

The Role of the Gorontalo City DPRD in Supervising Infrastructure Development: A Comparative Study of Development Results and Targets

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Abstract

Indonesia's rapid development, especially in the implementation of democratic governance, has led to the strengthening of regional autonomy, which allows regions to manage their own government affairs. This autonomy is crucial for local development, particularly in infrastructure. The role of the Regional People's Representative Council (DPRD) is critical in overseeing infrastructure projects to ensure they align with set targets and standards. This study employs a qualitative approach to explore the oversight function of the Gorontalo City DPRD, specifically Commission C, in infrastructure development. Data collection involved interviews, field visits, and document analysis, focusing on the oversight activities of Commission C regarding infrastructure projects funded by the National Economic Recovery (PEN) program. The findings reveal that although Commission C performs oversight through hearings and field visits, the comparison between actual results and planned targets is not optimal. There is a significant gap between the established standards and the reality on the ground, which hampers the sustainability of infrastructure projects. Public pressure has emerged as a crucial factor in ensuring the completion of delayed projects. The oversight function of Commission C in Gorontalo City, while present, needs to be enhanced to ensure better alignment between project outcomes and standards. Active and continuous engagement, particularly in addressing community concerns, is essential for improving the effectiveness of DPRD's oversight role in infrastructure development.

Keywords: Infrastructure Development, Regional Autonomy, Supervisory Function, National Economic Recovery

Introduction

Indonesia currently enjoys a dynamic and rapidly developing position, particularly in the implementation of a democratically-based government (Yudanto et al., 2024). This development is evident not only in the political sphere but also encompasses other sectors that play a crucial role in creating public welfare, such as the economy, culture, and social sectors. As a country continuously striving to realize its vision of inclusive and sustainable development, Indonesia faces significant challenges in managing its resource potential and policies that support all levels of society (Arifanti et al., 2022; Pasaribu et al., 2020).

One important step taken to address this challenge is through the implementation of regional autonomy, which provides greater flexibility for regions to manage their own government affairs. Rodríguez-Pose & Wilkie (2017) said that, regional autonomy is key to strengthening regional capacity to implement development tailored to the needs and characteristics of their respective regions. The implementation of regional autonomy is expected to accelerate the development process with a more targeted approach and greater responsiveness to local dynamics.

In line with this progress, Law Number 23 of 2014 concerning Regional Government provides a clear legal basis for the implementation of regional autonomy. This law clarifies that provinces are autonomous regions that also hold administrative status. In other words, provinces operate based on two principles: decentralization and deconcentration. Decentralization grants regions greater authority in managing their government affairs, while deconcentration emphasizes the division of tasks still tied to the central government, particularly in more technical and administrative areas.

In this context, districts/cities become more independent entities in running their governments. They are given the space to regulate and manage domestic affairs without over-reliance on central government intervention, provided that the policies adopted are in accordance with the principles of a unitary state and do not violate constitutional provisions. This demonstrates the importance of regional government responsibility in ensuring that decisions made for development and community welfare are implemented effectively, efficiently, and in accordance with local needs (Moallemi et al., 2020; Wirba, 2024).

One important aspect of regional autonomy is community empowerment. Local communities have the opportunity to actively participate in the planning and oversight of policies implemented by the local government (Uittenbroek et al., 2019). With a more open system, it is hoped that public participation in the oversight and evaluation of public policies will improve the quality of services and meet public needs more fairly and equitably.

The primary factor determining the success of regional autonomy is the role and function of the Regional Representative Council (DPRD) and the regional head. These two institutions are responsible for ensuring that implemented policies truly benefit the community and address existing development issues. Therefore, the DPRD, as the regional legislative body, has a crucial role in overseeing the implementation of regional government policies, particularly in budget management, infrastructure development, and public services (Nugroho et al., 2024; Ismail & Fatah, 2025).

The DPRD's oversight function in the era of regional autonomy has become increasingly vital as regions are granted greater authority to manage their affairs (Samangun et al., 2019). With an effective oversight role, the DPRD can ensure that policies adopted by the local government are implemented in accordance with established targets and identify any deviations or problems that require immediate addressing. In this regard, the DPRD also functions as an early warning system, alerting the local government to potential problems that may arise during the policy implementation process (Dwi, 2025).

However, despite the crucial role of the Regional People's Representative Council (DPRD) in overseeing infrastructure development, its implementation often faces various challenges. One key issue in DPRD oversight of infrastructure development is the discrepancy between achieved results and established targets and standards. In many regions, including Gorontalo City, despite various oversight efforts through field visits, public hearings, and regular community meetings, oversight is often insufficient to ensure the sustainability and completion of development projects, particularly those funded by loans, such as those from the National Economic Recovery (PEN) program.

The research question arising from this background is: "How does the Gorontalo City DPRD compare results with targets and standards in the oversight process of infrastructure development in Gorontalo City?" This research will explore how the DPRD, specifically Commission C, which is responsible for the development sector, carries out its oversight function and identify challenges in comparing development project implementation results with predetermined targets and standards. With a better understanding of the DPRD's oversight

function, it is hoped that solutions can be found to improve oversight effectiveness and support better development in the region.

Methods

This research took place at the Secretariat of the Gorontalo City Regional People's Representative Council (DPRD), focusing on the oversight function of the Gorontalo City Regional People's Representative Council (DPRD). The author is interested in further examining the oversight function of the Gorontalo City Regional People's Representative Council (DPRD), given that oversight is a crucial function within the DPRD, and this function has been indicated as not being optimally implemented, particularly in overseeing infrastructure development in Gorontalo City. It is hoped that the findings of this research will positively impact the implementation of the Gorontalo City Regional People's Representative Council (DPRD)'s oversight function and the development of Gorontalo City infrastructure. This research period covers the period from the observation of research problems at the research location to the preparation of the final research report, which is planned to last six months. In terms of the procedures the author followed in his research activities, this dissertation applies a qualitative approach. In qualitative research, data is obtained from various sources using a variety of data collection techniques and is conducted continuously until data saturation is achieved.

Research using qualitative methods emphasizes the analysis of inductive thought processes related to the dynamics of the relationships between observed phenomena, and consistently employs scientific logic. Qualitative research does not exclude the support of quantitative data; rather, it emphasizes the researcher's in-depth, formal thinking in addressing the problems encountered. Qualitative research aims to develop conceptual sensitivity to the problem at hand, explain realities related to bottom-up theoretical exploration, and develop an understanding of one or more phenomena. Qualitative data is unstructured, meaning the variety of data provided by its sources (people, participants, or respondents interviewed) is highly diverse. This is intentionally done by researchers to obtain in-depth and broad ideas or perspectives from each participant. The freedom of participants to express their opinions enables researchers to gain a better understanding of the problem being studied. Therefore, qualitative data tends to be used in exploratory research. According to Agustini et al. (2024), qualitative research is the collection of data in a scientific setting using scientific methods and carried out by people or researchers who are scientifically interested. According to Sujarweni (2014), qualitative methods are research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior.

Data Sources

Primary Data

The primary data for this study were obtained through observations of the activities of members of Commission C of the Gorontalo City Regional People's Representative Council (DPRD) in overseeing infrastructure development in Gorontalo City, particularly those utilizing National Economic Recovery (PEN) funds. The researchers conducted observations at the Gorontalo City DPRD office, specifically the Commission C section, which oversees development issues. The researchers also visited locations focused on oversight by members of Commission C of the Gorontalo City DPRD, such as the Culinary Area on Jl. Kalimantan-Madura (Kalimadu), the Panjaitan Street Project, the Old Town Trade Center, and the construction of a drinking water supply system (SPAM) in Botu Village.

The primary source of primary data in this study was interviews with informants, where the researchers directly interacted with informants who are stakeholders in infrastructure

development in Gorontalo City. The interviews were conducted openly to obtain more information regarding the supervisory activities of members of Commission C of the Gorontalo City DPRD regarding the implementation of infrastructure development in Gorontalo City, particularly those utilizing PEN funds. During the interviews, the author took manual notes and also recorded audio using a smartphone.

Secondary Data

Secondary data in this study were obtained from documents related to the research theme, such as the history of the founding or formation of the Gorontalo City DPRD, its Vision and Mission, Main Tasks and Functions, Standard Operating Procedures, Bureaucratic Structure, and Work Plan. Documents related to the supervisory function of Commission C members of the Gorontalo City DPRD regarding infrastructure development in Gorontalo City, particularly those utilizing PEN funds, include the Detailed Engineering Design (DED) for the four infrastructure development projects in Gorontalo City and the minutes of meetings between Commission C and stakeholders. Furthermore, secondary data was obtained through several previous studies relevant to the supervisory function of Commission C members of the Gorontalo City DPRD regarding infrastructure development implementation.

Data Analysis Techniques

This study employed descriptive qualitative analysis. According to Ramdhan (2021), descriptive research examines problems in the form of current facts from a population. Qualitative methods are used to obtain in-depth data, data that is meaningful (Rifa'i, 2023). This entire process takes place during the research, with data analysis conducted during data collection and after completion within a specified period.

Data Reduction

Data reduction is the stage undertaken by researchers in the process of collecting and presenting data regarding the supervisory function of the Gorontalo City Regional Representative Council (DPRD) in infrastructure development in Gorontalo City.

Data Display

Data presentation or display is the stage where researchers choose the desired presentation format, taking into account ease of interpretation and communicative elements related to the research results regarding the supervisory function of the Gorontalo City Regional Representative Council (DPRD) in infrastructure development.

Conclusion or Verification

Conclusion/verification is the final stage where researchers have reached a conclusion regarding the data on the supervisory function of the Gorontalo City Regional Representative Council (DPRD) in infrastructure development in Gorontalo City.

Results and Discussion

The Regional People's Representative Council (DPRD)'s oversight function, as stipulated in Law No. 23 of 2014 concerning Regional Government, refers to the regional government and the Regional People's Representative Council (DPRD). The regional government serves as the regional executive, and the DPRD represents the people, participating in governance within established regulations. The DPRD plays a crucial role in carrying out its functions, as stipulated in Law No. 23 of 2014 concerning Regional Government, namely legislative, budgetary, and oversight. The oversight function itself is crucial for all areas. The DPRD's oversight of development can take the form of working meetings, field visits, and other forms of supervision.

The DPRD's oversight of regional infrastructure development ensures that activities aimed at achieving development goals comply with procedures, ensuring effective and efficient achievement. Supervision is conducted to ensure that infrastructure development objectives are achieved optimally and that the implementation process does not deviate from applicable regulations.

The organization responsible for overseeing regional infrastructure development in Gorontalo City is the Gorontalo City DPRD Commission C. Oversight of the infrastructure development of the Gorontalo City megaproject began in 2019-2023, carried out by the Regional People's Representative Council (DPRD) for the 2019-2024 period. The DPRD Commission C's oversight function involves several parties, including the Regional Planning Agency, the Public Works and Spatial Planning Agency, the Transportation Agency, and the Environmental Agency.

Comparing Results with Targets and Standards

Setting standards will be futile without various methods for measuring actual implementation. Implementing a policy requires a comparison between established targets and standards and existing conditions. This is also true for the implementation of the oversight function carried out by the Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development regarding Gorontalo City's infrastructure development. A critical stage of the oversight process is comparing actual implementation with planned implementation or established standards.

The purpose of this stage is to determine whether there are discrepancies between the results and established standards, and if so, determine whether improvements are necessary. To carry out this oversight function, the DPRD Commission C/Gorontalo City Development also conducts a stage where results are compared with previously established targets and standards. This comparison can be seen through activities such as hearings and field visits. This is as stated by the Chairperson of the Gorontalo Regional People's Representative Council (DPRD) Commission C/City Development:

"Regarding our oversight function, we conduct it from the initial stage, namely through hearings. These hearings begin with joint hearings with the Regional Apparatus Organization (DPUPR) and the Public Works and Spatial Planning Agency (Dishub). We then request field agencies. Our team from DPRD Commission C reviews progress daily and monthly to determine whether it is in line with the schedule submitted by the Public Works and Spatial Planning Agency, the responsible agency. Occasionally, if there are urgent matters, we also call the Public Works and Spatial Planning Agency again to question specific matters that are inconsistent with the previous plan." (Interview on January 18, 2023, in the meeting room of Commission C/Gorontalo City Development)

The Deputy Chairperson of the Regional People's Representative Council (DPRD) Commission C/Development added the following regarding Commission C's supervisory activities:

"Usually, we conduct spot checks, go directly to the project site, and check whether there's a well-defined schedule and a well-developed concept to ensure the project can be implemented on time. For example, for the construction of the Nani Warta Bone road, we visited the project two or three times to ensure the work is on schedule and there are no delays. Sometimes, we also hold hearings with the project manager directly to check whether there are any obstacles. If there are, we immediately report them and find solutions. We also conduct working visits to relevant agencies that are partners in

the project. We also hold hearings to check whether any residents have been affected, as there are usually complaints." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development)

DPRD Member Commission C/Development added regarding Commission C's oversight function, as follows:

"First, we will hold a coordination meeting with the relevant SKPD (Regional Government Agency), namely the Public Works and Spatial Planning Department (DPUPR), regarding the project. The meeting will discuss the project's budget, start date, and end date. Then, a Commission meeting will be held, along with joint meetings and other meetings if any issues related to the development are identified. This oversight function will take the form of meetings, including field inspections. These meetings will check whether the project is in line with the established timeline and whether it meets the stated timeline. We will also summon the contractors for a joint discussion, as these three developments have different contractors." (Interview on January 29, 2023, in the meeting room of Commission C/Development, Gorontalo City)

Furthermore, the Chairperson of the DPRD Commission C/Development added further regarding the activities carried out by Commission C/Development in order to carry out its supervisory function. As follows:

"In carrying out this oversight function, in addition to hearings, we also conduct field visits and inspections. This is because there may be several reports from residents. These reports can be of various types, both objective and subjective. Therefore, we need these inspections. This is done to match the information provided by residents with the conditions on the ground. (Interview on January 18, 2023, in the meeting room of Commission C/Gorontalo City Development)

The hearings and field visits, based on interviews and direct research, are a form of comparing results with the targets and standards that have been initially established. The Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development conducted the hearings to assess the progress of the mega project and to verify whether the Detailed Engineering Design (DED), which is the construction standard, has been implemented in accordance with the requirements. Furthermore, the working visits also serve as a way to compare results with the targets and standards that have been initially established. The DPRD Commission C/Gorontalo City Development conducted the field visits to verify whether the results of the hearings had been met. The report is delivered according to the conditions directly at the construction site. Furthermore, a member of the Regional People's Representative Council (DPRD) Commission C/Development added regarding Commission C's supervisory function, as follows:

"We also certainly supervise agreements between the government and third parties. This occurs during the tender process and ends each fiscal year, or until the project is accepted by the government as the owner or user of the project. Commission C acts as the supervisory implementer, assisted by partners from the government or relevant Regional Government Agencies (SKPD). In carrying out its supervisory function, each Commission member is accountable to the commission chair. All supervisory results carried out by DPRD members must be accounted for to the leadership to ensure accountability for each member who has carried out the supervision. We make decisions together, and everyone must be aware of those decisions."

Table 1. Description of Project Development Tender Holders

Construction Project	Tender	Budget Allocation
Nani Wartabone Road Construction	PT Mahardika Permata Mandiri	IDR 25 Billion
Kalimadu Culinary Area Road Construction	PT Mahardika Permata Mandiri	IDR 5 Billion
Trading Area Development	PT Reski Aflah Jaya Abadi (RAJA)	IDR 34.7 Billion
SPAM Construction	PT RAYA SINERGIS	IDR 13.7 Billion

Source: Primary data from research (2023)

The activity where the Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development supervises the tender selection process until the agreement with the selected tenderer is reached, based on interviews. This stage involves comparing the results with the targets and standards initially established. DPRD Commission C/Gorontalo City Development supervises the tenderer to ensure compliance with the Detailed Engineering Design (DED).

If, during the comparison of results with targets and standards through hearings and field visits, any issues are identified, DPRD Commission C/Gorontalo City Development will discuss these issues with its partners. This is to ensure that construction remains in accordance with the Detailed Engineering Design (DED). This is in line with the results of an interview with the Chairperson of the Gorontalo City Council (DPRD) Commission C/Development, as follows:

"If a problem arises, we directly work with the Public Works and Spatial Planning Agency (DPUPR) to discuss the issue. But so far, there haven't been any critical issues, except for the rain-related landslides. There haven't been any other issues. But if that were to happen, we would immediately invite the Public Works and Spatial Planning Agency (DPUPR) to request an explanation and find a joint solution in the hearing forum." (Interview on January 18, 2023, in the Commission C/Development meeting room of Gorontalo City).

The Deputy Chairperson of the DPRD Commission C/Development added that if any problems arise in the implementation of the supervisory function, he said:

"We will hold a meeting, communicate, and deliberate. We will discuss the obstacles and what the solutions are. We will decide and publicize that the problem has been resolved and a solution has been found." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development)

Furthermore, a member of the Regional People's Representative Council (DPRD) Commission C/Development added that if any problems arise in the implementation of the supervisory function, he would do so as follows:

"We will summon them and hold a meeting. We will then ask them what the problem is and why it occurred. If the problem is due to a major error, then we cannot blame the contractor entirely, for example, in the case of a natural disaster. But if the error is due to engineering, then that is a serious problem. They must know the exact contours of the land and the structure of the building. Therefore, it must be well-designed." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development)

Furthermore, the Chairman of the DPRD Commission C/Development, added again regarding the Gorontalo City Mega Project which is the focus of regional government development. As follows:

"Incidentally, Gorontalo City has six budget projects in 2021: the development of the Nani Warta Bone road with a budget of IDR 24 billion; the construction of a culinary center on the Kalimantan-Madura (Kalimadu) road with a budget of IDR 5 billion; the optimization of the Gorontalo City drinking water supply system (SPAM) with a budget of IDR 13.7 billion; the revitalization of the Gorontalo City Trade Center with a budget of IDR 34.7 billion; the construction of drainage with a budget of IDR 5 billion; and the development of the Aloe Saboe Hospital with a budget of IDR 24 billion." (Interview on January 18, 2023, in the meeting room of Commission C/Gorontalo City Development)

The Deputy Chairperson of the Regional People's Representative Council (DPRD) Commission C/Development added regarding the construction of the Gorontalo Creative Center, which had to be canceled due to budget refocusing:

"Because the economy has declined due to COVID-19, the construction cannot be 100% completed. Including Infrastructure development in Gorontalo City cannot be implemented because the IDR 125 billion in funds has been refocused and reallocated for COVID-19 management. "This is both social, as a social security program, and to revitalize MSMEs and improve our health infrastructure, especially its facilities." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development).

The Deputy Chairperson of the Regional People's Representative Council (DPRD), Commission C/Development, added that if there are changes to the development budget, he explained:

"That is the responsibility of the project. Because the state can only finance according to the predetermined expenditure list. Essentially, it must comply with the contract." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development).

In implementing the oversight function assigned by the DPRD, Commission C/Development must also understand its targets and standards. These targets and standards for the implementation of this oversight function must be communicated and implemented effectively. In addition, the DPRD Commission C/Development is also expected to be able to communicate the objectives and implementation standards of these functions among its members. To achieve these objectives and standards, the DPRD Commission C/Development of Gorontalo City is required to maintain good communication between Regional Apparatus Organizations and their fellow implementers. This is also what the Chair of the Gorontalo City Council (DPRD) Commission C/Development stated:

"With all our partner OPDs, we build a good relationship without exception, because we are all equal. This togetherness will certainly continue as long as we each understand our respective duties and responsibilities. If we act like government officials, or OPDs act like DPRDs, we will be reprimanded by the Mayor. So, as long as we carry out our respective duties, good communication will be established. God willing, OPDs' budget planning activities are purely the result of joint Musrenbang (Development Planning Deliberation). This starts at the neighborhood level, then goes up to the village head, sub-district head, and up to the city level. This is then supplemented with DPRD planning recommendations, as long as there is sufficient budget and it aligns with community needs. After that, we hold meetings with OPDs to discuss the Draft Regional Budget (RAPBD) and then the tender process. So, from the initial stage, we discuss the process well, ensuring good communication until the end,

preventing misunderstandings." (Interview on January 18, 2023) (in the meeting room of Commission C/Gorontalo City Development)

The Deputy Chairperson of the Regional People's Representative Council (DPRD) Commission C/Development added the following regarding establishing communication with development partners:

"There must be deliberation. We always schedule both formal and informal communication. But formal meetings are more frequent so that everything can be properly recorded. There are meeting minutes, including what the problems were, what was discussed, and what the results were, and what the solutions were." (Interview on January 29, 2023, in the meeting room of Commission C/Gorontalo City Development)

A member of the DPRD Commission C/Development added the following regarding establishing communication with development partners:

"A government is a partnership between the executive and legislative branches. Therefore, we must synergize and complement each other in positive ways. The same applies to the community. Of course, as representatives of the people, we must accommodate the aspirations and desires of the people and implement them to channel them. That's why we hold hearings. "We can hold hearings with the relevant SKPD or hear opinions directly from the community" (Interview on January 29, 2023 in the meeting room of Commission C/Gorontalo City Development)

Furthermore, the Chairperson of the DPRD Commission C/Development added further regarding the communication that was built within the structure. As follows:

"From the very beginning, when Commission C was formed, we had a composition of 10 people. We had already established a Chairperson, Vice Chairperson, Secretary, and other members. We immediately agreed on the need for togetherness. We will be working together for the next five years. Without togetherness, it would be impossible to work together. During hearings, we invited Commission C members to provide input, proposals, or suggestions, but the ultimate goal was to achieve togetherness. Suggestions will still be considered, but they must also comply with existing regulations. Secondly, if it concerns the budget, it must remain within the budget ceiling. It must also be in accordance with the duties and functions of the regional apparatus organization. Anything outside the duties and functions of the regional apparatus organization will certainly not be able to implement it. Thank God, so far we have always been united, and God willing, Commission C is the most united." (Interview on January 18, 2023, in the Commission C/Gorontalo City Development meeting room)

Furthermore, the Deputy Chairperson of the Regional People's Representative Council (DPRD), Commission C/Development, added regarding development progress. The mega project is as follows:

"Communication is crucial to avoid misunderstandings. Therefore, before doing anything, we usually hold a coordination meeting first." (Interview on January 29, 2023, in the meeting room of Commission C/Development, Gorontalo City)

Policy implementation will not run smoothly without the assistance of various parties. One of these is the Regional Apparatus Organization (OPO), which strongly supports the implementation of the oversight function assigned by Commission C/Development. OOPs are needed to fulfill all requirements for implementing this oversight function. For example, the Regional People's Representative Council (DPRD) Commission C/Development is assisted by

several OOPs as working partners, such as the Gorontalo City Public Works and Spatial Planning Agency, the Gorontalo City Environmental Agency, the Gorontalo City Transportation Agency, the Gorontalo City Regional Development Planning Agency, the Gorontalo City Goods/Services Procurement Service Division, the Gorontalo City Investment and One-Stop Integrated Services Agency. Several Regional Device Organizations that are working partners provide and fulfill all facilities to support the successful implementation of this supervisory function. This is similar to the statement made by the Chair of the Regional People's Representative Council (DPRD) Commission C/Development, who stated the following:

"We have several predetermined working partners. They have been working partners of the Development Commission from the start. Regarding infrastructure development related to physical development, we clearly convene the relevant partners from the Public Works Department (DPUPR) periodically to complement and explain each other." (Interview on January 18, 2021, in the meeting room of Commission C/Development of Gorontalo City).

The Deputy Chair of the DPRD Commission C/Development expressed the following opinion regarding the resources of these working partners:

"They are certainly effective in assisting as long as we adhere to the applicable provisions and regulations. The results of the decisions or provisions are in effect. It is indeed effective to have the assistance of these working partners because they are indeed related to development." (Interview on January 29, 2021, in the meeting room of Commission C/Development of Gorontalo City).

In accordance with the explanation above, it can be seen that the role of the Regional Apparatus Organizations (OPOs), which are working partners of the DPRD Commission C/Development, is very effective. The purpose of this Regional Device Organizations can support the development monitoring process well.

Research Findings

Comparing results with the targets set in this study is the most urgent stage in the oversight of the Gorontalo City Regional People's Representative Council (DPRD) in ensuring infrastructure development in Gorontalo City through hearings and field visits. Based on observations, interviews, and analysis, it can be concluded that the function of the Gorontalo City DPRD Commission C in comparing results with targets and standards for infrastructure development in Gorontalo City is not yet optimal. Although intensive hearings (RDP) and field visits to infrastructure project sites have been conducted, they have not had a significant impact on the sustainability of infrastructure projects that have stalled for a very long time and are highly detrimental to the surrounding community and the general public as road users. In fact, the massive community movement is key to the DPRD Commission C's oversight function regarding the completion of infrastructure development in Gorontalo City, especially projects funded by the National Economic Recovery (PEN) loan. Public pressure places the DPRD, particularly Commission C, in a difficult position due to: (a) Performance scrutiny. The public perceives that Commission C's oversight has been suboptimal due to protracted project issues; (b) Moral responsibility. As representatives of the people, members of the DPRD, especially Commission C, are required to not only accept reports in the RDP, but also be proactive in seeking real solutions in the field; (c) Increasing political pressure. Public pressure is a strong political signal from the community. If the DPRD does not act according to expectations, their legitimacy in the eyes of the public will decrease.

Discussion

Setting standards will be futile without various methods for measuring actual implementation. In implementing a policy, a comparison between established targets and standards and existing conditions is essential. The stage of comparing results to targets is an evaluation process to assess the extent to which an individual or organization's performance compares to the established targets or goals. This process involves measuring and comparing actual results with predetermined performance standards or targets. Similarly, in the implementation of the oversight function carried out by the Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development regarding Gorontalo City's regional infrastructure development, a critical stage of the oversight process is comparing actual implementation with planned implementation or established standards.

The purpose of this stage is to determine whether there are discrepancies between the results and established standards, and if so, determine whether improvements are necessary. To carry out this oversight function, the DPRD Commission C/Gorontalo City Development also conducts a stage where results are compared with previously established targets and standards. This comparison between results and targets and standards can be observed through activities such as hearings and field visits. In accordance with the explanation above, this is also what the Regional People's Representative Council (DPRD) Commission C/Development strives to achieve in implementing its oversight function for megaproject development. According to interviews with several sources, holding regular hearings, meetings, and field visits is a form of oversight entrusted to DPRD Commission C/Development.

Hearings, meetings, and field visits are usually conducted by DPRD Commission C/Development, and these activities are carried out regularly. All members of DPRD Commission C/Development in Gorontalo City have a positive and responsible attitude in carrying out their oversight duties regarding infrastructure development in Gorontalo City. This positive attitude and responsibility are evident in their disciplined oversight activities. Oversight of infrastructure development in Gorontalo City is carried out by the DPRD through both indirect supervision and field inspections. The DPRD then compares the facts (findings) encountered with established standards. After comparing the facts (findings) in the field with the established standards, discrepancies are identified. Furthermore, comparing results with targets is always carried out while construction is still underway.

Where according to the results of interviews with sources, it was explained that if there are obstacles in the field, the DPRD Commission C/Gorontalo City Development will summon the DPURPKP of Gorontalo City (Gorontalo City Public Works and Spatial Planning Agency). So if there are problems in the construction of the project, the DPRD Commission C/Gorontalo City Development does not escape responsibility and continues to monitor and help resolve the problems. An example of a case in the construction of Jl Panjaitan which was disturbed and complained by the local community and road users who said it was very slow. The report was followed up by the Gorontalo City DPRD and then communicated with the City Government and the result was that the City Government replaced the contractor and resumed the work. And the decision has been discussed and approved by the DPRD Commission C/Gorontalo City Development. If there are changes in the construction as in the previous case, then the previously set budget will not change.

Because this is the responsibility of the project, and has been agreed upon between the tender owner and the Gorontalo City Government. From this it can be seen that during the construction, the DPRD Commission C/Gorontalo City Development continues to carry out comparison activities between results and targets and standards. This is done continuously while construction is still underway to ensure that it remains in accordance with the Detailed Engineering Design (DED). Comparing results with targets and standards requires good

communication between the Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development and related parties. This communication can influence the smooth operation of the DPRD's oversight function.

According to Kondolele et al. (2025), "communication is a crucial variable influencing policy implementation. Communication is crucial for the successful achievement of public policy implementation objectives." Effective implementation will occur if decision-makers understand what they are going to do. This information can only be obtained through good communication. Three indicators can be used to measure the success of communication variables. Edward III suggests these three variables: (1) Transmission: Good communication delivery will result in good implementation. Miscommunication often occurs due to the many bureaucratic layers involved in the communication process, resulting in distorted expectations. (2) Clarity: Communication received by policy implementers must be clear and unambiguous; (3) Consistency: Instructions given during communication must be consistent in their implementation. Frequently changing instructions can lead to confusion for implementers.

To manage good communication, effective communication channels must be established and developed. The better the communication channels, the greater the probability that instructions will be transmitted correctly. As explained above, this is also what the Regional People's Representative Council (DPRD) Commission C/Development strives to achieve in implementing its oversight function regarding infrastructure development. In implementing the oversight function assigned by the DPRD, Commission C/Development must ensure that implementers are aware of their actions. They must understand their goals and objectives. The goals and objectives of implementing this oversight function must be communicated and implemented effectively to the target group.

Interviews with key informants revealed that every decision-making process within the Regional People's Representative Council (DPRD) Commission C/Development must first go through a deliberation stage. Deliberation is considered the starting point for any development project, particularly infrastructure development in Gorontalo City, which always begins with a Joint Deliberation (Musrembang). The Gorontalo City DPRD consistently positions the community as a highly constructive working partner, as public participation plays a crucial role in disseminating information related to infrastructure development in Gorontalo City. Therefore, community attendance at deliberations is mandatory, as the community is the target group that will directly experience the impacts of a policy.

These deliberations can take the form of hearings, followed by commission meetings. These hearings are typically held with Regional Apparatus Organizations, Project Tenderers, and the community. This is done routinely by the DPRD Commission C/Development to foster good communication. The Gorontalo City Council (DPRD) Commission C/Development has excellent communication channels. Although the DPRD Commission C/Development has a large network that must collaborate, it frequently holds meetings. For the DPRD Commission C/Development of Gorontalo City, effective communication is crucial to avoid misunderstandings. Therefore, before undertaking any action, a coordination meeting is usually held with supporting partners.

Based on researchers' observations, the material is always discussed repeatedly during these meetings. This is done to ensure clarity and avoid confusion. Everyone involved in the project's development must fully understand and comprehend it. Furthermore, members of the Regional People's Representative Council (DPRD) Commission C/Gorontalo City Development are welcome to provide input, proposals, or suggestions, but must adhere to existing regulations. Therefore, suggestions will be reviewed and decisions made collectively, based on the deliberations of all members of Commission C/Development, not on individual basis.

The quality of communication fostered by the DPRD Commission C/Gorontalo City Development will influence the effective implementation of its oversight function for mega-project development. Therefore, disseminating policy content through a sound communication process will influence policy implementation. In this regard, the communication media used to disseminate policy content to target groups will play a crucial role. Communication is a crucial element in the principle of implementing meaningful participation. Without effective communication, public participation will become a mere formality, lose substance, and fail to achieve its objectives. The key to meaningful participation is a two-way dialogue, not simply a one-way flow of information from the government to the public, but rather, the public becomes the primary source of information for the government in determining the direction of policy and development.

Public participation significantly assists the DPRD's oversight process in comparing results with established targets. In this context, the public functions as a "sensor" that directly experiences the impact of local government programs and policies. Public feedback provides authentic data for the DPRD to assess gaps between planned goals and implementation on the ground. Commission C of the Gorontalo City DPRD can utilize public participation in comparing results with infrastructure development standards and targets in various ways. Meaningful participation allows the commission to obtain information directly from the field, which is often more accurate and detailed than official government reports. The following steps Commission C can take to maximize public participation in infrastructure oversight:

Utilizing Feedback During Working Visits

Dialogue during recess

During each recess, members of Commission C can actively solicit community input regarding the condition of infrastructure in their respective constituencies. During this dialogue, the commission can verify project implementation reports and hear directly about complaints regarding quality, delays, or inconsistencies with community needs.

Joint Field Visits

Commission C can invite community representatives or community leaders to participate in working visits to project sites. This not only demonstrates transparency but also allows the community to directly address existing issues.

Strengthening Complaint and Reporting Mechanisms

Integrated Complaint Channels

Commission C can collaborate with city governments to develop a complaint system that is easily accessible to the public, both online and offline. Information from the public, such as photos or videos, can provide strong initial evidence for Commission C to conduct further investigations.

Rapid Response

The Commission must ensure that every report received is taken seriously and followed up. Explaining the status of their report to the reporter can build trust and encourage continued participation.

Community Involvement in Every Stage of Oversight

Planning Stage

Before an infrastructure project begins, Commission C must ensure that the city government involves the community in the development planning meeting (musrenbang). This way,

Commission C can assess whether the proposed project truly aligns with the community's priorities and needs at the sub-district level.

Implementation Stage

During the project, Commission C can encourage the community to participate in monitoring the progress and quality of the work. For example, during road construction, residents can report any discrepancies in materials or construction.

Post-Project Stage

After the project is completed, community participation is crucial for evaluating its long-term impact. The community can assess whether the infrastructure is functioning properly, is effective, and has achieved the expected social goals.

Optimizing Media and Communication

Social Media and Websites

Commission C can utilize social media and the official DPRD website to publish oversight reports and open up space for public discussion. This promotes transparency and broadens participation.

Publication of Oversight Results

Commission C can inform the public of the results of oversight, including findings related to gaps between results and targets. This publication provides an opportunity for the public to provide feedback or provide additional information that may have been overlooked. By implementing meaningful participation, Commission C of the Gorontalo City DPRD not only fulfills its supervisory duties, but also strengthens the legitimacy and public trust in the council's performance.

Conclusion

The function of the Gorontalo City Regional People's Representative Council (DPRD) Commission C in comparing results with targets and standards for infrastructure development in Gorontalo City has not been optimal. Although intensive hearings or RDPs and field visits to infrastructure development project locations have been carried out, they have not had a significant impact on the sustainability of infrastructure projects that have stalled for a very long time and are very detrimental to the surrounding community and the general public as road users. In fact, the massive community movement is the key to the implementation of the DPRD Commission C's supervisory function regarding the completion of infrastructure development in Gorontalo City, especially development projects funded by National Economic Recovery (PEN) loans. Public pressure places the DPRD, especially Commission C, in a difficult position due to: (a) Performance scrutiny. The public views that the supervision carried out by Commission C has not been optimal, because project problems continue to drag on; (b) Moral responsibility. As representatives of the people, DPRD members are required to not only accept reports in RDPs, but also be proactive in seeking real solutions in the field; (c) Increasing political pressure. Public pressure is a strong political signal from the community. If the DPRD does not act as expected, their legitimacy in the eyes of the public will decline.

Suggestion

Relying solely on hearings or RDPs is not enough to ensure effective oversight, especially in complex cases such as PEN funds. The Regional People's Representative Council (DPRD) must be more proactive in conducting unannounced inspections of public-funded project sites, including PEN funds. This includes: (a) Periodic inspections: DPRD members from relevant

commissions can routinely check project progress, compliance with specifications, and budget utilization in the field; (b) Direct investigations: When there are indications of irregularities, an internal DPRD investigation team can be formed to gather evidence and facts directly from the field; (c) Documentation of findings: The results of field visits must be documented in detail, including photos, videos, and interviews with relevant parties, to form a strong report

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