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Institutional Capacity Building Of The DPRD Secretariat Through Programs And Standard Operating Procedures To Support The Implementation Of The DPRD's Functions

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Abstract

The institutional capacity of the DPRD Secretariat in terms of institutional programs and standard operating procedures (SOPs) for implementing the functions of the South Solok Regency DPRD lies in the limitations of the institutional program and the suboptimal SOPs. This study aims to: 1) Analyze the objective conditions for developing the institutional capacity of the South Solok Regency DPRD Secretariat in terms of institutional programs and standard operating procedures in supporting the DPRD's functions; 2) Analyze the factors that inhibit the development of the institutional capacity of the South Solok Regency DPRD Secretariat, particularly in terms of institutional programs and standard operating procedures; 3) Analyze the implications of institutional capacity weaknesses, particularly in terms of institutional programs and standard operating procedures, on the effectiveness of the South Solok Regency DPRD's functions. The study used a qualitative approach with the aim of understanding institutional processes, experiences, and practices in depth. Data were obtained through documentation studies, participant observation, and in-depth interviews with research informants. Data analysis was conducted thematically to identify patterns and relationships among findings. The research results indicate that the institutional capacity development of the DPRD Secretariat through programs and standard operating procedures (SOPs) to support the implementation of the DPRD's functions in South Solok Regency has not been effective.

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Keywords: Institutional capacity development of the DPRD Secretariat, Programs and SOPs in supporting DPRD functions

INTRODUCTION

The DPRD Secretariat is an administrative and technical service element in supporting the implementation of the DPRD's functions (Li et al., 2024). The DPRD Secretariat plays a role in ensuring that all DPRD work processes, from planning, implementation, to evaluation of legislative, budgetary, and supervisory functions can run systematically and sustainably. However, in many regional government contexts, the DPRD Secretariat is still often positioned solely as an administrative unit, not as a strategic supporting institution for the DPRD (Grin, 2025). The institutional capacity of the DPRD Secretariat, both in terms of organizational structure, work systems, human resources, and coordination mechanisms, is often not fully aligned with the complexity of the DPRD's functions (V. N. Lu et al., 2020).

The institutional capacity of the DPRD Secretariat is a determining factor in supporting the effectiveness of the implementation of the DPRD's functions. Normatively, the position and role of the DPRD Secretariat are regulated in the Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus in Articles 9 and 31, which places the DPRD Secretariat as a regional apparatus that is structurally responsible to the regional head, but functionally serves the DPRD (Choi et al., 2021).

This phenomenon is also empirically evident in South Solok Regency. Based on the author's initial review of the 2021-2026 Strategic Plan (RENSTRA) document of the South Solok Regency DPRD Secretariat in December 2025, it was found that priority programs were still dominated by office administrative activities at 51.22%, namely 21 office administration programs out of a total of 41 programs, while legislative support capacity strengthening programs only accounted for 19.51% or 8 activity programs out of a total of 41 existing programs (Grant-Smith & Colley, 2018). This does not indicate the existence of an institutional program specifically designed to support improving the quality of the DPRD's function (Lukić-Nikolić, 2023). Existing programs are more of a daily operational nature and have not been systematically directed to strengthen substantive support for the DPRD, especially in the legislative and oversight processes. This can be described in the table (table 1) below:

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Table 1. Activity Program

No	Program	Amount	Percentage
1.	Office Administration Activities	21	51.22%
2.	Legislative Support Capacity Building Program	8	19.51%

Next, from Of the 31 SOPs in the Secretariat of the South Solok Regency DPRD, only 5 SOPs directly regulate the technical support mechanism for drafting Regional Regulations, namely the SOP for increasing the institutional capacity of the DPRD, the SOP for discussing draft regional regulations, the SOP for increasing apparatus discipline, the SOP for increasing the capacity of apparatus resources, and the SOP for formal education and training of apparatus (Putra et al., 2021).

This indicates that the SOPs available within the South Solok Regency DPRD Secretariat largely address general administrative aspects. Meanwhile, SOPs governing substantive support for the drafting of regional regulations, managing the legislative agenda, providing data and budget analysis, and documenting and following up on DPRD oversight results are still limited or not yet comprehensively developed (Djajasinga et al., 2021). This situation indicates that the DPRD Secretariat's institutional capacity, particularly in terms of standard operating procedures, does not fully support the DPRD's increasingly complex work requirements (Afsar et al., 2020).

The weak support for these programs and SOPs correlates with the poor performance of the South Solok Regency DPRD, particularly in its legislative function, namely the legislative body's initiative to propose regional regulations. Data from 2020 to 2024 shows only one proposed regional regulation initiated by the South Solok Regency DPRD (Table 3).

Table 2. Performance of the South Solok Regency DPRD

No.	Performance Indicators	Status	Performance Achievements				
			2020	2021	2022	2023	2024
1	Draft Regional Regulation **on OPD Initiative**	Proposal					
		Discussed and become a Regional Regulation	54.55%	41.67%	77.78%	83.33%	150%
2		Proposal	1	0	0	0	0

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	Draft **Regional Regulation Initiative of the Regional People's Representative Council**	Discussed and become a Regional Regulation	100%	0%	0%	0%	0%

1. At the same time, draft regional regulations initiated by regional government agencies (OPDs) showed a significant increase. In 2020, 54.55% of each proposed regional regulation were discussed and became regulations. In 2021, the number of proposed regional regulations initiated by OPDs decreased slightly due to the COVID-19 pandemic. However, in subsequent years, the number of OPD-initiated regional regulations continued to increase.
2. The increasing number of regional regulations initiated by regional government agencies (OPD) is in line with the improving quality of proposed draft regulations. This is reflected in the increasing percentage of proposed draft regulations being discussed and becoming regional regulations. At the same time, it appears that not a single draft regulation was initiated by the Solok Selatan Regency Regional People's Representative Council (DPRD). This reflects the low support of the Legislative Secretariat in effectively implementing the DPRD's functions (Siciliano et al., 2021).

The institutional challenges of the Regional People's Representative Council (DPRD) Secretariat are increasingly complex, given its position between the executive structure and the legislative workload (Y. Lu et al., 2023). This dualism of accountability often leads to unclear directions for developing the Secretariat's institutional capacity, both in terms of programs and standard operating procedures (SOPs). The Secretariat's capacity development, both in terms of programs and SOPs, tends to be equated with that of other regional institutions, without considering the specific tasks and functions of the DPRD as a regional legislative body (O'Toole, 2024). As a result, strengthening the Secretariat's institutional capacity, both in terms of programs and SOPs, has not been fully based on the DPRD's actual needs (Williams & McCombs, 2023).

Several previous studies have shown that capacity development studies in local government environments still focus more on individual aspects of civil servants. Andalangi et al. (2023) examined the competency development of State Civil Apparatus (ASN) in island regions, focusing on improving individual ASN competencies without examining the institutional aspects

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of the Regional People's Representative Council (DPRD) Secretariat. Natalia (2017) examined ASN capacity development in order to realize the principles of *good governance,* but this study also emphasized individual capacity and did not specifically address institutional capacity development (Saks & Gruman, 2021).

Other studies conducted by Huriyati and Khairul (Y. Lu et al., 2023) examined institutional capacity development in village governments and regional disaster management agencies. While these studies provide important contributions to the study of institutional capacity development, they were conducted in the context of executive institutions and did not address the context of the Regional People's Representative Council (DPRD) Secretariat, which supports the regional legislature. Meanwhile, studies conducted by Pradana (2021) and Zahirudin et al. (2024) focused more on the role of the DPRD Secretariat in supporting DPRD functions, without in-depth analysis of institutional capacity development from a program and standard operating procedures (SOP) perspective (Coccia & Igor, 2018).

Furthermore, research conducted by Noor et al. (2025) on the performance of the Balikpapan City DPRD Secretariat. The DPRD Secretariat has implemented innovations (e-Reses, E-pokir, SIAK applications), but is still hampered by the lack of SOPs for DPRD member services and limited human resources. This research focuses more on general performance, not on program and SOP aspects. Afandi (Djajasinga et al., 2021) examines the role of the Jember Regency DPRD Secretariat in improving the quality of legislation. The coordination relationship between the DPRD and the Secretariat is vital, but the Secretariat's human resource capacity still needs to be improved. This research focuses more on the coordination relationship, rather than on strengthening internal institutions (Rivera, 2019).

Anwar & Hanim (2025) studied institutional capacity development. They identified inhibiting factors as limited human resources, budget, and a less adaptive organizational culture. The study also identified the best models: *Capacity Development Model, Learning Organization,* and *Collaborative Capacity Building.* Pinem (Putra et al., 2021) theory with three dimensions: human resource development, organizational strengthening, and institutional reform. The study focused more on institutional programs, rather than delving deeply into SOP aspects.

Based on the review of previous studies, a research gap can be identified, namely the limited number of studies that specifically analyze the development of the institutional capacity of the DPRD Secretariat from the aspect of institutional programs and standard operating procedures in supporting the implementation of DPRD functions (Kim, 2018). There has been no previous research that specifically analyzes the institutional programs of the DPRD Secretariat

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including analyzing the design, allocation, and evaluation of institutional programs. There has also been no in-depth study of SOPs in the DPRD Secretariat including identifying the availability, quality, and implementation of SOPs (Irani et al., 2023). There is still a lack of studies in areas with limited capacity such as South Solok Regency, thus providing a new perspective from an area with specific challenges (Yang, 2024).

Based on the empirical conditions and research gaps, the main problem of the DPRD Secretariat institution from the aspect of institutional programs and SOPs for the implementation of the functions of the South Solok Regency DPRD lies in the limitations of the institutional program and the suboptimal existing SOPs (Fukuyama, 2020). This gap between normative demands and empirical conditions is an important basis for this research to be conducted. Therefore, this research is relevant and important, both academically and practically.

RESEARCH METHOD

This research uses a qualitative approach to deeply understand institutional processes, experiences, and practices. It focuses on social phenomena in a real-world context, namely program implementation and standard operating procedures (SOPs) at the Regional People's Representative Council (DPRD) Secretariat. The qualitative approach aims to understand the phenomena experienced by the research subjects, such as behavior, motivation, perceptions, and actions, comprehensively by describing them in words and language, using natural phenomena and using various natural methods (Novid & Sumarsono, 2018).

Bogdan & (Hitka et al., 2019) describe qualitative research as an approach that prioritizes understanding human behavior through real-life experiences, rather than simply measurement or statistics (Saldivar, 2015). Qualitative research emphasizes the process and meaning of a phenomenon rather than the interpretation of the research subject. It focuses on the phenomenon (social reality) holistically, rather than reducing it to variables and then exploring partial relationships. The phenomenon is viewed as part of a whole.

The phenomenon of institutional capacity development of the Secretariat of the South Solok Regency DPRD from the aspect of institutional programs and standard operating procedures in supporting the implementation of DPRD functions can be studied using the phenomenological method (Scupola & Mergel, 2022). The phenomenological method is a qualitative research that places theory critically, studying something that exists in consciousness in a certain way, what appears to be something real, or the result of imagination in the form of ideas, to express it requires a non-a priori mindset.

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The selection of a research focus is necessary for a broader and deeper understanding of the research (Adriani & Yustini, 2021) The research focus is intended to limit the field of inquiry and to meet the entry and exit criteria for new information obtained in the field (Widarni & Bawono, 2022) This research focuses more on the development of institutional capacity from the aspects of institutional programs and standard operating procedures (SOPs). The research location is the place where the research is conducted. The location of this research is the Secretariat of the South Solok Regency DPRD. The research time is the time of implementation of the research. This research was conducted from March to May 2026. This research was conducted to collect data on the institutional capacity of the South Solok Regency DPRD Secretariat from the aspects of institutional programs and standard operating procedures in supporting the implementation of DPRD functions (Sangaji, Muhammad Salman Jabbar, 2025).

The presence of the researcher at the research site is highly prioritized in qualitative research, as it can determine the success of the research. Qualitative research makes the researcher act as an instrument, an individual who plans, implements, collects data, analyzes data, interprets data, and reports the research results. The researcher's presence is known to the research subjects (Moleong, 2021). The researcher will conduct the research independently in the field, both during the initial research, selecting the research focus, the data collection stage, in conducting analysis, and in drawing conclusions (Sugiyono, 2023).

The phenomenological method is used for selecting informants based on its primary reason. This reason is that phenomenological research aims to explain the meaning of several people's experiences regarding a concept or phenomenon (Şahin & Örselli, 2025). The most important aspect of the phenomenological method is that the informants used as sources of information come from individuals with relevant experience with the phenomenon being studied (Nurfarkhana, 2023).

RESULTS AND DISCUSSION

The Secretariat of the South Solok Regency DPRD is an element that provides administrative services and supports the DPRD's duties and functions. The DPRD Secretariat is led by the DPRD Secretary, who in carrying out his duties is technically and operationally subordinate to and responsible to the leadership of the South Solok Regency DPRD, and administratively responsible to the Regent through the Regional Secretary (Scupola & Mergel, 2022).

The primary objective of the Solok Selatan Regency DPRD Secretariat is to provide high-quality support for the implementation of the DPRD's duties and functions. This mandate directly

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contributes to the mission of the Solok Selatan Regency RPJMD 2025-2029, namely the creation of good governance and service. This objective is reinforced by Regent Regulation Number 79 of 2021, which establishes the Solok Selatan Regency DPRD Secretariat as the primary administrative service and support element for the implementation of the DPRD's duties and functions (Andyarini et al., 2020).

Institutionally, the Secretariat holds a unique position, technically operationally reporting to the DPRD leadership, but administratively to the Regent through the Regional Secretary. Its primary duties include secretarial administration, financial management, and facilitating council meetings to ensure the systematic implementation of all legislative mandates (Nores & Fernandez, 2018).

This situation reflects what institutional development theory calls the dominance of organizational capacity (administrative capabilities) over institutional capacity (the ability to carry out substantive functions). The secretariat is empowered more to manage reporting documents (SAKIP) than to manage the policy substance required by council members (Zarychta et al., 2020).

RESEARCH RESULT

Developing the institutional capacity of the Regional People's Representative Council (DPRD) Secretariat is crucial for optimizing its three primary functions: legislation, budgeting, and oversight. This can be achieved through targeted program design and the implementation of clear Standard Operating Procedures (SOPs).

In this sub-chapter, the results of research on the development of institutional capacity of the DPRD Secretariat through programs and standard operating procedures in supporting the implementation of DPRD functions in South Solok Regency are presented, which are analyzed through three main dimensions, namely the current condition of institutional capacity; implementation of work programs and SOPs in supporting the implementation of DPRD functions; and strategies for developing institutional capacity through SOPs and work programs (Rana et al., 2022). These three dimensions are used to comprehensively understand the extent to which the DPRD Secretariat is able to develop institutional capacity through programs and standard operating procedures in supporting the implementation of DPRD functions (Bennett, 2005).

Institutional Capacity Condition of the DPRD Secretariat

The institutional capacity of the DPRD Secretariat reflects the organization's ability to carry out administrative, facilitative, and technical functions to support the implementation of the

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DPRD's functions, namely legislative, budgetary, and oversight functions. Institutional capacity is not only seen from the organizational structure, but also includes the quality of human resources, work systems, SOPs, work programs, infrastructure, and internal organizational coordination patterns (Dunleavy et al., 2016). Analysis of the institutional capacity is necessary to determine the extent to which the DPRD Secretariat is able to provide effective support to the DPRD in carrying out its duties and authorities (Martin, 2023).

Institutional capacity development at the Regional People's Representative Council (DPRD) Secretariat is being conducted to improve the effectiveness and sustainability of the institution's performance. This effort includes strengthening the organizational structure and governance, enhancing the competence and professionalism of human resources, and refining work systems and processes (Smith et al., 2017). Adequate infrastructure, establishing a professional and collaborative work culture, and developing networks and partnerships are crucial factors in ensuring all secretariat functions run smoothly and support the achievement of the DPRD's overall goals (Turner et al., 2019).

Table 3. Phenomenological Thematic Analysis of the Institutional Capacity Conditions of the DPRD Secretariat

No	Significant Statements	Formulation of Meaning	Main Theme	Informant and Interview Date
1.	.....the structure of the DPRD Secretariat generally has a division of work units	the basis for implementing the duties and functions of the DPRD Secretariat	Organizational structure	E1, March 9, 2026
2.	" the division of tasks between sections is carried out based on the established organizational structure	remain interconnecte d to achieve the goals of the DPRD secretariat	Division of tasks between units	E2, March 10, 2026
3.	“institutional capacity development”	institutions function	Achievement of the overall	E3, March 12, 2026.

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		effectively and sustainably.	objectives of the DPRD	
4.	" Training has been provided, but it is still limited to several areas only."	there is no training that focuses on time management or coordination between units	Development of additional competencies	E4, March 14, 2026
5..	"..... is a crucial aspect in ensuring that all programs and SOPs are implemented objectively and transparently	Programs and SOPs are implemented objectively and transparently	Institutional capacity	E1, interview dated March 20, 202 6)
6.	"..... an objective picture of the program conditions and implementation of SOPs.	weaknesses or non-conformities can be identified and corrected systematically	Objective capacity	3. (E 2, interview dated March 21, 202 6)
7.	"..... to what extent are the programs and SOPs implemented correctly.	conditions of the program and SOP,	Capacity development	4. (E 3, interview dated March 22, 202 6) 5.
8.	"..... objective conditions of the program and SOP	important to ensure transparency and accountability	Institutional capacity development	6. (E 4, interview on March 23, 202 6) 7.

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9.	"..... the process of discussing the Draft Regional Regulation	The draft regional regulation can be well coordinated with the DPRD	Draft Regional Regulation	(E 5, interview dated March 23, 202 6) 8.

The DPRD (Regional People's Representative Council) has strategic functions in regional government, namely: Legislation (formulating and establishing regional regulations); Budget (discussing and approving the Regional Budget); Supervision (monitoring the implementation of regulations and budget use by the regional government) (Perry, 2020).

To optimally carry out these functions, the DPRD requires: A work program, which is a clear, structured activity plan with defined priorities. SOPs (Standard Operating Procedures) are standard guidelines that explain the steps for implementing activities. Both of these tools are essential for DPRD activities to be effective, efficient, and accountable. Therefore, it can be concluded that a work program determines what must be done, while an SOP explains how to carry it out. The combination of the two ensures that the DPRD works effectively, efficiently, and accountably (Hemmati et al., 2024).

The DPRD Secretariat plays a crucial role in supporting the DPRD's duties, including legislation, budgeting, and oversight. For the DPRD Secretariat's work units to function effectively, clear, written, and easily understood Standard Operating Procedures (SOPs) are required. Informant E7 (March 27, 2026) stated: "In general, SOPs are available in each unit. The SOP documents are written and contain clear work steps. New staff are also briefed on these SOPs, but some are still too general and have not been fully updated. Some staff sometimes have difficulty understanding the procedures because they have not received further training."

From informant E7's statement above, it can be understood that most employees stated that the available SOPs were written and structured, making them easy to understand, especially for long-time employees (Malik, 2018). However, some new employees admitted that it took time to understand certain terms or procedures because they used technical or formal language.

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Table 4. Phenomenological Thematic Analysis of the Implementation of Work Programs and Standard Operating Procedures in Supporting the Implementation of DPRD Functions

No	Significant Statements	Formulation of Meaning	Main Theme	Informant and Interview Date
1.	",,,, SOP is available in each unit.	Some staff sometimes still have difficulty understanding the procedures because there has been no further training.	SOP Document	E7 (March 27, 2026)
2.	**"...** SOPs in administration, finance, and legislation units generally have a clear flow, sequential work steps, and are easy to follow.	Procedures require additional interpretation due to the flexible nature of the activity.	Understanding SOP	E8 (t date March 28, 2026)
3.	**"...** employees understand work procedures	Clarity of SOPs - in the form of simple language, structured flow, and complete documentatio n -	Understanding SOP	E1 (March 29, 2026)
4.	" The daily work of employees at the DPRD Secretariat refers to the SOP	SOPs help employees work effectively,	SOP Implementation	E3 (March 30, 2026)

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		efficiently and accountably, supporting the overall performance of the DPRD.		
5.	"…. urgent situations, unclear SOPs, or new employees who do not understand the procedures - SOPs are often adjusted or partially ignored	SOPs are not always ignored	Simplification of SOPs	E2 (April 4, 2026)
6.	" Implementation of SOP in DPRD services	SOPs continue to play an important role in ensuring the effectiveness, efficiency and accountability of DPRD services.	Implementation of SOP	E5 (April 5, 2026)
7.	" SOP functions as a clear work guide	The DPRD Secretariat complies with safety regulations and standards.	SOP Function	E4 (April 5, 2026)
8.	"SOPs help clarify employee duties	With SOPs, work becomes more structured, efficient, and	Explanation of SOP tasks	E2 (April 6, 2026)

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		free from confusion.		
9.	" SOP plays a very important role in improving the accuracy of service"	SOPs help reduce errors, delays, or negligence in the service process.	The role of SOP	E5 (April 7, 2026)
10.	" SOPs at the DPRD Secretariat are periodically evaluated	Evaluation is carried out to ensure work procedures	SOP Evaluation	E6 (April 6, 2026)

Implementation of Work Programs to Support the Implementation of DPRD Functions

At the DPRD Secretariat, programs are developed based on operational needs and the DPRD's function as a legislative body. Program planning at the DPRD Secretariat is structured, systematic, and supports the DPRD's legislative function. All stages, from needs analysis and goal setting to activity development, budgeting, scheduling, implementation, and evaluation, must adhere to applicable administrative procedures, particularly those related to regional government regulations and the regional budget (APBD) (Amali et al., 2022).

DISCUSSION

Analysis of the Institutional Capacity Conditions of the DPRD Secretariat

The institutional capacity of the DPRD Secretariat reflects the organization's ability to carry out administrative, facilitative, and technical functions to support the implementation of the DPRD's functions, namely legislative, budgetary, and oversight functions. Institutional capacity is not only seen from the organizational structure, but also includes the quality of human resources, work systems, SOPs, work programs, infrastructure, and internal organizational coordination patterns. Analysis of the institutional capacity is necessary to determine the extent to which the DPRD Secretariat is able to provide effective support to the DPRD in carrying out its duties and authorities (Angelia et al., 2020).

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Analysis of the Implementation of Standard Operating Procedures in Supporting the Implementation of DPRD Functions

The implementation of work programs and standard operating procedures (SOPs) in the Regional People's Representative Council (DPRD) is the foundation for efficient, transparent, and accountable performance, while also ensuring that legislative, budgetary, and oversight functions can be optimally implemented. The DPRD has three main functions: legislation, budgetary, and oversight. Work programs and SOPs are necessary to ensure the effective, efficient, and accountable implementation of DPRD functions (Fung, 2015).

The DPRD Secretariat plays a crucial role in supporting the DPRD's duties, including legislation, budgeting, and oversight (ANDRIANSYAH et al., 2021). For the DPRD Secretariat's work units to function effectively, clear, written, and easily understood Standard Operating Procedures (SOPs) are required. Understandably, most employees stated that the available SOPs are written and structured, making them easy to understand, especially for long-serving employees. However, some new employees admitted that it takes time to understand certain terms or procedures because they use technical or formal language. (E7, March 27, 2026)

A further interview was conducted with informant E8 (March 28, 2026), who highlighted the ease with which employees, especially experienced employees, understand the SOPs in the DPRD Secretariat. Employees assessed that the SOPs in the administration, finance, and legislation units generally had a clear flow, sequential work steps, and were easy to follow. Conversely, in the public relations/protocol unit, some procedures required additional interpretation due to the flexible nature of the activities.

Implementation of Work Programs to Support the Implementation of DPRD Functions

In an interview conducted by the author with informant E1 regarding how program planning is prepared at the DPRD Secretariat, from the perspective of informant E1 (dated March 29, 2026) it was conveyed that program preparation in the DPRD is carried out with orderly, systematic, and needs-based procedures. Each stage starting from identifying needs, setting objectives, strategies, budgeting, implementation, monitoring, and documentation aims to ensure that DPRD activities run effectively and support the performance of DPRD members (Syaepudin & Nurlukman, 2022).

Continuing with more in-depth interviews with informant E5 (April 8, 2026) and informant E3 (April 7, 2026), in general, the DPRD Secretariat program is running according to plan, especially for core activities that support legislation, oversight, and budgeting. Minor adjustments occurred

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due to limitations in human resources, budget, and technology systems, but did not disrupt the effectiveness of program implementation. Priority remains given to programs that directly support the DPRD's duties, while less critical supporting programs can be rescheduled. The secretariat's performance is considered adequate and capable of supporting DPRD members to work effectively, although several aspects still need to be improved, especially IT system integration and human resource fulfillment.

The interview conducted by the author with informant E6 (April 8, 2029) revealed that the program run by the DPRD Secretariat increases the efficiency and accuracy of preparing legislative documents, thereby speeding up the process of making regional regulations and reducing the risk of administrative errors (Demir & Budur, 2019).

Based on the interviews conducted by the author with informant E3 (April 9, 2026) and informant E5 (April 9, 2026), it was also conveyed that the DPRD Secretariat Program significantly improved the quality of DPRD services; Improvements were seen in aspects of speed, accuracy, transparency, and work effectiveness; Technology and information system support were important factors in improving coordination and services; Overall, the program made the DPRD more responsive and professional in carrying out its duties (AS & Purba, 2019).

The author conducted subsequent interviews with informants E6 (April 10, 2026), E7 (April 11, 2026), and E8 (April 12, 2026), who stated that the program evaluation results were actively used to improve procedures, systems, and internal coordination. The use of evaluations increased the efficiency, accuracy, and quality of secretariat services. With evaluations, the program not only ran according to plan but also evolved to support optimal DPRD performance.

CONCLUSION

Based on the results of data analysis and discussion that has been done, then can be drawn a number of concl This study aims to identify and analyze the institutional capacity development of the DPRD Secretariat through programs and standard operating procedures to support the implementation of DPRD functions in South Solok Regency. Based on interviews, documentation, and field observations, the following conclusions were obtained:

1. The development of the institutional capacity of the DPRD Secretariat through programs and standard operating procedures in supporting the implementation of the functions of the DPRD of South Solok Regency has not been effective, even though it already has a clear organizational structure, it still cannot support the procurement of programs and SOPs in

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supporting the DPRD in carrying out its functions, where the existing programs and SOPs are still too administrative.

2. The work culture and working methods of the institution are also still ineffective, because most program procurement and SOPs only follow previous years, not current needs.
3. In developing institutional capacity, it is important to identify objective conditions regarding program aspects and standard operating procedures (SOPs). Programs and SOPs at the South Solok Regency DPRD Secretariat are still dominated by administrative areas compared to legislation, budgeting, and supervision, as is the implementation of DPRD functions supported by the Secretariat.
4. There is a lack of substantive program diversity; existing programs are largely administrative in nature. Most subprograms focus on office administration. Furthermore, there is no mechanism for periodically assessing program success at the South Solok Regency DPRD Secretariat. Evaluations are still administrative in nature and not based on clear performance indicators.
5. The SOP prioritized is for administrative matters. Existing SOPs are still inadequate for DPRD members in carrying out their functions, prioritizing only administrative aspects. There is still a lack of oversight of SOP implementation in each section of the South Solok Regency DPRD Secretariat, resulting in inconsistent and unprofessional service. There is no mechanism for reviewing, evaluating, or updating SOPs periodically at the South Solok Regency DPRD Secretariat.

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