

E-Monep Policy Implementation In The Regional Secretariat of North Gorontalo Regency

ABSTRACT

The purpose of this research is to find out, describe, and analyze the Implementation of e-Monep (electronic monitoring evaluation and reporting) Policy in the Regional Secretariat of North Gorontalo Regency which is studied from: a) organization, b) interpretation c) implementation. This research was conducted from June to November 2024. This research used qualitative research with a descriptive approach. Data collection techniques used [were](#) interviews, documentation, and observation methods. The research informants totaled 13 people who were determined using snowball sampling and purposive sampling techniques. Data analysis techniques are carried out by [reducing data](#), presenting data, and drawing conclusions [or verification](#). The technique of checking data validity uses a credibility test which consists of: 1) extending the research time, 2) triangulation, 3) conducting repeated interviews and observations. Based on the findings, it shows that: 1) The utilization of the e-Monep system in the Regional Secretariat of North Gorontalo Regency has not been maximally implemented. In its [implementation](#), it is still [not optimal](#) as seen from the achievement of physical and budget realization that has not reached the targeted figures. 2) In the [interpretation dimension](#), the [implementation](#) of the e-Monep policy at the Regional Secretariat of North Gorontalo Regency is [quite optimal](#), this is indicated by the implementation of routine socialization activities at the beginning of the year. 3) In the application dimension, the implementation of the e-Monep policy in the Regional Secretariat of North Gorontalo Regency has not been maximized. This is indicated by not achieving the predetermined realization target.

The statements above seem to be contradicting each other – Implementation not optimal and implementation quite optimal.

Keywords: {Policy Implementation, Monitoring and Evaluation, e-Monep}

1. INTRODUCTION

[The implementation of monitoring and evaluation (e-Monep) is considered important in the implementation of development activities. Monitoring and evaluation activities are needed to ensure that the implementation of regional development planning runs in accordance with the goals and objectives set previously [1]. Monitoring, control, and evaluation are needed to determine the development and ensure the progress of an activity program [2]. In addition, it helps the government in determining planning in the coming year. The current monitoring

and evaluation implementation always experiences delays in the realization reporting process so that the report preparation process also experiences the same thing. One of the ways the government overcomes this, the North Gorontalo Regency Government has implemented an electronic monitoring evaluation and reporting system (e-Monep) as an instrument in the implementation of monitoring. The e-Monep system is a website-based system that is directly integrated with the Gorontalo Provincial Government. This e-Monep system can be accessed by anyone, anytime, and anywhere. The implementation of monitoring and evaluation is useful in providing information about the achievement of goals, the use of appropriate methods, and providing feedback [3]. In North Gorontalo District, this system began to be implemented in 2021. In the implementation of the e-Monep system, there is a clear SOP and it is regulated according to applicable regulations.

The following data on the realization achievements of the Regional Secretariat of North Gorontalo Regency in the last six months can be presented in table 1. below.

Table 1. Regional Secretariat Realization Achievement Data Last Year 2024

Organization :Regional Secretariat						
Accumulated Monthly Realization						
Data	Jul	Aug	Sept	Oct	Nov	Dec
Physical Targets	63,1	70,67	78,72	84,87	92,88	100
Physical Realization	60,16	66,41	69,2	73,34	78,4	78,43
Target Budget	63,57	71,32	77,8	84,3	92,06	100
Budget Realization	46,76	55,84	60,22	70,53	75,47	79,11

Source: Compiled by Researcher, e-Monep System 2024

Based on table 1 above, it is interpreted that the realization achievements each month at the Regional Secretariat of North Gorontalo Regency do not reach the targeted figures. So high is the deviation from both physical realization and budget realization. One of the causes of delays in the reporting process is the discipline and competence possessed by e-Monep input officers. To produce quality human resources, it is necessary to select effectively and efficiently in order to achieve harmony between workforce needs, abilities and demands of government organizations [4]. In addition, the availability of facilities in the form of hardware consisting of laptops / computers, the internet network capacity available in most Sections has not been able to access the e-Monep system stably. Slow monitoring and evaluation reporting will result in delays in evaluation and follow-up improvements and implementation deviations from the plan are difficult to detect. The implementation of monitoring and evaluation has the aim of providing an assessment of whether the program being implemented is in accordance with what was planned [5].

Based on the conditions that have been described, the purpose of this research is to find out, describe, and analyze the organization, interpretation, and application in the Implementation of the e-Monep Policy at the Regional Secretariat of North Gorontalo Regency.]

2. MATERIAL AND METHODS

[In collecting data about e-Monep at the Regional Secretariat of North Gorontalo Regency, researchers used qualitative research methods with a descriptive approach. By using qualitative research, researchers can recognize objects and feel what subjects experience in their daily lives [19]. In this article, researchers describe and analyze phenomena related to the effectiveness of monitoring and evaluation reporting of activity program implementation.

Data collection uses direct observation, interview, and documentation methods. In this study, researchers conducted in-depth interviews with informants, followed by observation and documentation by reviewing data, references and laws and regulations used to maintain scientific truth. Interviews involve direct interaction between researchers and informants to obtain data in the form of views, experiences and perceptions. Observation involves direct observation, documentation study involves collecting data from documents, archives, or other written materials [20].

The data analysis technique used in this article after data collection begins with reducing data, presenting data and then drawing conclusions. Furthermore, the reduction results are processed in such a way as to make it look intact and then conclusions and verification will be drawn [21]. This article uses data validity techniques because they are considered important. ~~So that the research results are not doubted as scientific work,~~ the research data ~~must be was~~ tested with the following instruments: (1) Degree of trust, (2) Transferability, (3) Dependability, (4) Certainty, (5) Authenticity of data [22].]so that the research results are not doubted as scientific work

3. RESULTS AND DISCUSSION

[Electronic Monitoring Evaluation and Reporting System (e-Monev)]

The problem of delays in reporting the results of monitoring and evaluation of activity programs through e-Monev at the Regional Secretariat of North Gorontalo Regency is triggered by the level of competence and indiscipline of e-Monev operators. The e-Monev operator who is given the responsibility of conducting periodic reporting is appointed by the head of the section. The e-Monev operator assigned is not on time in inputting realization data into e-Monev, causing the achievement of regional apparatus realization to not reach the predetermined target. In addition, the competence of e-Monev operators is also a crucial issue. There are several e-Monev operators who correctly determine the expenditure target to be **set in the system**. In achieving good performance in carrying out tasks, employee discipline and competence determine the achievement of organizational goals [23].

The Development Administration Section has the duties, main tasks and functions in compiling reports on the results of monitoring and evaluation from each regional apparatus which are **inputted** ~~input to into~~ the e-Monev system, the results of which will be discussed at the meeting. As a form of clean, effective, efficient governance and in order to achieve government accountability [24]. The results of the report will be submitted to the leadership and become a reference in planning the activity program in the coming year. Based on data on the achievement of physical realization and budget realization of the Regional Secretariat of North Gorontalo Regency in November 2024 ~~that from the it is found that out of~~ physical realization target of 92.88% the achievement was only at 78.40%, ~~in~~ in this case it has not reached the target. In addition, from the budget realization target of 92.06%, the achievement was only 75.47%.

Implementation of the e-Monev Policy at the Regional Secretariat of North Gorontalo Regency

1. Organization

The results showed that the organizational dimension in policy implementation at the Regional Secretariat of North Gorontalo Regency has not been maximally implemented. It can be seen from the achievement of budget realization which has never reached the target number. This is partly due to the e-Monev operator who is late in making entries and the

affixing of achievement targets that are too high. The findings of this organizational dimension are in line with that the organization is a rearrangement of resources, methods used, and policy implementation units [25].

In accordance with the research findings, the challenges faced at this time are the policy implementers, especially the e-Monev input operators. The understanding and accuracy of the operator in inputting the expenditure target is very important. Qualified and competent human resources are needed in running a government program [26]. Errors in determining targets are very influential when measuring the success of the program. The target ~~inputted set~~ at the beginning of the year becomes a reference in the implementation of ~~inputting~~ expenditures that have been realized. If it does not reach the monthly target that has been determined, the realization that is read in the Section will show the classification of realization based on the target set, namely not reaching or far from the target that has been determined.

The implementation of the e-Monev system in the Regional Secretariat of North Gorontalo Regency faces various challenges in its implementation, although basically the North Gorontalo Regency Government has implemented this e-Monev system since 2021, based on the regulation of the Gorontalo Governor Regulation Number 29 of 2020 concerning the Implementation of Development Control of the Electronic System for Monitoring Evaluation and Reporting of Local Government. The first and main problem that often occurs in the Regional Secretariat of North Gorontalo Regency is the discipline of operators in ~~inputting feeding~~ proof of realization into the e-Monev system. In addition, another problem of the operators is the delay in ~~fulfilling and inputting providing the evidence documents to be inputted~~ which consists of supporting evidence of physical realization and supporting evidence of financial realization.

The leaders of the North Gorontalo Regency Regional Secretariat have an important role in the process of ~~inputting~~ supporting evidence of physical and financial realization. In this case, leaders who do not monitor the results of e-Monev operator input directly usually do not know the extent of the realization of their input. Section leaders who do not check the results of their input can cause operators to be unwavering in carrying out their duties. e-Monev operators who do not report proof of realization into the e-Monev system will affect the district level realization achievements. When the progress of realization achievements in North Gorontalo Regency is low, the regional leader will receive a direct warning from the Governor during the Coordination and Evaluation Meeting at the Regency / City level which is held every quarter. ~~The role of a leader or top official in the relevant agency can show a lack of concern for employees, lack of assertiveness, too permissive in enforcing discipline, work without a directed vision, and lack the ability to make decisions quickly and accurately~~ [27].

Comment [MD1]: Meaning not clear

The e-Monev policy implementers, namely e-Monev operators in North Gorontalo District, have been equipped with Standard Operating Procedures for inputting expenditure into the e-Monev system. However, the challenge is that there are still e-Monev operators in the Section who do not carry out the input according to the SOP that has been given. The availability of adequate resources greatly supports the implementation of activities. Without resources, activities will not run smoothly. The availability of human resources at the Regional Secretariat only amounts to 81 people spread across 9 sections. The imbalance between human resources and the existing workload is also a problem. Each section has a total of five to eight employees, each of whom has duties and functions and some of whom double as e-Monev operators. There are several sections that have experienced operator changes without providing understanding to new operators regarding the use of the e-Monev system, starting from the provision of any supporting evidence and the procedure for

inputting supporting evidence into the e-Monev system. Excessive workload can cause individuals to experience psychological distress that has the potential to trigger a sustained increase in stress levels [28].

2. Interpretation

The results showed that the interpretation dimension in the implementation of the e-Monev policy at the Regional Secretariat of North Gorontalo Regency was well implemented, this was indicated by the annual socialization of **inputting** to e-Monev operators which was held at the beginning of each year, although sometimes the operators did not follow it properly. Then the communication forum that was built went well, and the objectives of the e-Monev policy were easily understood by policy implementers.

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The successful implementation of the e-Monev system is an understanding by all policy implementers and policy recipients. The success of policy implementers lies in the understanding of all parties involved in implementing and receiving policies [29]. So that the policies implemented are in accordance with the predetermined targets. Interpretation includes policy socialization, policy communication, and clarity of policy objectives.

There are several challenges faced by the Regional Secretariat of North Gorontalo Regency. The implementation of socialization is usually only attended by all e-Monev operators. The challenge encountered was that during the socialization of inputting there were several e-Monev operators who did not take it seriously. Some e-Monev operators were only present during the opening of the socialization activities, indifferent to the existence of socialization activities and did not pay attention to the explanation of socialization materials and input assistance into the e-Monev system. The addition of new features or menus in the e-Monev system was not explained to all policy implementers. Therefore, understanding the new features available is sometimes not utilized by policy implementers, such as the menu to view budget sources allocated for inflation, extreme poverty, and stunting. Likewise, in the classification of budget sources intended for this.



Figure 1 Implementation of Socialization of e-Monev Entry

The implementation of monitoring and evaluation of the implementation of OPD activities through e-Monev at the Regional Secretariat of North Gorontalo Regency through socialization, communication, and clarity of policy objectives has the opportunity to increase the understanding of policy implementers by establishing continuous communication. With all efforts, the Regional Secretariat of North Gorontalo Regency can utilize the e-Monev system in producing up to date monitoring and evaluation reporting in the future.

3. Implementation

The research results show that the implementation dimension of the e-Monev policy implementation in the Regional Secretariat of North Gorontalo Regency has been realized, marked by the use of the e-Monev system as an instrument in monitoring the entire implementation of North Gorontalo Regency Government activities, as well as good governance in accordance with applicable SOPs and regulations. However, there are still some problems that make the policy adaptable to existing conditions. Policy implementation can be seen to what extent the policy is implemented in accordance with existing provisions, which can be seen from the accuracy of targets and objectives, final results, and responsiveness [30].

The desired goals. The accuracy of targets and objectives determines the success of policy implementation [31]. The accuracy of targets and objectives is needed so that policy implementers can carry out their duties and responsibilities in accordance with applicable regulations so that policy objectives can be achieved. Then in terms of the quality of the final results, it describes the results of the implementation of monitoring and evaluation through the e-Monev system which is in accordance with the established standards and has a positive impact on achieving goals. Responsiveness arises from a policy that is temporarily applied or implemented and gets a response from the policy target group [32].

The Regional Secretariat of North Gorontalo Regency in its implementation has not reached or exceeded the predetermined target. In addition, the high deviation rate is a concern of the local government. Although in the implementation of e-Monev officers are directed by guidelines or specifically follow the actual conditions in the field [33]. However, the final results obtained still do not reach the expected plan.

Bulan ALL	Fisik			Anggaran		
	T	R	Nc	T	R	Nc
Januari	5,65	6,30	0,65	5,63	6,98	1,34
Februari	13,23	11,00	-2,22	11,53	10,77	-0,75
Maret	24,02	19,82	-4,21	22,52	16,38	-6,24
April	34,62	31,45	-3,17	33,75	25,90	-7,84
Mei	40,95	38,46	-2,48	40,13	32,80	-7,33
Juni	53,83	47,06	-6,77	52,53	39,73	-12,79
Juli	62,60	59,69	-2,91	61,75	51,20	-10,55
Agustus	69,00	65,22	-3,78	68,70	59,80	-8,90
September	78,33	72,06	-6,28	77,72	65,74	-11,98
Oktober	85,32	79,02	-6,30	85,00	74,44	-10,56
November	91,18	83,58	-7,79	90,84	80,25	-10,58
Desember	100,00	83,49	-16,51	100,00	81,27	-18,73

T : Target R : Realisasi Nc : Nilai Capaian
 ■ Nc >= 0 ■ Nc <= 3 dan < 0 ■ Nc >= 6 dan < 3 ■ Nc < 6

Figure 2 Final Results of e-Monev System Implementation in North Gorontalo District

Terms in the above chart are not clear. Spellings are wrong as some terms are from foreign language. They are not explained in the paper also.

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The implementation of monitoring and evaluation reporting through the e-Monev system in the Regional Secretariat of North Gorontalo Regency is a strategic step in ensuring transparency, accountability, and effectiveness of program implementation, so that the results achieved are in accordance with the set targets. With the seriousness and collaboration of e-Monev operators, verifiers, admins and controllers as well as all employees in the Regional Secretariat of North Gorontalo Regency and the Economic and Development Control Bureau of Gorontalo Province, the e-Monev system can be developed so that it becomes an accountable system that can encourage the achievement of optimal development goals.

4. CONCLUSION

Based on the findings and discussion of the research that has been carried out, answers to the problems presented can be found, so it can be concluded that the utilization of the e-Monev system at the Regional Secretariat of North Gorontalo Regency has not been implemented optimally. Then the interpretation dimension in the implementation of the e-Monev policy at the Regional Secretariat of North Gorontalo Regency has been carried out well, this is indicated by the annual socialization of inputting expenditures and targets to e-Monev operators which is carried out at the beginning of each year. Then the communication forum that is built runs well, and the objectives of the e-Monev policy are easily understood by policy implementers. The implementation dimension in the implementation of the e-Monev policy at the Regional Secretariat of North Gorontalo Regency has not been maximized. This is due to the fact that the targeted realization figures have not been achieved and the high deviation of each Section in the Regional Secretariat of North Gorontalo Regency.

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[The purpose of the research paper is good. However, the grammar is not right, the terms used in the chart are not properly explained.](#)