisory Function of the Regional People's Representative Council on the Management of Regional Revenue and Expenditure Budgets in Legal Studies", Article of Nurul Jadid University Paiton Probolinggo, 2023, pp. 42-43. Accessed on February 26, 2026, at 08.10 WITA.

²⁴ Hauralya Salsabilla, et al., "The Supervisory Function of the Regional People's Representative Council and Factors that Become Obstacles in Regional Financial Management in South Tangerang City", Terang: Journal of Social, Political, and Legal Studies, Vol. 1 No. 3, 2024, P. 284. Accessed on February 26, 2026, at 08.20 WITA.

²⁵ Anam, et al., "The Effectiveness of the DPRD's Supervisory Function in Public Services", Reformasi, Vol. 10 No. 1, 2023, P. 61. Accessed on February 27, 2026, at 08.15 WITA.

- The ability of the Regional People's Representative Council (DPRD) to carry out supervision is very important to ensure that development is effective and efficient.
- Cooperation with the executive, to ensure that DPRD supervision can be carried out effectively
- Community participation can be carried out in a transparent and accountable manner.

Oversight is one of the primary functions of the legislative body in a democratic system of government. In the context of regional government in Indonesia, this oversight function is carried out by the Regional People's Representative Council (DPRD) as the representative of the people in the region. Constitutionally, the position and function of the DPRD are regulated in the 1945 Constitution of the Republic of Indonesia, specifically within the framework of regional autonomy, and are further elaborated in Law Number 23 of 2014 concerning Regional Government. Theoretically, DPRD oversight is part of the *checks and balances mechanism* in the regional government system. This function aims to ensure that regional heads and regional apparatus implement policies in accordance with laws and regulations, the principles of good governance, and the aspirations of the community.

Public Administration Oversight Theory, from a public administration perspective, oversight (*control*) is part of the management function as stated by George R. Terry, which includes planning, organizing, implementing (*actuating*), and supervising (*controlling*). Oversight aims to ensure that the implementation of activities is in accordance with the plans and standards that have been set. In regional government, DPRD oversight can be understood as external control, namely oversight carried out by institutions outside the executive structure. This oversight is different from internal oversight carried out by regional inspectorates.^[26]

The Concept and Scope of DPRD Oversight. Legally, the DPRD has three main functions: the function of formulating regional regulations, the function of budgeting, and the function of oversight. The oversight function includes:

1. Supervision of the implementation of Regional Regulations (Perda), the DPRD ensures that policies that have been mutually agreed upon between the DPRD and the regional head are implemented consistently.
2. Supervision of the implementation of the Regional Budget, the DPRD supervises the planning, implementation, and accountability of the Regional Revenue and Expenditure Budget (APBD), including evaluating regional financial reports.
3. Oversight of Regional Head Policies: The Regional People's Representative Council (DPRD) has the authority to assess whether the Regional Head's policies align with the public interest and laws and regulations.

According to constitutional law doctrine, DPRD oversight is political in nature (political control), not technical-administrative. This means that the DPRD does not directly manage programs, but rather assesses policies and holds them politically accountable.^[27]

Forms and Mechanisms of DPRD Supervision, DPRD supervision can be carried out through several mechanisms:

1. Right of Interpellation, the right of the DPRD to request information from the regional head regarding important and strategic policies that have a broad impact on society.
2. Right of inquiry, the right to conduct investigations into certain policies that are suspected of being in conflict with statutory regulations.
3. The right to express an opinion, the right to express an opinion regarding the policies of the regional head or regarding extraordinary events in the region.

In addition, supervision is also carried out through:

- Working meetings and hearings
- Working visits and field reviews
- Discussion of the Regional Head's Accountability Report (LKPI)
- This mechanism demonstrates that DPRD oversight is both preventive and repressive. Preventive means preventing deviations from occurring, while repressive means providing corrections after violations occur.

Theoretically, DPRD oversight is an implementation of the principle of *checks and balances* in the regional government system. Its conceptual basis stems from the theory of separation of powers, the theory of *checks and balances*, and the theory of oversight in public administration. Normatively, this function is guaranteed in the constitution and laws and regulations. DPRD oversight is not only formal but also substantive, namely ensuring that regional government policies and implementation are carried out in accordance with the law, public aspirations, and the principles of *good governance*. Its effectiveness depends heavily on the integrity, capacity, and political commitment of DPRD members in carrying out the people's mandate.^[28]

2. Obstacles Faced By The Dprd And The Solutions Offered In Implementing Supervision Of Infrastructure Development In North Lombok Regency

Based on the results of an interview with Mr. Supranto, a member of Commission III of the North Lombok Regency DPRD, the community often complains about the condition of the roads to the DPRD. Roads are one of the most crucial infrastructure developments because they are one of the most frequently used parts of development by the community. In this case, the DPRD itself cannot fulfill all the people's wishes

²⁶ Executive Preview in the Preventive Supervision System for Regional Regulations", *Op. Cit.*, p. 2393.

²⁷AA Sani, L. Marsuni, & A. Razak, "Effectiveness of the Implementation of Regional Regulations of South Sulawesi Province: A Case Study of the Regional Regulations Development Planning Agency of the South Sulawesi

Provincial DPRD," *J. Lex Gen.*, Vol. 4, No. 2,023, pp. 540–563. Accessed on March 1, 2026, at 16.30 WITA.

²⁸ Veren Anggreyni Mengko, et al., "The Function of the Regional People's Representative Council in Supervising the Regional Revenue and Expenditure Budget in Manado City", *Lex Privatum* Vol.13 No. 3, 2024, P. 25. Accessed on March 1, 2026, at 16.20 WITA.

due to budget limitations provided by the central government. Therefore, the DPRD must carefully manage the budget to select and sort out which developments are urgent to be implemented in the budget year. The problems often faced by the North Lombok Regency DPRD in carrying out supervision are:^[29]

A. Lack of budget

The budget is the core of any development process. Without it, the development process will be hampered. A lack of budget allocation is not merely a figure; it is part of a systemic obstacle that cripples the effectiveness of a country's laws and integrity. According to Soerjono Soekanto's theory, the impact of a limited budget on infrastructure development will impact existing facilities and infrastructure. This lack of budget leads to facilities that should be built to established standards falling far short of expectations.

Due to the limited budget allocated by local governments for infrastructure development, the community will feel the impact of this uneven development. In fact, the infrastructure development being implemented should be able to provide benefits to the community itself. If the development does not meet public satisfaction, the legal effectiveness within it will be ineffective. Furthermore, the limited budget for infrastructure development will result in a gap between what has been determined in DPRD meetings (*low on the books*) and what occurs on the ground (*law in action*).

B. Technical constraints

Technical constraints are a fundamental obstacle in the oversight process, as they directly impact the operational aspects of detecting violations. Therefore, if technical constraints are weak, oversight will remain a mere formality on paper, without addressing the substance of the situation on the ground. In theory, if technical constraints are consistently encountered in the oversight process, they will impact existing facilities and infrastructure. Technical failures in development impact the effectiveness of the law. This means that the lack of facilities for creating effective law enforcement is hampered by the lack of adequate facilities and infrastructure.

Technical problems are obstacles that are not only seen in terms of equipment or materials, but also in terms of system integration. If technical obstacles encountered in the field continue to occur, an imbalance between factors will occur. Technical obstacles will always be a primary factor in implementing the oversight function of infrastructure development, so appropriate efforts and solutions are needed to reduce the occurrence of technical errors in the field.

C. Lack of public understanding of development supervised by the DPRD

Lack of public understanding poses a challenge to the performance of the North Lombok Regency Government, often creating loopholes for irregularities due to the lack of effective social control. Based on the theory put forward by Soejono Soekanto, weak public awareness of legal understanding can affect the effectiveness of law enforcement itself. Soejono Soekanto divides legal awareness in society into four, namely: legal knowledge, legal understanding, legal attitudes, and legal behavior

patterns.

In this case, the public often complains about various obstacles which are then conveyed to the Regional People's Representative Council (DPRD), but the public only stops at that stage or at the knowledge stage, so that the public's understanding of the DPRD's duties and functions is not known by the community itself. Therefore, according to the theory of legal effectiveness, this lack of public understanding does not determine the effectiveness of the law because the five factors proposed by Soejono Soekanto are likened to a chain. If one of the chains is weak, the oversight system will also weaken.

D. Lack of coordination with local OPDs

Lack of coordination with relevant regional government agencies (OPD) is a classic obstacle frequently encountered during the oversight process, resulting in suboptimal oversight. This is consistent with Soejono Soekanto's theory that lack of coordination with relevant OPDs is a contributing factor to the lack of legal effectiveness. This is related to the means and infrastructure available to both the DPRD and relevant OPDs to facilitate communication, ensuring there are no obstacles to conveying information.

E. There is no alignment between the DPRD and the OPD being supervised.

The disparity in educational background between legislative members (DPRD) and the technical agencies (OPD) they supervise is a major factor in the oversight process. When a supervisor lacks technical expertise in the field they oversee, oversight tends to be limited to superficial administrative matters. From an effectiveness perspective, this obstacle is crucial and must be addressed by both the DPRD and the relevant OPD.

If inequality in educational background persists during field supervision, it will impact the output, from the planning stage to the final outcome of the development. Effectiveness theory also states that several factors can influence the effectiveness of supervision. This means that inequality in educational background will impact law enforcement. This is because the Regional People's Representative Council (DPRD), as the oversight body, is unable to implement established legal values due to its lack of education.

In addition to the obstacles faced by the North Lombok Regency DPRD, there are also obstacles faced by the Regional Apparatus Organizations (OPDs) that are the objects of supervision by the DPRD. Based on the results of interviews with the Head of the PUPR Office, Mr. Sahabudin, S.Sos., M.Si, said that the obstacles commonly encountered in the field are related to technical obstacles, such as writing on the town square which at that time there was a writing error. However, the PUPR immediately provided an explanation regarding the error so that it was accepted by both the DPRD as the supervisory institution and by the community.^[30]

Based on the interview results, it can be seen that the most frequent obstacles encountered during field supervision are related to technical constraints. These technical constraints occur due to inadequate planning, unprepared tender documents, weak coordination, and delays in the project

²⁹ Results of an Interview with Mr. Supranto, Member of Commission III of the North Lombok Regency DPRD, on Monday, February 9, 2026.

³⁰ Interview Results with Mr. Sahabudin, S.Sos., M.Si Head of the PUPR Service of North Lombok Regency, on Monday, February 9, 2026.

administration process.^[31] From these factors, it can be seen that the lack of active participation from law enforcement itself can have an impact on infrastructure development. This is because law enforcement does not carefully plan what should be prepared before undertaking infrastructure development. Therefore, it can be concluded that the theory of legal effectiveness proposed by Soejono Soekanto is true, that law enforcement factors can influence the effectiveness of the law.

The solutions to overcome obstacles to infrastructure supervision are:

- a. Carrying out budget collaboration between institutions to minimize budget shortfalls.
- b. Carrying out information system integration, which aims to address developments in the field so that technical errors do not occur.
- c. Conducting participatory activities through musrenbang by involving the community to find the best solution for what development will be built to provide understanding to the community.
- d. Coordinate with PUPR or with related OPDs where these OPDs must comply with strict procedures.
- e. Conducting capacity building through technical guidance to all supervised OPDs and also to the DPRD as the supervisory institution.

The main obstacles in DPRD preventive supervision are:

- a. Due to the limited technical capacity of DPRD members, many lack technical backgrounds related to the infrastructure sector (civil engineering, budget planning, etc.), making it difficult for them to thoroughly read project technical documents. This results in administrative oversight lacking strong technical substance.
- b. Due to suboptimal access to information, the Regional People's Representative Council (DPRD) often lacks complete technical information and detailed data on project planning, budget estimates (RAB), or construction progress. This limited information makes it difficult for the DPRD to detect problems early.
- c. Public participation is suboptimal, as the community is the party most directly impacted by infrastructure projects. However, in many cases, public participation in the planning phase is still minimal, preventing the Regional People's Representative Council (DPRD) from receiving substantive input from local residents regarding actual needs on the ground.
- d. Political Intervention and Dependence on the Executive: Political ties between the Regional People's Representative Council (DPRD) and the executive branch often hinder the objectivity of oversight. If the DPRD and the regional head come from the same political coalition, the intensity of criticism and oversight of projects often weakens, rendering the oversight function ineffective.

To overcome the obstacles to preventive supervision, it is important to have a solution to solve the problem, namely:^[32]

- a) Conducting technical training and project audit

certification for DPRD members on a regular basis, recruiting permanent experts who are certified in the infrastructure sector to accompany DPRD commissions, and collaborating with universities and professional engineering associations for technical consultations.

- b) Implementing an integrated e-planning and e-budgeting system between the legislative and executive branches, so that each institution has the obligation to submit a complete RAB and planning documents before budget discussions. In addition, there needs to be a submission of progress, budget absorption, and photos of infrastructure activities.
- c) Implement a more participatory Musrenbang mechanism, involving community groups, NGOs, academics, and the private sector, and providing digital and face-to-face complaint channels that are easily accessible to the public.
- d) Strengthening the DPRD's code of ethics regarding the independence of supervision, especially regarding the open publication of supervision findings so that the public is aware of the DPRD's integrity and separating the technical governance of supervision from political considerations in commission meetings.

The obstacles to repressive supervision by the DPRD are:

- a) Weak coordination with internal authorities; the Regional People's Representative Council (DPRD) is not a law enforcement agency. When serious violations are discovered, the DPRD must coordinate with external authorities such as the inspectorate or independent auditing institutions. However, this often fragmented coordination results in delayed or even halted case follow-up.
- b) Lengthy and complex legal processes. If irregularities are deemed criminal, the Regional People's Representative Council (DPRD) must submit the findings to law enforcement. This legal process is often lengthy and time-consuming, resulting in a low deterrent effect for perpetrators of irregularities.
- c) Untidy project documents. Case studies in various regions show that fragility of documentation makes it difficult for the Regional People's Representative Council (DPRD) to prove errors or technical irregularities. Physical reports and contract documents are often incomplete or out of sync with conditions on the ground.

To overcome the obstacles to repressive supervision, it is important to have a solution to resolve the problem, namely:

- a) Conducting regular quarterly coordination meetings between supervisory institutions in accordance with joint standard operating procedures (SOP) for follow-up on supervisory findings. These meetings are held to prevent any violations from arising before the next supervisory implementation is continued.
- b) Conducting an internal administrative approach first, before submitting it to the legal process, then conducting training for DPRD members on legal procedures, so that the supervisory recommendations have a strong legal

³¹ Daffa Aqiila Surri & Imam Alfianto, "Factors Causing Delays in Infrastructure Projects in Indonesia and Management Strategies: A Literature Study", *Journal of Sustainable Construction*, No. 1, Vol. 5, (October 2025), Accessed on May 3, 2025 at 15:35 WITA.

³² Malomo Lalo, "Evaluation Of Government Policies In Infrastructure Development: Effectiveness, Challenges, And Community Impact", *Journal of Public Policy & Business*, Vol 16 No.1, 2025, P. 30, Accessed on February 21, 2026, at 16.55 WITA.

basis, in addition, there needs to be a facility for rapid resolution through mediation mechanisms and independent panels while awaiting the formal legal process.

- c) Implementing project archive digitization (digital record management) that facilitates access and audits, by means of a photo-based and geotagging reporting system that records the project process in real-time, and implementing project audit standards periodically by the DPRD internal audit team.^[33]

4. Closing

4.1. Conclusion

1. The supervision carried out by the North Lombok Regency DPRD is carried out through several stages. These stages of supervision are both preventive and repressive. Preventive supervision is carried out by the North Lombok Regency DPRD to prevent irregularities in infrastructure development, consisting of planning, budget discussions, evaluation of implementation documents (DPA), and monitoring the readiness of regional apparatus organizations (OPD). After implementing preventive supervision, the North Lombok Regency DPRD also carries out repressive supervision. This supervision aims to correct problems discovered during field inspections.
2. The supervision of the North Lombok Regency DPRD towards the development of North Lombok infrastructure is an important instrument in realizing good governance. Where infrastructure development in North Lombok Regency has been effectively carried out by the North Lombok Regency government, but based on the results of interviews in the field, infrastructure development in North Lombok Regency has not been fully effective, this is because the North Lombok Regency DPRD makes community response as a benchmark for the effectiveness of development in North Lombok Regency, because those who will enjoy the results of the development are the community itself.
3. The obstacles faced by the DPRD of North Lombok Regency in implementing infrastructure development are the lack of budget for infrastructure development, technical constraints, lack of public understanding of development supervised by the DPRD, lack of coordination with local OPDs, and misalignment of departments between the DPRD and the supervised OPDs. The solutions provided by the DPRD of North Lombok Regency to overcome these obstacles are: Conducting budget collaboration between institutions to minimize budget shortfalls, integrating information systems, which aims to address development developments in the field so that technical errors do not occur, conducting participatory through musrenbang by involving the community to find the best solution for what development will be built to provide understanding to the community, coordinating with PUPR or with related OPDs where the OPDs must comply with the hard flow, carrying out capacity building through technical guidance to all supervised OPDs and also to the DPRD as the supervising institution.

4.2. Suggestion

1. Improving digital-based supervision of the North Lombok Regency DPRD, to minimize weak project documentation, requires an integrated information technology-based supervision system between the North Lombok Regency DPRD and related OPDs and makes it easier for the public to access information related to transparency in infrastructure development.
2. Increasing public participation and education, where public participation is crucial in supporting oversight, is carried out through educating the public about development and budget constraints in infrastructure development. This is done to create a proportional understanding. Active public participation will strengthen the social control function of infrastructure development implementation.
3. Strengthening coordination between the North Lombok Regency Regional People's Representative Council (DPRD), the regional inspectorate, and external oversight agencies such as the Financial and Development Supervisory Agency (BPKP). This step aims to ensure that oversight does not stop at recommendations but produces tangible improvements. This situation requires the North Lombok Regency DPRD to be more careful in determining development priorities so that limited funds can be utilized effectively and appropriately, especially for strategic infrastructure such as roads, buildings, public services, and other public facilities.

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³³ Samsul Hudah, *et al.*, "The Role of Commission C of the Jombang Regency DPRD in Increasing Community Participation in Infrastructure

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