



Position and Role of the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period

Ira Tri Dewi^{1*}, Darmini Roza², Zennis Helen³

^{1,2,3} Universitas Ekasakti, Padang, Sumatera Barat, Indonesia

*Corresponding author's: iratridewi@gmail.com

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Abstract

This study analyzes the position and role of the Secretariat of the Tanah Datar Regency DPRD in the formation of Regional Regulations (Perda) for the 2019–2024 period and identifies the obstacles faced in the implementation of these functions. The research is descriptive-analytical with a normative juridical approach supported by empirical data through a field study at the Secretariat of the Tanah Datar Regency DPRD, using secondary and primary data that are analyzed qualitatively. The results of the study show that the DPRD Secretariat has a tactical and vital position: technically it is under and responsible to the leadership of the DPRD, while administratively it is under and responsible to the regent through the regional secretary. In the formation of the Regional Regulation, the Secretariat of the DPRD carries out administrative and technical functions which include secretarial management, finance, meeting facilitation, preparation of academic manuscripts, provision of legal opinions, provision of experts, and the archiving and publication of regional legal products based on the attribution authority and mandate given by laws and regulations. The study also found four main obstacle groups, namely the limitation of competent human resources in the field of legislation, lack of technical support facilities and infrastructure, the absence of SOPs and standard legislation timelines, and coordination between institutions that are not optimal, which overall hinder the effectiveness of the functions of the DPRD Secretariat and the quality of regional legislation performance within the framework of regional autonomy.

Introduction

Regional Regulations (perda) are the main laws and regulations used at the local government level. Regional Regulations play an important function in the government system in order to create community welfare in the regions.¹ The Regional Regulation serves as the main mechanism for local authorities to adapt to the times while maintaining the sustainability of existing cultural values. Regional regulations also have a great contribution to increasing the independence of a region to manage its resources.² The second amendment to Article 18 Paragraph (6) of the Constitution of the Republic of Indonesia (1945 Constitution of the Republic of Indonesia) states:

Local governments have the right to establish regional regulations and other regulations to carry out autonomy and assistance tasks.

The formation of the Regional Regulation involves three main parties, namely the Regional Government, the Secretariat of the Regional People's Representative Council (DPRD) and Members of the DPRD. According to Law Number 12 of 2011 concerning the

¹ Dayanto and Karim Asma, *Responsive Regional Regulations*, PT. Deepublish, Yogyakarta, 2015, p. 56.

² Yusnani Hasyimzoem, et al., *Regional Government Law*, PT. Raja Grafindo Persada. Jakarta, 2017, p. 78.

Establishment of Laws and Regulations as amended by Law Number 12 of 2011 and Law Number 13 of 2022, the formation of regional regulations is carried out in several stages, including Planning of Regional Regulation Formation Programs (Propemperda), Preparation of Draft Regional Regulations, Joint Discussion, Ratification and Promulgation, and Implementation and Evaluation. At each of these stages, the role of the parties, be it the Regional Government, the Secretariat of the Regional People's Representative Council (DPRD) and the DPRD have been stipulated in the law.

The Secretariat of the DPRD acts as an administrative, technical, and expert support manager in all stages of the formation of regional regulations. These tasks include documentation, task sharing, and internal workflow management. In general, the Secretariat of the DPRD has the task of carrying out secretarial and financial administration, facilitating the implementation of the duties and responsibilities of the DPRD, and providing the necessary experts for the DPRD to carry out its duties and authorities as needed.³ This is stated in Article 204 Paragraph (1) of Law Number 23 of 2014 concerning Regional Government as follows:

To support the smooth implementation of the duties and authorities of the district/city DPRD, a secretariat of the district/city DPRD was formed.

Based on the above article, it can be seen that to ensure the success and timeliness of the preparation of regional regulations that truly serve the community, substantial technical and administrative support from the DPRD Secretariat is very important. The Secretariat of the DPRD is responsible for preparing minutes, drafting Regional Regulations, making research articles, compiling regulatory resources, and arranging meeting schedules and facilities in a timely manner and in accordance with relevant regulatory requirements. The issuance of Regional Regulations (Perda) is intrinsically related to the support provided by the Secretariat of the DPRD.⁴

During the process of forming regional regulations, the Secretariat of the DPRD, the DPRD, and the Regional Government are a single entity.⁵ The cohesiveness of these three parties can be realized if the DPRD Secretariat can position itself as a mediator and facilitator between the government and the DPRD. The Secretary of the DPRD as part of the elements of the State Civil Apparatus must have socio-political and intellectual intelligence so that it is able to facilitate the establishment of good relations between the local government and the DPRD, especially in the process of forming regional regulations.⁶ Regarding the position of the DPRD secretariat administratively, Article 205 of Law Number 23 of 2014 concerning Regional Government states:

- (1) The organizational structure and work procedures of the regency/city DPRD secretariat are determined by the Regency/City Regional Regulation in accordance with the provisions of laws and regulations.
- (2) The secretariat of the district/city DPRD as intended in Article 204 Paragraph (1) is led by a secretary of the district/city DPRD who is appointed and dismissed by the decision of the regent/mayor with the approval of the leadership of the district/city DPRD.
- (3) The secretary of the district/city DPRD and the secretariat employees of the district/city DPRD come from civil servants.

Based on the reading of the above Article, it can be seen that technically, the Secretariat

³ Ali Mufti, *DPRD and the Task of Check and Balances*, Wade Group, Ponorogo, 2017, p. 34.

⁴ Agustin Teras Narang, *Legal Reform of the Accountability of a People's Representative*, Pustaka Sinar Harapan, Jakarta, 2003, p., 98.

⁵ Aminudin, The Supervisory Function of the DPRD in Realizing Good Governance, *e-Journal of Catalogs*, Volume 3 Number 12, Taduloko University, 2015, pp, 3-5.

⁶ Budiyo, The Implementation of the Supervisory Function of the DPRD on Local Governments in the Context of Realizing Good Governance, *Fiat Justitia Journal of Legal Sciences*, Volume 7 Number 1, University of Lampung, 2013, pp, 6-8.

of the DPRD is located below and responsible to the DPRD. However, in carrying out managerial duties, the DPRD Secretariat is responsible to the regent through the Regional Secretary. From here, the dualism of the position and role of the DPRD Secretariat began to become an obstacle in the process of forming regional regulations. When the relationship between the DPRD and the Regent is not harmonious, it is not uncommon for the DPRD secretariat to experience impasse and dilemma to determine an attitude.⁷ As a result, the process of forming Regional Regulations takes longer. When the process of forming the Regional Regulation is protracted, of course, the most disadvantaged parties are the people.⁸

In addition to problems, dualism of roles, other problems can also occur in the process of forming regional regulations, namely the overlap between the roles of the DPRD Secretariat and the DPRD in the process of drafting regional regulations. This overlap of roles usually occurs in multiple contexts of the situation. First, when administrative boundaries and technical provisions (material content) are often blurred, especially in the harmonization and facilitation of discussions. For example, when the Secretariat is responsible for scheduling meetings to discuss the Ranperda and compiling draft minutes, there is often overlap when the secretariat staff participate in providing input on the content of the material.⁹ As a result, the Chairman of the Commission said that "the Secretariat's opinion is contrary to the applicable regulations", as the Secretariat does not have the authority to intervene in the material. The secretariat only acts as a provider of meeting facilities. Second, the authority to elect and facilitate legislative experts can also overlap between the Secretariat and the DPRD. For example, when the DPRD Faction Members reject the proposal of experts from the Secretariat because previously the nomination from the Faction had been ignored, the DPRD Secretary finally decides for himself which expert to choose.¹⁰ This eventually resulted in conflicts and formal debates. Third, problems can also occur in the context of archiving and documentation, for example, there is a discrepancy between the official archives and the meeting result material. This can also cause confusion. Members of the Faction who offered substantive changes based on the draft sample, while the final version in the secretariat has not been updated. As a result, the consistency of the final document is compromised.¹¹

The problem of dualism and overlapping positions and roles of the DPRD Secretariat in the formation of the Regional Regulation is experienced by almost all DPRD secretariats throughout Indonesia, including the secretariat of the Tanah Datar Regency DPRD. Based on a pre-research interview with one of the secretariat staff of the Tanah Datar Regency DPRD, during the process of forming the Regional Regulation for the 2019-2024 Period, the Secretariat of the Tanah Datar Regency DPRD had experienced obstacles because one of the members of the Tanah Datar DPRD faction was inconsistent in conveying ideas, when the final draft of the Regional Regulation had been made, the DPRD faction member claimed that the final draft was not in accordance with the results of the discussion in the meeting. As a result, the ratification agenda was delayed. Furthermore, one of the secretariat staff of the Tanah Datar Regency DPRD explained that normally if there are no obstacles, the process of forming and

⁷ *Ibid*

⁸ Dedeh Haryati, The Supervisory Function of the DPRD in the Implementation of Regional Government, Study Volume 15 Number 3, *Journal of the Research Center - Expertise Agency of the House of Representatives of the Republic of Indonesia*, University of Indonesia, 2010, pp, 2-3.

⁹ Christina Samangun, Yohanes Renyaan, Xaverius Kameubun, & Iis Irianti Tambunan, The Effectiveness of the Implementation of the Supervisory Function of the DPRD Based on the Principles of Good Governance in the Era of Regional Autonomy, *Patriot Journal*, Volume 12 Number 1, Bintuni College of Law (STIH), 2019, p, 4.

¹⁰ *Ibid*

¹¹ Ilham, Husein, and Pasamai, The Supervisory Function of the DPRD on the Performance of Local Government in South Sulawesi Province, Volume 2 Number 3, *Journal of Lex Generalis (JLS)*, Postgraduate of the Indonesian Muslim University, 2021, pp, 2-4.

discussing the Regional Regulation can be completed in just one to two months, but in the 2019-2024 period, the formation of the Regional Regulation takes longer, namely three to four months. This study examines the Position and Role of the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period".

Research Methods

The specification of this study is descriptive analysis. The approach used is a normative juridical approach supported by an empirical juridical approach. The data used in this study are secondary data and primary data. Then the data is analyzed qualitatively and presented in a qualitative descriptive form.

Results of Research and Discussion

Position and Role of the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period

A study of the position and role of a government institution is very important to be carried out. This discussion can provide an explanation of the responsibility and credibility of the institution, thus facilitating the efficient *function of checks and balances* in a democracy. A structured understanding of the role and position of a government institution can minimize the possibility of repetitive division of tasks or non-essential functions, thereby increasing the effectiveness and integration of public policies.

In addition, a comprehensive analysis of the position and role of a government institution can also increase trust and openness to the public through external oversight mechanisms, which are critical to upholding the integrity of good governance. Efforts to understand the role and position of government institutions are able to increase synergy and coordination among existing government institutions. Therefore, it can be said to be a strategic investment for long-term, adaptive, and responsive governance to public demands.

According to the term, the noun is derived from the word *sit*. In the Great Dictionary of the Indonesian Language, it is defined as the place where an employee (association administrators and so on) lives to do their work or position, and the word "role" means the behavior or position that a person lives or plays, either literally (in the context of art/play) or culturally/socially (as part of a position in society or organization).¹² So, what is meant by the position and role in this discussion is the duties, functions and positions of the Secretariat of the Tanah Datar Regency DPRD in the process of forming a Regional Regulation in Tanah Datar Regency.

Based on the results of interviews with the Secretary of the Tanah Datar Regency DPRD and other staff in the Tanah Datar Regency DPRD, the position of the Tanah Datar Regency DPRD Secretariat in the formation of Regional Regulations is under and responsible to the leadership of the DPRD technically, as well as administratively under and responsible to the Regional Secretary (Sekda) through the regent. This is also clearly stated in Article 5 of the Regulation of the Regent of Tanah Datar Number 41 of 2016 concerning the Position of the Organization, Duties and Functions and Work Procedures of the DPRD Secretariat which states:

The position of the secretariat of the Tanah Datar Regency DPRD is technically operational and responsible to the leadership of the DPRD and administratively responsible to the regent through the regional secretary.

Based on the reading of the above Article, it can be known that the meaning of "The Position of the Secretariat of the DPRD of Tanah Datar Regency Technically Operational Is Under and Responsible to the Leadership of the DPRD" is in terms of the implementation of

¹² <https://kbbi.web.id/>, accessed on January 30, 2024, at 17:27 WIB.

daily tasks directly related to the activities of the council (such as meetings, minutes, coordination of council fittings, preparation of session agendas, and services of leaders and members of the DPRD), the Secretariat of the DPRD works under the direct direction and supervision of the DPRD Leadership and the DPRD Leadership have functional control over the work of the DPRD Secretariat in supporting the implementation of legislative duties. Then, the meaning of "Administratively Responsible to the Regent Through the Regional Secretary" means that although it technically assists the DPRD, in terms of bureaucratic structure, the DPRD Secretariat is still part of the local government. Administrative matters such as financial management and budget of the secretariat, Personnel (appointment/mutation of staff), management and performance reporting, procurement of goods and services, and other general administrations, are reported and accounted for to the Regent through the Regional Secretary (Sekda) as the highest structural official of ASN in the region.

Since the reform, the position and role of the DPRD have undergone a repositioning process.¹³ In the new order era, the position of the DPRD is one of the elements of the regional or executive government (Article 11 of Law Number 5 of 1974). This means that the DPRD is only positioned as a partner of the Regional Head in the formulation and implementation of policies in the regions, not yet holding a position as a controller and balancer of enormous executive power. Then, in the reform era, the position of the DPRD developed to be more specific, namely as a regional government organizer and as a regency/city regional official (Article 1 and Article 148 of Law number 23 of 2014 concerning Regional Government). In the reform era, the DPRD is no longer only seen as a complement to the executive, but as an institution that has strong legislative, budget, and supervisory functions.

Based on the increase in the position and role of the DPRD as a regional representative institution, there is a need to form a special and professional support unit.¹⁴ In this context, the DPRD Secretariat is considered very important to support the independence and professionalism of the DPRD. Initially, Law Number 32 of 2004 strengthened the position of the DPRD, including clarity on the administrative support that needs to be provided through the DPRD Secretariat. This strengthening continued until the issuance of Law Number 23 of 2014 concerning Regional Government which expressly stipulates that the Secretariat of the DPRD is part of the regional apparatus that is administratively under the regional head but functionally serves the DPRD.

In order to organize the structure and functions of the DPRD secretariat in more detail, the Ministry of Home Affairs issued Permendagri Number 104 of 2016 concerning Nomenclature Guidelines for Provincial and Regency/City DPRD Secretariats. This regulation provides clearer directions regarding the organizational structure, main duties, and functions of the DPRD Secretariat as a technical institution that supports the smooth implementation of the DPRD's duties and authorities. Thus, the DPRD Secretariat was formed and developed based on the principles of efficiency, professionalism, and administrative neutrality in order to support a healthy and accountable local democratic system. The need arises gradually and continues to develop along with the strengthening of the position of the DPRD in the Indonesian constitutional system.

Meanwhile, according to the Secretary of the Tanah Datar Regency DPRD along with other staff in the Tanah Datar Regency DPRD and also seen in the existing legislation, the role of the Tanah Datar Regency DPRD Secretariat in the process of forming the Regional

¹³ Mintarti Indartini, Nurharibnu Wibisono, and Assistriadi Widjiseno, *The Role and Function of the DPRD in Regional Planning and Budgeting*, Taujih, Madiun, 2019, p.18.

¹⁴ Riza Wira Kelana, Zulhadi, Denda Devi Sarah Mandini, Sumajayadi, Mubarak Umar, & Ahmad Saifuddin Bukhari, *The Position and Role of the DPRD Secretariat in Assisting in the Implementation of the Duties and Functions of the North Lombok Regency Regional House of Representatives in 2021*, *Kybernology Journal of Government and Public Administration Sciences*, Vol. 2, No 1, 2024, pp. 72-82.

Regulation cannot be separated from administrative, harmonization and planning affairs as described below:

1. Synchronization Process, or Organizing the Draft Regional Regulation

Within the scope of this role, the Secretariat of the DPRD is tasked with assisting in the preparation and coordination of all stages of the legislative system. The DPRD Secretariat assists DPRD members in formulating regional regulations, preparing the necessary documents, and regulating the delivery and distribution of legislative materials to DPRD members, commissions, factions, and related working groups. This is listed in the

2. Academic Manuscript Formation Process

In this process, the DPRD Secretariat plays a role in providing assistance to DPRD members in the process of preparing research papers on draft regional regulations. They provide relevant information, data, and policy analysis, and contribute to maintaining uniformity and compliance with current laws and regulations.

3. Meeting and Session Facilitation

At this stage, the DPRD Secretariat plays a role in providing facilities and ensuring that other DPRD meetings and events related to the discussion and ratification of regional regulations have been properly held. In addition, the DPRD Secretariat is also tasked with assisting in documenting and archiving the results of discussions, preparing meeting agendas, providing complaint materials, and preparing session agendas.

4. Provision of Legal Information and Opinions

At this stage, the DPRD Secretariat is tasked with providing detailed explanations and clarifications to DPRD members regarding legal aspects related to the legislative process and the formation of regional regulations. As an additional service, they may provide legal advice or technical advice on legal interpretation related to the draft local regulations under discussion.

5. Holding of Plenary Meeting

In the implementation of the DPRD session, the responsibility is in the hands of the DPRD Secretariat. The DPRD Secretariat is tasked with preparing the schedule for legislative sessions, preparing the required written materials, and coordinating the implementation of plenary meetings held in the context of the ratification of regional regulations.

6. Archiving and Publication

Another role that is the authority of the DPRD Secretariat is to prepare and issue regional regulations. The DPRD Secretariat is in charge of ensuring that the ratified regional regulations are issued as they should and are accessible to everyone. In addition, the DPRD Secretariat is also tasked with archiving related legal materials.

In relation to the position and role of the DPRD secretariat in the formation of regional regulations as described above, according to the theory of authority put forward by Nandang Alamsah, authority is divided into three forms, namely Attribute Authority, Delegative Authority and Mandate Authority.¹⁵ Based on the three forms of authority above, it can be understood that the position and role of the Tanah Datar Regency DPRD in the formation of the Regional Regulation are included in the authority of Attribution. The position and role carried out by the Secretariat of the Tanah Datar Regency DPRD come directly from the law. The legislation that regulates the role of the Secretariat of the Tanah Datar Regency DPRD in the formation of the Regional Regulation are:

1. Law Number 32 of 2004 concerning Regional Government.
2. Law Number 22 of 2003 concerning the Composition and Organization of the DPRD Secretariat.

¹⁵ Nandang Alamsah, et al., *Theory and Practice of Government Authority*, Unpad Press, Bandung, 2019, p. 40.

3. Government Regulation Number 84 of 2000 concerning the Organizational Structure and Work Procedures of Regional Technical Institutions and the Secretariat of the DPRD.
4. Government Regulation Number 8 of 2003 concerning the Organization and Work Procedures of Regional Apparatus.
5. Government Regulation Number 41 of 2007 concerning the Organization of Regency/City Regional Apparatus.
6. Government Regulation Number 18 of 2017 concerning Regional Apparatus.
7. Regulation of the Minister of Home Affairs Number 46 of 2007 concerning Guidelines for the Establishment of Organizational Apparatus and Work Procedures of the DPRD Secretariat.
8. Regulation of the Regent of Tanah Datar Number 41 of 2016 concerning the Organizational Position, Duties and Functions and Work Procedures of the DPRD Secretariat.

When discussed from the point of view of its position, the authority of the mandate is also illustrated by the implementation of the duties of the Secretariat of the Tanah Datar Regency DPRD in the formation of the Regional Regulation. The tasks carried out by the Secretariat of the Tanah Datar Regency DPRD are also the result of a mandate from the Chairman of the DPRD to the Tanah Datar Regency DPRD, for example, related to administrative technical tasks, such as facilitating plenary meetings, providing legal opinions, or documenting the results of meetings. The task of legislation still remains in the hands of the Leadership of the DPRD as the mandate giver, even though its implementation is carried out by the Secretariat of the Secretariat of the Tanah Datar Regency DPRD.

Then, when viewed from the theory of the formation of regulations, it¹⁶ can be said that within the scope of providing a philosophical foundation, the Secretariat of the DPRD plays a role in helping to formulate philosophical considerations in the academic text of the draft Regional Regulation, for example the noble vision of the state such as Pancasila and the goals of law formation (justice, welfare, order). In practice, the Secretariat staff compiles a philosophical background that explains why the regulation is important, reflecting the basic values of the state for moral legitimacy and deep thinking in the formation of local legal products. Regarding the sociological foundation, the Secretariat of the DPRD also plays a role, namely in an effort to harmonize the content of the Regional Regulation with social, cultural, and community realities. The DPRD Secretariat collects data, analyzes public aspirations through recess, consultation, or hearing, and then compiles it in an academic manuscript to ensure that the resulting norms are in accordance with legal awareness and the conditions of the local community. In terms of juridical foundation, the Secretariat of the DPRD plays a role in ensuring that the draft Regional Regulation has a valid and complete legal basis, both formally (granting authority by higher laws such as Article 18 of the 1945 Constitution and the Law on the Establishment of Laws and Regulations) and material (content material according to problems regulated by higher regulations).

According to the author, the Position and Role of the Secretariat of the Tanah Datar Regency DPRD in the formation of the Regional Regulation is like a double-edged sword. On the one hand, the DPRD Secretariat can be a refinement of the concepts and ideas owned by the DPRD, but on the other hand, it will also be likely to distance the DPRD from the basic conception of the regulations that it has made based on its aspirations from the public. The DPRD Secretariat, which has various tasks, including in arranging the budget, documentation, and management of the DPRD, is indirectly increasingly burdened with the task of documentation, technical and technical formation of Regional Regulations. This certainly causes a focus that is not optimal and of course has an impact on the elements formed in the formulation of the content of the regional regulation. The Regional Regulation should be a

¹⁶ Amiroedin Syarif, *Basic Legislation, Types and Techniques of Making It*, Bina Aksara, Jakarta, 1987, p. 31.

legal product from the first hand, namely the DPRD itself so that the content of the regional regulation is really in the nature of providing protection to the community

Obstacles found in the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period

Based on the results of an interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities, there are several obstacles faced by the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period, namely:

1. Limited Human Resources (HR)

According to Rahmawita, as the Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD Secretariat, in the process of forming a Regional Regulation in Tanah Datar Regency, the first obstacle faced is the limitation of Human Resources.¹⁷ According to him, according to Rahmawita, as the Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD Secretariat, in the process of forming a Regional Regulation in Tanah Datar Regency, the first obstacle faced was the limitation of Human Resources.¹⁸ According to him, the Secretariat of the Tanah Datar Regency DPRD is currently experiencing a shortage of employees who are experts in the field of law or legislation and have the ability to operate computers.

The number of human resources owned by the Secretariat of the Tanah Datar Regency DPRD is only twenty people. The twenty civil servants who serve in the Tanah Datar Regency DPRD do not all have Strata-1 (S1) educational qualifications in the field of government science or computer science. This condition of limited human resources also does not only come from the DPRD Secretariat but also comes from the DPRD itself. Often, Bapemperda involved in the process of forming Regional Regulations do not have sufficient qualifications and knowledge to draft Regional Regulations so that the facilitation of legislation carried out by the Secretariat of the Tanah Datar Regency DPRD does not run well. This is illustrated by the following statement of the speaker:

The facilitation of legislation carried out by the Secretariat of the Tanah Datar Regency DPRD often experiences obstacles that lead to disruption of the Regional Regulation formation process due to the limited capabilities of the human resources involved. Limited education and knowledge from DPRD staff and the initiation of the Regional Regulation caused the harmonization of the draft of the Regional Regulation not to run as it should and the discussion took longer.¹⁹

2. Lack of Technical Support and Tools

The second obstacle faced by the Secretariat of the Tanah Datar Regency DPRD in the formation of the Regional Regulation is the inadequacy of Technical Support Facilities and Infrastructure. According to Rahmawita, as the Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD Secretariat, infrastructure such as buildings, meeting rooms, and information systems from the Tanah Datar Regency DPRD Secretariat are inadequate.²⁰ Currently, the meeting room owned by the Secretariat of the Tanah Datar Regency DPRD is only able to accommodate a few people. As a result, the

¹⁷ Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

¹⁸ Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

¹⁹ Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

²⁰ Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

discussion or plenary meeting must be held in another building outside the Secretariat of the Tanah Datar Regency DPRD. Of course, this can also increase time and prolong the process that must be passed in the formation of Regional Regulations in Tanah Datar Regency.

3. Absence of Clear SOPs and Legislation Timeline

The void of SOPs and rules related to the legislative period is also an obstacle faced by the Secretariat of the Tanah Datar Regency DPRD in the formation of the Regional Regulation. According to Rahmawita, as the Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD Secretariat, because there are no standard operational standards and an organized time frame, the coordination and management of the Regional Regulation is often chaotic and delayed.²¹ Blank SOPs can lead to inconsistent documentation and postponement of meetings can be carried out without any real consequences for the parties involved. If the SOP and Timeline for making the Regional Regulation are available, the parties both from the Secretariat of the DPRD and Bapemperda will be burdened with deadlines and targets in carrying out the process of forming Regional Regulations in Tanah Datar Regency.

4. Less than Optimal Inter-Agency Coordination

The formation of good coordination between the parties involved is the main key to the smooth formation of the Regional Regulation. According to Rahmawita, as the Acting Head of Budgeting and Supervision Facilities of the Secretariat of the Tanah Datar Regency DPRD, due to the lack of coordination and cooperation between various parties such as Bapemperda, executive OPDs, and the community, the process of forming Regional Regulations in the Regency is often constrained.²² If coordination is formed, the DPRD and local governments will be able to harmonize the legislation agenda (Propemperda) so that the draft Regional Regulation can be prepared efficiently and does not overlap. In addition, this coordination is also key in the formation of Regional Regulations because it can ensure that all parties involved in the formation of Regional Regulations understand their respective duties and matters that need to be studied can be discussed in accordance with existing plans and agendas.

According to the theory of regional autonomy²³, indicators that can determine the success of Regional Autonomy include four factors, including: Human Development Index, Finance, Equipment and Organization and Managerial. Based on this indicator, it can be said that the limited human resources of legislators in the Secretariat of the Tanah Datar Regency DPRD and Bapemperda shows that broad autonomy is not enough only measured from formal authority, but also from the practical ability of the regions to formulate and implement quality regulations. This condition tends to weaken the strategic role of local governments in local legislation.

Furthermore, limited meeting rooms and inadequate information systems slow down the process of making regional regulations. This means the region is dependent on external resources, reducing operational autonomy in designing local legal products in a timely manner. Then, the theory of regional autonomy emphasizes the importance of a systematic internal governance mechanism so that the regions can work effectively, accountably, and according to standards. Without SOPs and structured timelines, the legislation process becomes non-transparent, unaccountable, and prone to overlap, so that regional autonomy

²¹ Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

²² Interview with Rahmawita, as Acting Head of Budgeting and Supervision Facilities of the Tanah Datar Regency DPRD, on April 25, 2025, at 13:00 WIB.

²³ Amran Muslimin, *Regional Autonomy and Autonomous Regions*, Bina Cipta, Jakarta, 2002, p. 34.

is not optimal because it loses opportunities to carry out strategic planning. Finally, with regard to the constraints of non-optimal collaboration, healthy autonomy requires not only legislative freedom, but also harmonized collaboration between the legislature, the executive, and society. The lack of coordination between Bapemperda, OPD, and the public weakens the process of drafting regional regulations, giving rise to agenda conflicts and material redundancy, so that the potential of regions to respond to local needs is limited.

Conclusion

The position and role of the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period are clearly tactical, vital, and in line with their main duties. The position of the secretariat of the Tanah Datar Regency DPRD in the formation of regional regulations is under and responsible to the leadership of the DPRD technically, as well as administratively under and responsible to the regional secretary (sekda) through the regent. In the formation of regional regulations for the 2019-2024 period, the Secretariat of the Tanah Datar Regency DPRD carries out administrative and technical functions, ranging from secretarial administration, finance, meeting facilitation, to the provision of experts who support the DPRD in carrying out legislative functions. In addition, the secretariat also plays a catalytic role in the legislation stage, including synchronizing drafts, preparing academic manuscripts, facilitating meetings, providing legal opinions, to archiving and publication, according to the tasks assigned attributively and delegatively through regional regulations and the Minister of Home Affairs. Therefore, this large workload requires organizational and resource structuring to remain efficient and not cause inefficiencies or overlapping roles.

The obstacles found in the Secretariat of the Tanah Datar Regency DPRD in the Formation of Regional Regulations for the 2019-2024 Period are divided into four, namely: 1) Limited Human Resources (HR); 2) lack of technical support facilities and infrastructure; 3) Absence of SOPs and Clear Legislation Timelines; and 4) Less than optimal inter-agency coordination. These obstacles show that regional autonomy is not only a matter of formal authority, but also requires internal capacity, support facilities, good governance, and institutional cooperation to be realized effectively.

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