

Developing Regional Head Control Models Under Good Governance

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ABSTRACT--This study aims to find a model of regional head supervision in realizing good governance. The problem in this study is why there is a problem in the implementation of regional head supervision is not effective in realizing good governance in Indonesia. The research method used in this study is empirical juridical, which is a study conducted on the real state of society or the community environment with the intent and purpose of finding facts, then leads to identification and ultimately to the resolution of problems. The results of this study indicate that: (1) The implementation of DPRD's oversight of Regional Government policies needs legislative, executive and judicial checks and balances not to be exclusive; (2) The model of supervision of regional heads in realizing good governance needs to be built in partnership models in the supervision of DPRD towards Regional Governments in accordance with Law Number 23 of 2014; and (3) Building a regional head supervision model in realizing good governance with a Critical Constructive model meaning "critical" is that the DPRD must be responsive to the situation, be brave, and be responsible because the true principle of the DPRD is the people's incarnation, while "constructive" is productive, providing solutions that are useful, as well as building a network of partners with executives and the judiciary to create a conducive atmosphere at the end for the welfare of the people.

Keywords: supervision model, district head, good governance

I. INTRODUCTION

One important issue of the results of democracy in the Indonesian state administration stage is the regional legislative body, known as the Regional People's Representative Council (DPRD). Various DPRD issues are very urgent to be discussed, especially if placed in the frame of checks and balances. Discussions on a number of issues related to the DPRD in Regional Government Legislation and Regional Legislative Institutions, namely: (a) legislation of the regional government and regional legislative institutions, (b) the position of the DPRD, (c) the functions, duties and authorities of the DPRD, (d) DPRD membership, and (e) DPRD equipment.

According to Gilbert Masannat [8] said that the main function of the legislature is related to the making of public policies that represent the interests of the public or society where the authority or power of the legislative members naturally varies from one political system to another, and that authority includes oversight of the executive, conducting investigations, choose, change, and provide

views on laws relating to the public interest, while providing services in the context of political mechanisms

The DPRD institution has three functions in the concept of parliamentarism. First, the function of representation, as a representative institution of the people which is the representation of the people in the DPRD government holds the position as the holder of the sovereignty of the regional people in the system of representation. Second, the function of policy makers (legislation), this function is the function of the DPRD as a regional parliament in formulating regional policies with the regional head. Third, the monitoring function which is a representative institution has the authority to control the judicial process.[10]

The Regional People's Representative Council as the organizer of the Regional Government together with the Regional Government, has a strong sovereignty in the administration of regional government. In Article 148 paragraph (1) of Law Number 23 Year 2014 concerning Regional Government states: Regency / city DPRD is an institution of Regency / City Regional People's Representative which is domiciled as an organizer of Regency / City Regional Government.

The DPRD's representative function is basically manifested in the implementation of the DPRD's main tasks in three important respects, namely: legislation, budgeting and supervision.[30] DPRD members should understand the nature of their existence as DPRD members and be able to formulate benchmarks or indicators of the implementation of a good mandate. This model is in accordance with the research objective to find effective supervision in order to foster public confidence in the members and institutions of the DPRD, for this reason, a research entitled "Building a Regional Head Supervision Model in Realizing Good Governance" is needed.

II. RESEARCH METHODS

This study uses an empirical juridical approach, which is a study conducted on the real state of society or the community environment with the intent and purpose of finding facts, which then leads to identification and ultimately to the resolution of problems.[21] Source of data used in this study are primary data and secondary data, by conducting interviews with relevant parties regarding matters relating to the object of research.

III. DISCUSSION

1. Implementation of Parliamentary Oversight of Regional Government Policies

Supervision according to Winardi [24] can be aimed at the internal sector as well as to the extreme field. Internal oversight from the government side, is supervision carried out by supervisory officers who come from the internal environment of government organizations. Internal control can be divided into internal controls in a broad sense and internal controls. Internal control in the narrow sense is an internal supervision carried out by a supervisory apparatus who comes from the internal environment of the organization or the supervised state institution. Internal oversight in the broad sense is carried out by supervisory officers who come from specialized institutions of supervisors, specifically formed by the government or executive agencies.

The Republic of Indonesia State Administrative Agency [31] divides internal supervision into several types, namely:

- 1) Cling Supervision, namely supervision carried out by each leader of subordinates and work units they lead.
- 2) Functional Supervision, namely supervision carried out by apparatus whose main task is to supervise, such as the Inspector General, Regional Inspectorate. BPKP and Bapeka.

External supervision is a form of supervision carried out by a supervisory unit that is completely outside the environment of the executive organization. In external supervision between the supervisor and the supervised party there is no official relationship. This form of supervision can be carried out by the legislature (DPRD) as well as the community. External supervision, according to the State Administration Agency of the Republic of Indonesia can be divided into:

- 1) Legislative Oversight (Wasleg), namely oversight carried out by the House of Representatives both at the center (DPR) as well as in the regions (DPRD). This oversight is a political oversight (Waspol).
- 2) Community Oversight (Wasmas), is supervision conducted by the community, as contained in the mass media.

In line with the above opinion, according to the author there are three types of supervision, namely:

- 1) inherent supervision

The term inherent supervision is formally adopted from Presiders Instruction No. 15 of 1983 concerning Guidelines for Supervision Implementation which in one of the articles, article 3 explains that: "Every leader at all levels

increases inherent supervision and improves the quality of their respective work environment".

- 2) Functional supervision

Functional supervision is used with reference to Presidential Instruction Number 15 of 1983.

In this supervision, every effort is made by a specially appointed apparatus (whose task is to carry out an independent audit of the object being monitored). In practice, this supervisory apparatus checks and performs other tasks such as verification, confirmation, survey, assessment and monitoring something that is being monitored.

- 3) Community oversight

This supervision can be categorized as social control, namely supervision that is created due to the recognition and compliance with group norms that exist within a community or organization. Social control is oversight carried out informally by the public or the wider community such as pressure groups of association organizations, NGOs and groups of stakeholders (stakeholders).

In general, according to Sarundajang [20] the function of supervision is to assist management in three matters, namely:

- a. Improve organizational performance;
- b. Providing opinions on organizational performance, and
- c. Directing management to make corrections to the problems of achieving existing performance.

The purpose of supervision is that in the implementation of the work obtained results that are efficient (efficient) and effective (effective), in accordance with a predetermined plan. In addition to having the objectives stated above, supervision also has functions that can be broken down into at least four types.

According to Luther Gulick and L. Urwick (in Ndraha),[16] speaking of control is a process as follows: The process takes place under four principles of control which are also the principle of organization. The four principles are (1) coordination as a reciprocal relationship of all factors in a. the situation, (2) coordination with direct contact between people concerned, (3) coordination at the initial stage of each activity, and (4) coordination as a continuous process.

According to Bellone [4] that in an organization (government), supervision is a very important issue to get attention, because supervision is an effort to achieve predetermined organizational goals. The governmental organization sector, supervision will be able to foster public trust from parties involved in the organization. In the government organization sector, there are 3 main pillars, namely: the people, the people's

representatives and the government. In running the government, the government is supervised by the people through people's representatives.

Oversight arises when the trias politica (distribution of power) separates power from being executive, legislative and judicial. The separation of powers appears in each of the fields of government. An oversight carried out by government officials because each field must be restricted in certain fields.[9] DPRD is an institution that has a strategic position and role related to regional government supervision in accordance with Law Number 23 of 2014 Article 149 which consists of three paragraphs about the function of DPRD that:

- 1) District / city DPRD has the function: a) formation of district / city regulations, b) budget, c) supervision;
- 2) The three functions as referred to in paragraph (1) are carried out within the framework of people's representation in the district / city area;
- 3) In the context of carrying out the functions referred to in paragraph (1), the district / city DPRD shall capture the aspirations of the community.

The position of the DPRD has an important role in the region as the representative institution of the DPRD holds the people's mandate to develop the region, so the DPRD's task is not merely on three functions. More in the DPRD has the responsibility as a representative institution that is responsible to the people every five years, and the accountability of DPRD to the people is carried out directly on its constituents.

The DPRD, as a representative institution, has the authority to control regional governments in terms of accountability. The regional head's accountability report, in addition to being reported to the President / Minister of Home Affairs, must also be reported to the DPRD as a control on the implementation of the regional head's program in each APBD submission and APBD report within one year (Article 27 (2) and (3) of Law Number 32 of 2014). This control is intended as an assessment of the performance of local government by the people represented by the DPRD.[7]

According to the author that the role of the representative body, the DPRD places itself as a balanced power that balances and exercises effective control over the head of the region and all levels of local government are manifested in the following functions:

1) Representation

Articulate concerns, demands, hopes and protect the interests of the people when a policy is made, so that the DPRD always speaks "on behalf of the people". Role or often matched with

functions, authority, related to the main tasks that must be carried out.

2) Advocacy

Comprehensive aspirations and fighting for them through complex and often tough negotiations and very strong political bargaining. This situation is very reasonable considering the people's aspirations contain many interests or demands that sometimes conflict with each other. Political bargaining is intended to reach the meeting point of various interests.

3) Administrative oversight

Assess or test and if necessary try to change the actions of the executive body. Based on this function it is not justified if the DPRD is "hands off" towards the policies of the regional government which are problematic or questioned by the community.

If the naive sentence is not our authority, as is often the case in the practice of its implementation. In cases like this, the DPRD can summon and ask for information, conduct a questionnaire and interpolate even in the end can hold the regional head accountable. The implementation of the role of the DPRD is simplified into three functions, namely: legislation, budgeting and supervision.

In the supervision of the DPRD, checks and balances between the three institutions are not exclusive, so that a shift in power or benchmarks in exercising their authority is possible. The legislative function in carrying out supervision is part of the legislative's responsibility to oversee, correct or review actions taken by local governments, submit proposals or improvements for actions or policies taken.[2]

The role of the DPRD in supervising the regional government aims to find out the aspirations or wishes of the people, and it is also in accordance with Law Number 23 of 2014 concerning Regional Government contained in article 149 paragraph (3), namely: in the context of carrying out the functions referred to in Article 149 paragraph (1), Regency / City DPRD captures the aspirations of the people.

2. Regional Head Supervision Model in Realizing Good Governance

The role of the DPRD as a controlling body over local government authority rather than as a legislative body in the true sense. In everyday reality, the DPRD is commonly referred to as a legislative body. DPRD's, both in provincial and district / city areas, have the right to submit a Regional Regulation Draft (Raperda) to the Governor in accordance with Law Number 23 of 2014. The right of this initiative

does not in fact cause the DPRD to become the main legislative power holder. The main power holder in this field remains in the hands of the government, in this case the Governor or Regent / Mayor.[13]

The main function of the DPRD is to control the running of government in the regions, while with regard to the legislative function, the position of the DPRD is not a dominant actor. The dominant power holder in the legislative field remains the Governor and Regent / Mayor. In fact, Law Number 23 Year 2014 "requires" the Governor and Regent / Mayor to submit a Regional Regulation (Raperda) and stipulate it as a Regional Regulation with the approval of the DPRD. This means that the DPRD only acts as a controlling or controlling body that can approve, reject or approve changes, and occasionally can submit a draft regulation with a proposal of its own initiative.[13]

The organizer of regional government, DPRD has functions in order to oversee the running of regional government. The function includes the legislative function, the budget function and the oversight function. Actually, it is more appropriate to group the functions of the legislative body in the area into 3 (three), namely (a) the supervisory function, (b) the legislative function, (c) the representation function. In Article 292 paragraph (2) and Article 343 paragraph (2) of Law Number 27 of 2009 requires that the DPRD actually not only carry out the functions of legislation, budgeting and supervision, but also the function of representation.[14]

In carrying out the legislative function, the DPRD is given the task and authority to form regional regulations together with the Regional Head. The DPRD sets regional regulations for the benefit of the region or for implementing higher level legislation whose implementation is delegated to the regions. The DPRD can defend the interests of the region and its population before the Central Government and the DPR with the knowledge of the Regional Head concerned.[6]

Implementation of the budget function, the DPRD is given the authority to discuss and approve the draft regional regulation on regional budget revenues and expenditures submitted by the Regional Head. In fact the function of the budget (budgeting) is not properly referred to as a separate function. This is because the APBD is stipulated in a Perda law suit so that the preparation of the APBD is identical to the formation of a Perda on the APBD, even though the design always comes from the Governor and the Regent / Mayor. Meanwhile, the implementation of the APBD itself must also be overseen by the DPRD, and such supervision belongs to the category of oversight functions carried out by the DPRD.[13]

In carrying out its supervisory function, the DPRD is given the task and authority to carry out oversight of the implementation of regional regulations and regional revenue and expenditure budgets. This authority is also complemented by the DPRD's right to submit interpellation rights, questionnaire rights and the right to express opinions.

In addition, the DPRD's authority and rights are also added to the right of DPRD members to ask questions, ask for information, submit statements of opinion and conduct investigations.[15]

The right of interpellation is the right of the DPRD to request information from the Regional Government regarding important and strategic Regional Government policies and broad impacts on community and state life. The right to question is the right of the DPRD to investigate important and strategic policies of the Regional Government and to have a wide impact on the life of society and the state which is allegedly contrary to the laws and regulations. The right to express an opinion is the right of the DPRD to express an opinion on the policies of the Regional Government or regarding extraordinary events that occur in the country accompanied by a solution to the follow-up to the right of interpellation and the right of inquiry.¹

The granting of interpellation rights, questionnaire rights and the right to express opinions seem to be a bonus to the DPRD whose authority and rights have been reduced by Law Number 32 of 2004. According to this Law, the DPRD can only simply "summon" the Regional Head for questioning without the authority to impose sanctions. In this Law it is not clear and clear what the legal consequences or sanctions will be if the DPRD's suggestions or recommendations are not heeded by the Regional Head.²

The DPRD oversight function requires the DPRD to always oversee the product of laws and regulations established by the regional government. Therefore, legislative review can be interpreted as a process of reviewing the draft by the DPRD before it is ratified as a Regional Regulation. In practice, the term legislative review is not popular because it requires capable HR members of DPRD.³

Examination of Regional Regulations through this legislative review shows that the DPRD in its legislative function oversees the Regional Regulations so that before a Draft Regulation is enacted, it should first go through the legislative review process. If the draft is in accordance with the higher laws and regulations, then it can be ratified and enacted; conversely, if it is not the case then it should not be authorized.⁴

The political responsibility of DPRD members in electing regional heads has indeed been lost. Regional heads have now become the people's representatives and leaders in the regions. the reasons for the transition of regional heads must be directly elected such as losing the spirit of the

¹ Titik Quarterly Point, 2010, Construction of Indonesian Constitutional Law Post Amendment to the 1945 Constitution, Kencana, Jakarta, p. 195.

² Nomensen Sinamo, 2010, Local Government Law in Indonesia, Pustaka Mandiri, Jakarta, p. 51.

³ Jazim Hamidi, 2011, Optics for Troubled Regional Regulation, Pustakarayah, Jakarta, p. 123.

⁴ Jazim Hamidi, Ibid, p. 124.

constitution and closing other concepts that can actually be categorized as representing the spirit of democracy.

The obstacles that exist in carrying out the oversight role of DPRD in order to realize good governance in the form of:

- 1) Weak legal institutions, which regulate the authority, duties and oversight mechanisms carried out by the DPRD. The legal regulations in the form of existing laws and regulations are often overlapping, inconsistent and changing, so that at the implementation level it is often confusing.
- 2) There is no pattern of relationship between the legislative, executive and judiciary which is based on the principles of checks and balances as found at the central government level, making implementation of regional autonomy difficult.
- 3) How the success of regional development in the era of regional autonomy becomes a shared responsibility, between the government, legislature and other related institutions (government stakeholders).
- 4) The ineffective role of oversight carried out by the legislature is due to the ability of legislative members themselves who are less professional and the government's position which is often not open.
- 5) In a number of programs or activities, there is often an underhand agreement between the legislature and the government based on the mutual know signal that is mutually beneficial.
- 6) Unclear monitoring indicators that are used as standards or limits in carrying out government oversight tasks, so that in practice they often overlap.
- 7) Legislative members are less able to distinguish or balance roles as party representatives, themselves, and people's representatives so that in carrying out their duties they cannot show cohesiveness.
- 8) The party in power (large) tends to try to avoid or divert attention not to supervise government programs or performance that are considered bad (bad practice).⁵

The concept of DPRD supervision of the Regional Government in realizing good governance is basically the Regional Government organizing partner. Based on the provisions in Law Number 23 Year 2014 CHAPTER I General Provisions Article 1 number 2 namely: "Regional Government is the administration of government affairs by the Regional Government and the Regional Representative Council according to the principle of autonomy and co-administration with the principle of broadest autonomy in the system and the principle of the Unitary State of the

Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia ”.

3. Building a Regional Chief Oversight Model in Realizing Good Governance

In Terry's opinion⁶ that with the supervision can be observed whether the implementation of a job in accordance with what has been planned or vice versa, and if there are deviations from the plans that have been set, will be quickly overcome in order to achieve the planned objectives.

The supervisory function in assisting management includes three things, namely: (1) improving organizational performance, (2) providing opinions on organizational performance and (3) directing management to make corrections to the problems of achieving existing performance. This function is carried out by providing information needed by management quickly and providing added value for improving the performance of the organizer, both internally and externally.⁷

Other factors outside of internal control and external supervision that are suspected to have influenced the Performance of the Boyolali District Government were primarily apparatus performance. As referring to Weston (in Prawirosentono),⁸ that the performance of an organization, whether a government organization, a social organization or a company organization depends on the performance of its implementing subjects, both in strategic, operational and administrative activities. The performance of organizational units in which a person or group of people are in is a reflection of the performance of its human resources. In addition to being influenced by the performance of the apparatus, the performance of the Boyolali District Government as referring to Swanson is allegedly also influenced by economic, political and cultural factors.

Organizational structure, organizational policies and superior leadership, budget and infrastructure availability, and incentive systems. As a model for improving the performance of the Boyolali District Government, in terms of SKPD, the joint influence of Internal Oversight and External Oversight shows that efforts to improve the performance of the Boyolali District Government can be done through efforts to improve Internal Oversight and align the External Oversight according to the objectives performance achievement. Improvement and alignment efforts should be made by referring to the results of a descriptive analysis of gaps that still exist, both related to internal supervision techniques and external supervision, in line with the expected performance achievements.

The results of the study indicate that there is a low relationship between internal supervision and external

⁵ Absori, Ibid, p. 165.

⁶ Terry, George, 1960, *Principles of Management* (Third Edition), Illinois: Richard D. Irwin Inc. Homewood, p. 395.

⁷ Ndaha, Taliziduhu, 2003, *Indonesian Government Methodology*, Bina Aksara, Jakarta, p. 197.

⁸ Prawirosentono, Suryadi, 2008, *Employee Performance Policy*, BPFE, Yogyakarta, p. 140.

supervision, indicating that there are still gaps or disparities between the factors that shape government performance. More intensive internal supervision does not tend to go hand in hand with more intensive external supervision, and vice versa. This indicates the need for strategic oversight mechanism improvements that integrate synergic internal and external supervision in an effort to improve performance within the Boyolali District Government.

In the official relationship between Bawasda as an internal supervisor and the DPRD and the community as an external supervisor should not be an obstacle to the synergistic monitoring effort between the two. As referring to the opinion of Budiardjo and Ambong⁹ in the field of supervisory function, the DPRD is given the power to provide an assessment of the policies and behavior of the executive in running the government. The role of the DPRD and the community in carrying out this oversight function is very important to prevent the occurrence of abuse, misappropriation and leakage committed by the executive in the administration of government in the area.

The role of the DPRD and the community in this external supervision tends to be less synergistic with the internal supervision carried out by the Bawasda. In order to maintain the objectivity of each supervisor. The aim of supervision becomes a common goal, in fact it is very possible for Bawasda and DPRD and the community to carry out their supervisory functions in synergy, both through communication and coordination interactions while maintaining their respective independence. The combination of internal supervision and integrated external supervision from the Bawasda and DPRD as well as the community, can encourage better regional governance which in turn can improve the performance of local governments.

According to the author, the concept of oversight of the legislative body boils down to the choice of various models, of course having both shortcomings and advantages. The supervision model that is expected to be used by the DPRD's utilities in carrying out its activities in realizing good governance and in carrying out its functions is as follows:

1. Police Patrol Model

This model was developed based on a description of how police patrols are carried out, oversight carried out by the legislative body can be active, centralized and based on the institution's internal initiatives. In this oversight model, the legislature observes examples of activities carried out by the executive and other public institutions with the aim of detecting, preventing or correcting violations of rules or plans that were previously determined. The oversight function of the activities carried out by these institutions is carried out in various ways

such as: studying documents, forming commissions to study the problem, conducting field observations and holding hearings with officials of the relevant executive agencies or other public institutions.

2. Fire Alarm Model

This model is not centralized, involves interventions that are not direct and not very active to see various problems. Unlike the police patrol model which is done by studying examples of the activities of public institutions, this oversight model places more emphasis on producing a series of rules.

3. The Political Oversight Model of Policy

Parliamentary oversight at the policy level is centered on the main public policies implemented at the regional level. The time span of oversight at the policy level is generally determined in the routine agenda of the DPRD's equipment. The scope of supervision or location at the policy level is the whole area or scope of the policy. Oversight in the political sphere of policy covers the application and effectiveness of various laws and regulations as well as the main operational policies in the fields of government and development. Supervision is carried out to review whether the main forms of public policy are carried out in accordance with the intentions determined by national and regional mandates.

4. Strategic or Vital Project Supervision Model

The scope of supervision at the project level covers projects that are problematic or conflict with local and national standards or policies. In general, the reason for supervision at this level is the indication that certain projects that are considered strategic are indicated to be detrimental to the region or country, for example due to Corruption, Collusion and Nepotism (KKN). The time of supervision is based on the occurrence of cases of irregularities.

5. Model of Oversight of Government Programs and Development of Supervision of DPRD

So far, sectoral development programs are in line with the budget items contained in the Regional Budget (APBD). Government programs get less attention, because in general the implementation of government affairs is considered as routine. Supervision at the program level is carried out if certain programs are deemed to be deviant or have a negative impact. Overall, supervision at this level is carried out if the implementation of certain programs is considered contrary to regional or national policies.

The supervisory model of DPRD's supervision of cases is socio-political activities that are contrary to specific

⁹ Budiardjo, Miriam and Ibrahim Ambong, 1995, *Legislative Functions in the Indonesian Political System*, Rajawali Press, Jakarta, p. 180.

aspirations or interests. The justification is that certain groups of people experience negative impacts or may be harmful. The time for oversight of cases is immediately after the input or complaint is submitted to the DPRD.

Various models of supervision of local government are very oriented towards accountability. While supervision with the goal as a learning process is still very weak, whereas the purpose of supervision as a learning process is important for organizations that want to develop based on learning from experience (learning based organization).¹⁰

The construction of the DPRD supervision model for the future of the Boyolali regency government in realizing good governance and the reality that occurs in the community in general is as follows: the models that have been described are true because according to the author DPRD should go directly to the location (community) which is the task, the functions and responsibilities of being people's representatives. Parliamentary oversight directly can find out the aspirations of the people accommodated and the real conditions that occur in the community.

Based on Boyolali Regency's House of Representatives Regulation Number 1 of 2014 concerning the Regulations of Boyolali Regency's House of Representatives the third part of the obligations of members of article 48 letter e namely: "fight for the improvement of people's welfare" and article 48 letter h namely: "absorb and collect the aspirations of constituents" through regular work visits ". In article 48 letter j namely: "accommodate and follow up on the aspirations and complaints of the community" and most importantly to know that in article 48 the letter k states that "gives moral and political responsibility to the constituents in their constituencies".

According to the author, the future DPRD supervision model towards Regional Governments in realizing good governance is:

- a. Supervision "Investigation" means that in this oversight the DPRD really carries out the oversight function as mandated by the law, not a ceremony or ceremony in this case the DPRD actually visits the location but in fact what has been the function and task is not maximally carried out so that supervision DPRD becomes weak by itself. Parliamentary oversight needs to be done both internally and externally. DPRD needs to develop themselves in order to increase their accountability to the public. The minimum basis that needs to be built is a code of ethics which must be implemented consistently. Internally, various external supervision activities carried out by the DPRD will have a strong foundation because they are respected and recognized as clean and authoritative institutions.

- b. "Turba" surveillance goes down. DPRD really plunge directly into the area under its supervision. In its implementation the DPRD will certainly receive various inputs, feedback from the wider community, civil society organizations, political parties, the mass media and others. This input and feedback will provide procedural and substantive enrichment to the DPRD's equipment that has the task of conducting oversight.
- c. The "fierce" model means that the DPRD must be brave, responsive to the problems that occur in society, in its implementation is for the welfare of the people. The next step that needs to be taken by the legislature in conducting oversight of the administration of clean and responsible government towards good governance is to take efforts to empower all potentials owned, namely the legislative, executive, judiciary and role of interest groups as well as all components of society with a model that promotes togetherness (partnership). All this is necessary in order to make the implementation of a clean and accountable government (good governance) to make it more meaningful to people's lives to the welfare of society (welfare society).¹¹

The construction of the DPRD supervision model towards the Boyolali District Government's policy in realizing good governance is a "Critical Constructive" model meaning "critical" is that the DPRD must be responsive to the situation, be brave, and be responsible because the true principle of the DPRD is people's incarnation, while "constructive" is productive, provide useful solutions, and build a network of partners with executives and the judiciary to create a conducive atmosphere at the end for the welfare of the people.

Supervision is the principal capital that must be known by the DPRD, so that at the level of implementation there is no overlap and confusion, because in addition to the DPRD in the regional government there is also an Internal Oversight of the Regional Government (Bawasda) whose task is to supervise the implementation of government activities. This is also in accordance with Law Number 23 of 2014 Article 149 paragraph (3), namely in the context of carrying out the functions referred to in paragraph (1), the regency / city DPRD shall capture the people's aspirations.

IV. CONCLUSIONS

Based on the discussion above, the purpose of this study is as follows:

- a. The implementation of DPRD's supervision of Regional Government policies in the context of realizing good governance requires checks and balances between the three institutions that are not exclusive, so that it is possible to shift power

¹⁰ Ade Cahyat, Governance Brief of the Supervision System on the Implementation of the Regional Government of the Regency Discussion on Regulations and Regulations in the Field of Supervision, November 2004.

¹¹ Absori, Lo. Cit, p. 167.

or benchmarks in exercising their authority. In this case the legislative function in carrying out supervision is part of the legislative responsibility to oversee, correct or review actions taken by local governments, submit proposals or improvements for actions or policies taken.

- b. The model of supervision of regional heads in realizing good governance needs to be built in partnership models in the supervision of DPRD towards Regional Governments in accordance with Law Number 23 of 2014 CHAPTER I General Provisions Article 1 number 2 namely: "Regional Government is the administration of government affairs by the Regional Government and the House of Representatives Regions according to the principle of autonomy and co-administration with the principle of autonomy as broad as possible in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia.
- c. Building a regional head supervision model in realizing good governance is a "Critical Constructive" model, meaning "critical" is that the DPRD must be responsive to the situation, be brave, and be responsible because the true principle of the DPRD is people's incarnation, while "constructive" is productive, provides useful solutions, and building a network of partners with executives and the judiciary so as to create a conducive atmosphere at the end for the welfare of the people.

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