

OBSTACLES AND CHALLENGES IN THE CONSTRUCTION OF THE REGIONAL HOUSE OF REPRESENTATIVES BUILDING IN KUBU RAYA REGENCY

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Abstract

This study examines the obstacles and challenges in the construction of the Kubu Raya Regency Regional People's Representative Council (DPRD) building, which has not yet been realized. This phenomenon is interesting to study because the Kubu Raya Regency DPRD has been renting a building since 2007, and construction is still planned until 2025. The method applied uses a qualitative approach, with data collection techniques including observation, interviews, and documentation studies. In this study, it refers to Bratakusumah's development planning theory as guidance, which includes five indicators of the success of a development project, namely the Presence of Assumptions Based on Facts, the Presence of Alternatives or Choices as the Basis for Determining Activities to be Carried Out, and the Presence of Goals to be Achieved, Predictive in nature as a step to anticipate possibilities that may affect the implementation of development, there is also a policy as the result of a decision that must be implemented. Research results indicate that the cause is the lack of commitment from the Regent of Kubu Raya Regency. In addition, another factor that affects it is the absence of a budget to realize the construction of the building.

Keywords: *DPRD Building Project, Regional Development, Development Planning, Sustainable Development.*

INTRODUCTION

In the context of organizations, buildings serve as centers of activity that reflect the identity and vision of the organization (Umar & Masnawati, 2024). Organizations that have their own office buildings are seen as organizations with a promising future (Duffy & Chandor, 1983). Buildings can also serve as branding to enhance the organization's value (Rehan, 2014). According to the Presidential Regulation of the Republic of Indonesia No.16 of 2021, a building is defined as the physical form of construction work integrated with its location, partially or entirely situated above and/or within the ground, serving as a place for humans to carry out their activities. In the Government Regulation of the Republic of Indonesia Number 16 of 2021 concerning the Implementation Regulations of Law Number 28 of 2002 on buildings, a building is defined as the physical form of the result of construction work that is integrated with its location, partially or entirely above and/or below the ground, which functions as a place for humans to carry out their activities.

Although the presence of a building can greatly support the performance of an organization, there are still organizations that do not have their own building for activities due to various constraints, one of which is the Regional People's Representative Council (DPRD) of Kubu Raya Regency. Kubu Raya Regency is one of the regions in Indonesia that does not yet have a Regional People's Representative Council building. In fact, according to Kubu Raya Regency Regional Regulation No. 13 of 2009, it is stated that the government guarantees the construction of a building. However, until 2025, the government has not succeeded in building the Regional People's Representative Council building. Since its establishment, the Kubu Raya Regency Regional People's Representative Council has rented various types of buildings for its activities. In 2007, the Kubu Raya Regency Regional People's Representative Council rented a shophouse building on Ahmad Yani II Street, Kubu Raya, and then in 2017 moved to rent a shophouse building on Wonodadi 2 Street. In 2024, the office location of the Kubu Raya Regency Regional People's Representative Council moved again to Ahmad Yani II Street, Kubu Raya, renting the former building of Harapan Anda Hospital. In fact, according to the Kubu Raya Regency Long-Term Regional Development Plan 2009-2029, the Kubu Raya Regency Regional People's Representative Council should already have its own building.

According to Regional Regulation of Kubu Raya Regency Number 13 of 2009 concerning the Construction of the Kubu Raya Regent Office Building and the Regional People's Representative Council (DPRD) Office Building of Kubu Raya Regency, Article 2, paragraph 3 states, "Ensuring the implementation of the construction of the Kubu Raya Regent Office Building and the Kubu Raya Regency Regional People's Representative Council (DPRD) Office Building, which will be carried out continuously." This statement is also stated in the Regional Regulation (PERDA) of Kubu Raya Regency Number 16 of 2009 concerning the Kubu Raya Regency Long-Term Development Plan (RPJPD) 2009-2029, which regulates the development of government facilities. In addition, this is based on the Regional Regulation concerning the Medium-Term Regional Development Plan (RPJMD) of Kubu Raya Regency for the same period. However, until the end of 2025, the construction of the building has not yet been realized.



(Source: Processed Data of KKR Regional House of Representatives, 2025)

Figure 1. Timeline of the Rental of the Regional House of Representatives (DPRD) Building Kubu Raya Regency

The failure to carry out the construction of this building indicates that there are issues that need to be examined scientifically in order to obtain facts about the factors causing the construction of the Kubu Raya Regency Regional People's Representative Council building not to have been realized. Essentially, it is not difficult for the government to build an office building for governmental activities, as the government has a budget that can be used for constructing the building. Therefore, research is needed to understand why, until now, the construction of the Kubu Raya Regency Regional People's Representative Council building has not been carried out and realized.

LITERATURE

Construction is a series of activities aimed at creating building structures, which involve stages of technical planning, construction execution, and construction supervision or construction management (CM). These activities include new construction, partial or complete repair, expansion of existing buildings, as well as completing unfinished buildings, including maintenance such as rehabilitation, renovation, and restoration. According to Siagian (2001:6), development is described as a series of growth and change efforts that are planned and consciously carried out by the state towards modernity in the context of nation-building. The essence of development implies that: Development is a never-ending process; Development is an effort that is consciously carried out continuously; Development is conducted in a planned manner, and its planning is oriented towards growth and change; Development aims at modernity; and The developmental activities are directed towards the effort of nation-building.

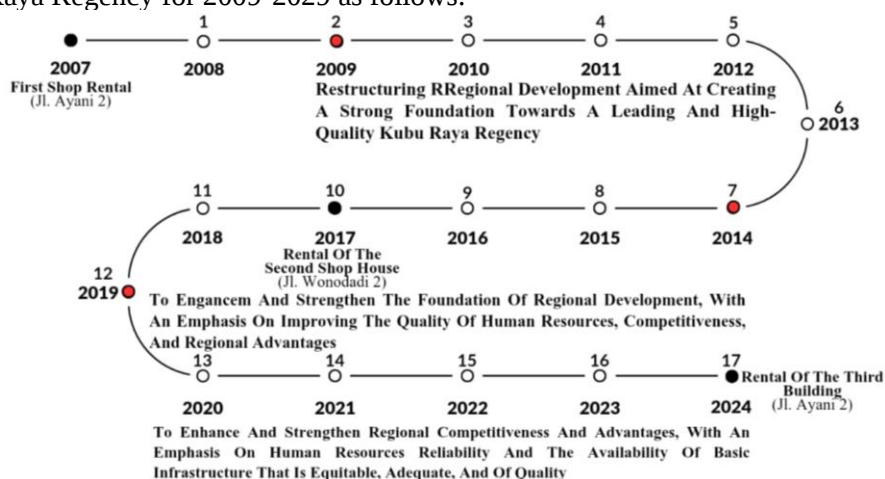
According to Bratakusumah (2005:7), development planning can be understood as a process of formulating alternatives or decisions based on data and facts that will be used as material to carry out a series of community activities, both physical (material) and non-physical (mental and spiritual), to achieve better goals. The policy planning model in development planning generally contains several key elements that can be described as components of the planning itself. These elements include: the presence of assumptions based on facts; the presence of alternatives or choices as a basis for determining activities to be carried out; and the goals to be achieved. Being predictive as a step to anticipate possibilities that may affect the implementation of planning, and having prudence as a result of decisions that must be carried out. According to Law Number 32 of 2004, Article 1 Paragraph 4 concerning Regional Government, it is explained that the Regional People's Representative Council, hereinafter referred to as the DPRD, is an institution that represents the people at the regional level as part of the administration of regional government. According to Budiarmo (2018:256), he stated that the Regional People's Representative Council (DPRD) is a legislative body tasked with making regulations, where the legislation produced reflects the applicable policies. The Regional People's Representative Council (DPRD) can be considered a body that makes decisions related to public interests. In general, this role is manifested in three main functions, namely: Legislative Function, Budgeting Function, and Oversight Function.

METHOD

Research on obstacles and challenges in the construction of the Regional House of Representatives building in Kubu Raya Regency was conducted qualitatively. Qualitative research is research carried out descriptively in order to obtain in-depth and specific data (Surjarweni, 2023). In this study, the author used the guidance of development planning theory (Bratakusumah, 2005). In this research, the author collected data by conducting interviews with the Secretary of the Regional House of Representatives (DPRD), the Head of the Legislation and Plenary Division, the Junior Expert Planner in the Program and Finance Division, and the Junior Expert Goods/Services Manager in the General Affairs Division, supported by documentation study and observation. To strengthen the validity of the data, the author applied the triangulation method (Sugiyono, 2022). In data analysis using Sujarweni's concept, the data obtained from research must go through the processes of data reduction, data presentation, drawing conclusions, and verification (Sujarweni, 2023).

RESULTS AND DISCUSSION

The Regional House of Representatives (DPRD) building of Kubu Raya Regency is one of the main agendas needed to support the implementation of effective governance, but it has not been realized until now. Specifically, the Long-Term Regional Development Plan (RPJPD) for Kubu Raya Regency for the 2009-2029 period was prepared with the aim of serving as a guideline for the preparation of the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency every 5 (five) years, functioning as a guide and basis for all parties involved in development in Kubu Raya Regency, including the government, the community, and the private sector, in carrying out governance, development management, and public service delivery. In relation to this matter, the Long-Term Regional Development Plan (RPJPD) of Kubu Raya Regency for 2009-2029 is prepared through a timeline of development stages and policy directions that will be realized through the Long-Term Regional Development Plan (RPJPD) of Kubu Raya Regency for 2009-2029 as follows:



(Source: Processed Data from RPJPD, RPJMD KKR, 2009-2029)

Figure 2. Timeline of Development Stages and Policy Directions Regional Long-Term Development Plan (RPJPD) Kubu Raya Regency 2009-2029

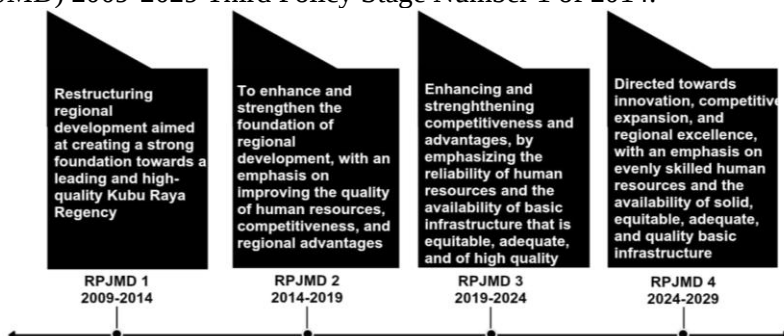
According to the existing stages, the Regional Medium-Term Development Plan (RPJMD) is at the third stage in efforts to realize the Regional Long-Term Development Plan (RPJPD) of Kubu Raya Regency for 2009-2029, which was established through the Regional Regulation (PERDA) of Kubu Raya Regency Number 16 of 2009 concerning the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency for the same period. This figure covers the policy direction for the development of the Kubu Raya Regency Regional House of Representatives (DPRD) building every five years. From the data presented, it can be seen that at the beginning of 2007, coinciding with the establishment of Kubu Raya Regency, the Regional House of Representatives (DPRD) of Kubu Raya Regency had already carried out its main function as a representative of the people. However, for 10 (ten) years, it was necessary to rent space in a shop-house. Until the formation of the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency for the 2009-2014 period, the set policy direction aimed to reorganize regional development with the hope of building a strong foundation towards a more advanced and high-quality Kubu Raya Regency. This explains that development consists of two important aspects, namely as an activity

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to formulate a development plan and as a process that will determine the success or failure of development. (Tjokrowinoto, 1996:92).

The development planned by the local government of Kubu Raya Regency is outlined in the Regional Regulation of Kubu Raya Regency Number 13 of 2009, which was later reinforced by the Regional Long-Term Development Plan (RPJPD) 2009-2029 Number 16 of 2009 and formulated through the Regional Medium-Term Development Plan (RPJMD) 2009-2029 Third Policy Stage Number 1 of 2014.



(Source: Processed RPJMD Data, 2025)

Figure 3. Stages of Preparing the RPJMD 2009-2029

It is known that, in fact, the results of the third stage of the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency for the 2019-2024 period show a misalignment with the changes in conditions that have occurred. This situation reflects the obstacles and challenges faced in the development of the Regional House of Representatives (DPRD) building of Kubu Raya Regency. Although the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency has been carefully prepared, it often happens that the implementation of development does not align with the expectations that were set. Several factors influencing this situation include limited available budget, changes in development priorities, as well as unforeseen social and economic dynamics. Budget constraints often become obstacles and challenges that are the main hindrance in the construction of the Regional House of Representatives (DPRD) building in Kubu Raya Regency. If the allocated budget is insufficient at each stage of the Kubu Raya Regency Medium-Term Development Plan (RPJMD), then the construction will inevitably be delayed again.

One of the main factors hindering development has been outlined in documents such as the Regional Medium-Term Development Plan (RPJMD). The budget allocated for the construction of the DPRD building is often insufficient because regional budget priorities are more focused on urgent needs such as basic infrastructure, health, and education. From 2007 to 2025, the annual budget allocation for this project was only enough to cover routine operational costs or building rentals. As a result, funds for permanent building construction were not available. The impact is repeated delays, where the project is postponed whenever the budget does not meet the target, as occurred during the 2019-2024 RPJMD stages. This creates a cycle of dependence on rentals, where the budget is spent without producing long-term assets.

Commitment from the Regent and regional leaders is very crucial, but without strong support, projects can be neglected. As a result, they do not become a main agenda, causing building development to stagnate even though the Regional Medium-Term Development Plan (RPJMD) has been prepared. The Regional House of Representatives (DPRD) of Kubu Raya Regency has relied on renting buildings since 2007, creating a cycle in which permanent development is not considered urgent. The annual budget is only sufficient for gradual rental payments, not for major investments. From 2007 to 2025, this has led to budget waste without assets, hindered the transition to permanent infrastructure, and reinforced the perception that renting is sufficient, even though it is not ideal for long-term efficiency. In the context of development, various obstacles and challenges have been identified that result in deviations from planning principles. These obstacles and challenges arise both in the Regional Representative Council (DPRD) of Kubu Raya Regency as the main executor and among other related parties involved. The construction of the Regional Representative Council (DPRD) building of Kubu Raya Regency is designed to support legislative functions and public services, with a particular focus on providing adequate facilities for the secretariat and the public. The goal of this construction is to ensure that legislative activities can be carried out efficiently. However, due to the lack of thorough planning or sufficient resources, the implementation of the development is often hindered. Additionally, changing social perceptions about a rented building becomes a challenge that requires

extra effort to ensure the development is successful. The commitment from the Regent of Kubu Raya Regency is a crucial factor in the construction of the Regional House of Representatives (DPRD) building in Kubu Raya Regency. If the Regent does not demonstrate strong commitment to this development, the construction team will face difficulties in implementing various plans and policies that have been prepared. Strong commitment from the Regent is necessary to ensure that the construction of the DPRD building in Kubu Raya Regency can proceed according to the expectations and needs of the community. Without this commitment, efforts to realize adequate facilities for legislative functions will encounter significant obstacles and challenges. The Regent must be a proactive leader in encouraging all levels of the local government to prioritize the construction of the DPRD building in Kubu Raya Regency.

The biggest obstacles and challenges faced in the construction of the Regional People's Representative Council (DPRD) building in Kubu Raya Regency are inadequate decision-making results. The construction of the Regional People's Representative Council (DPRD) building in Kubu Raya Regency is very urgent, because the DPRD of Kubu Raya Regency cannot always rely on renting buildings. Renting buildings has limitations, as the budget spent on rent will be exhausted without producing assets that can be owned by the local government. In this case, having a permanent building would become an asset in the development of Kubu Raya Regency, which can be used for long-term purposes. It is unfortunate that the budget is allocated for renting buildings. However, in reality, the available budget is only sufficient to be paid in installments each year. This has caused the Regional House of Representatives (DPRD) of Kubu Raya Regency to be forced to take the option of renting a building every year, even though it is not an ideal solution. Renting a building not only leads to budget waste but also hinders the development of more permanent and sustainable infrastructure.

CONCLUSION

The biggest obstacles and challenges faced in the construction of the Regional People's Representative Council (DPRD) building in Kubu Raya Regency are the priorities set by the Regent of Kubu Raya Regency, which have caused the construction of a permanent building to be delayed. Limitations in budget allocation have become significant obstacles and challenges in the effort to realize a representative building. Therefore, greater attention and commitment from the local government are required to overcome these obstacles, so that the construction of the DPRD building in Kubu Raya Regency can be realized soon and support the legislative institution's function in serving the public.

There is a mismatch between the current development conditions and the Regional Medium-Term Development Plan (RPJMD) of Kubu Raya Regency in the third phase for the 2019-2024 period. This challenge reflects that although there is a clear plan, the realization of development is often not in line with expectations, primarily due to budget limitations and changes in development priorities. Greater efforts are needed from the Kubu Raya Regency government to overcome these obstacles so that the development goals of the Regional House of Representatives (DPRD) building of Kubu Raya Regency can be achieved. Specifically, it can be concluded that the problems in the construction of the Regional House of Representatives (DPRD) building in Kubu Raya Regency stem from, namely, (a) a lack of commitment from the Regent, (b) the local government's inability to implement the mandates set out in the Regional Medium-Term Development Plan (RPJMD), and (c) the DPRD building being considered not a top priority in development, causing the local government to choose to use the building's development budget for projects in other sectors.

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