E- Evaluating the Challenges and Outcomes of E-Monep Policy Implementation in North Gorontalo's Regional Secretariat Regency

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Original Research Article

ABSTRACT

This study aims to analyze the implementation of the e-Monep policy at the Regional Secretariat of North Gorontalo Regency. The method used is qualitative research with a descriptive approach, where data is collected through direct observation, in-depth interviews, and documentation studies. The results show that the implementation of e-Monep faces significant challenges, primarily related to the competence and discipline of operators in data inputting. Indiscipline and delays in data input hamper the achievement of set targets, even though this system has been implemented since 2021 by the regulation of Gorontalo Governor Regulation Number 29 of 2020. In addition, the organizational dimension, interpretation, and implementation of e-Monep policies still face

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obstacles, especially in less effective supervision and socialization. Nevertheless, e-Monep has the potential to improve efficiency, transparency, and accountability in regional development management if supported by competent human resources and firm leadership. In conclusion, the successful implementation of e-Monep depends on the active role of operators, a good understanding of the policy, strict supervision, and improvements in the socialization and training system for all relevant parties.

Keywords: Policy implementation; monitoring and evaluation; e-Monep.

1. INTRODUCTION

The implementation of monitoring and evaluation (e-Monep) is crucial in the implementation of regional development activities. The monitoring and evaluation process is needed to ensure that the implementation of development planning is by the goals and objectives that have been previously set (Hidayat, 2017). This activity also serves to oversee the development and control of the course of the program in order to stay on the desired path while ensuring the progress of the program (Sulfiani & Ulfa, 2018). In addition, monitoring and evaluation results benefit the government in preparing development plans for the coming years.

According to Ojha, there are five elements in good monitoring and evaluation, namely: (1) Having clear objectives indicated by clear indicators, (2) Composed by indicators covering inputs, processes, outputs, and impacts, (3) Having data collection and data management techniques that can be explained and justified, (4) Aiming to regulate institutional systems and capacity building, (5) Incorporating monitoring and evaluation into project management (Muktiali, 2009).

Slow monitoring and evaluation reporting will delay evaluation and follow-up improvements, and implementation deviations from the plan will be challenging to detect. The implementation of monitoring and evaluation aims to assess whether the program is carried out according to what was planned (Triwiyanto, 2015). Therefore, this electronic system was created to improve the efficiency, effectiveness, and accountability of government administration in implementing development control (Artati et al., 2024).

Reporting on the results of monitoring and evaluation of the implementation of program activities is carried out periodically. The implementation of monitoring and assessment is regulated by Government Regulation Number 8 of 2008 concerning stages and procedures for preparing, controlling, and evaluating the implementation of regional development plans, which are then followed up by Ministry of Home Affairs Regulation Number 54 of 2010 concerning the implementation of Government Regulation Number 8 of 2008 (Maghfiroh, 2016). In preparing reports on the results of monitoring and evaluation of activity programs, they need to be developed to be more helpful in managing development in the future.

The utilization of technology and information in local government must be done comprehensively, including infrastructure, information systems, regulations, competent human resources, and collaboration with various parties. According to Gorontalo Governor Regulation Number 29 of 2020 concerning the Implementation of Development Control with Electronic Monitoring Evaluation and Reporting System for Local Government, *e-Monep* is an application system to control in real-time the absorption of physical and financial progress that occurs in one fiscal year quickly and can be accessed by anyone, anywhere and anytime. This electronic system was created to improve government administration's efficiency, effectiveness, and accountability in implementing development control (Seyselis & Pradana, 2021). The data on the realization achievements of the Regional Secretariat of North Gorontalo Regency in the last six months is presented in Table 1.

Based on Table 1., it is interpreted that the realization achievements each month at the Regional Secretariat of North Gorontalo Regency do not reach the targeted figs. The deviation from both physical realization and budget realization is so high. One of the causes of delays in the reporting process is the discipline and competence possessed by e-Monep input officers. Based on the conditions described, this research aims 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.

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

2. MATERIALS AND METHODS

This research uses qualitative research methods with a descriptive approach (Fadli, 2021; Creswell, 2023). Researchers describe and analyze phenomena related to the effectiveness of monitoring and evaluation reporting of activity program implementation. This research data was collected using direct observation, interviews, and documentation. researchers conducted in-depth interviews with informants to obtain data from views, experiences, and perceptions. in addition, researchers also conducted direct observations and documentation studies, which included collecting data from various documents, archives, or other written materials, including relevant laws and regulations, to ensure the scientific validity of the research findings. the research stages, data triangulation, and analysis techniques refer to Cresswell (2023).

3. RESULTS AND DISCUSSION

Electronic Monitoring Evaluation and Reporting System (e-Monep): The problem of delays in reporting the results of monitoring and evaluation of activity programs through e-Monep at the Regional Secretariat of North Gorontalo Regency is triggered by the level of competence and indiscipline of e-Monep operators. The e-Monep operator who is given the responsibility of conducting periodic reporting is appointed by the head of the section. The e-Monep operator assigned is not on time in inputting realization data into e-Monep, causing the achievement of regional apparatus realization to not reach the predetermined target. In addition, the competence of e-Monep operators is also a crucial issue. Several e-Monep operators correctly determine the expenditure target in the system. In achieving good performance in carrying out tasks, employee discipline and competence determine the achievement of organizational goals (Mulasari & Suratman, 2020).

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 input to the e-Monep 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 (Gutama & Dirgahayu, 2021). The report results are submitted to the leadership and used as a reference for planning next year's activities. Based on data on the achievement of physical realization and budget realization of the Regional Secretariat of North Gorontalo Regency in November 2024 it is found that out of physical realization target of 92.88% the achievement was only at 78.40%. 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-Monep 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-Monep 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 (Syahfitri, 2020). In accordance with the research findings, the challenges faced at this time are the policy implementers, especially the e-Monep 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 (Runtuwene et al., 2019). Errors in determining targets are very influential when measuring the success of the program. The target set at the beginning of the year becomes a reference in the implementation of 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-Monitoring and Evaluation (e-Monep) system in the Regional Secretariat of North Gorontalo Regency has been ongoing since 2021. This system is implemented based on Gorontalo Governor Regulation Number 29 of 2020 concerning implementing Development Control through an Electronic Monitoring Evaluation and Reporting System for Local Government. However, its implementation faces significant challenges.

One of the main obstacles is the low discipline of operators in inputting proof of realization into the e-Monep system. In addition, there are delays in the collection and submission of supporting documents for physical and financial evidence of realization. These limitations directly impact the accuracy and speed of reports generated by the system.

The role of leaders in the Regional Secretariat is a key factor in ensuring the smoothness of the data input process. Leaders who do not actively monitor the work of operators are often unaware of the level of data input progress in the e-Monep system. This can cause operators to be less committed to carrying out their duties. Lack of supervision and support from section leaders to operators can potentially reduce the quality of development realization reporting.

Operator non-compliance in reporting evidence of realization through the e-Monep system can affect overall district-level achievements. If the realization progress in North Gorontalo District is low, the regional head risks receiving a direct warning from the Governor during the District/City Coordination and Evaluation Meeting forum held every quarter (Madyarti, 2021). Improving operator discipline and strengthening supervision by leaders are strategic steps needed to ensure the effectiveness of the e-Monep system implementation while supporting optimal regional development achievements.

The e-Monep policy implementers, namely e-Monep operators in North Gorontalo District, have been equipped with Standard Operating Procedures for inputting expenditure into the e-Monep system. However, the challenge is that there are still e-Monep 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 (Kiarie, 2024). The availability of human resources at the Regional Secretariat only amounts to 81 people spread across nine sections. The imbalance between human resources and the existing workload is also a problem. Each Section has five to eight employees, each with duties and functions, and some double as e-Monep operators. Several sections have experienced operator changes without providing understanding to new operators regarding the use of the e-Monep system, starting from the provision of any supporting evidence and the procedure for inputting supporting proof into the e-Monep system. Excessive workload can cause individuals to experience psychological distress that has the potential to trigger a sustained increase in stress levels (Suryadi & Foeh, 2022).

2. Interpretation

The results showed that the interpretation dimension in the implementation of the e-Monep policy at the Regional Secretariat of North Gorontalo Regency was well implemented; this was indicated by the annual socialization of inputting to e-Monep 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 policy implementers quickly understood the objectives of the e-Monep policy.

The successful implementation of the e-Monep system is an understanding by all policy implementers and recipients. The success of policy implementers lies in understanding all parties involved in implementing and receiving policies (Auldrin & Novie, 2019). So that the policies implemented are by the predetermined targets. Interpretation includes policy socialization, policy communication, and clarity of policy objectives.

The Regional Secretariat of North Gorontalo Regency faces several challenges. The

implementation of socialization is usually only attended by all e-Monep operators. The challenge encountered was that several e-Monep operators did not take it seriously during the socialization of inputting. Some e-Monep operators were only present during the opening of the socialization activities, indifferent to the existence of socialization activities, and ignored the explanation of socialization materials and input assistance into the e-Monep system. The addition of new features or menus in the e-Monep system was not explained to all policy implementers. Therefore, understanding the latest 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.

The implementation of monitoring and evaluation of the implementation of OPD activities through e-Monep 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-Monep system to produce up-to-date monitoring and evaluation reporting in the future.

3. Implementation

The research results show that the implementation dimension of the e-Monep policy implementation in the Regional Secretariat of North Gorontalo Regency has been realized, marked by the use of the e-Monep system as an instrument in monitoring the entire implementation of North Gorontalo Regency Government activities, as well as good governance by applicable SOPs and regulations. However, some problems still make the policy adaptable to existing conditions. The extent to which existing provisions implement the policy can be seen from the accuracy of targets and objectives, final results, and responsiveness (Tadulako & Tadulako, 2024).

The accuracy of targets and objectives determines the success of policy implementation (Tasya & Ramdani, 2022). The accuracy of targets and goals is needed so policy implementers can carry out their duties and responsibilities according to applicable regulations and achieve policy objectives. Then, in terms of the quality of the final results, it describes the results of the implementation of monitoring and evaluation through the e-Monep system, which is by the established standards and positively impacts achieving goals. Responsiveness arises from a policy that is temporarily applied or implemented and gets a response from the policy target group (Eterna et al., 2022).

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-Monep officers are directed by guidelines or specifically follow the actual conditions in the field (Labaka et al.*,* 2021). However, the final results obtained still do not reach the expected plan.

Fig. 1. Implementation of Socialization of e-Monep Entry

Table 2. Final Results of e-Monep System Implementation in North Gorontalo District

Months	Physic			Budgets		
	T	R	As	T	R	As
January	5,65	6,30	0,65	5,63	6,98	1,34
February	13,23	11,00	-2,22	11,53	10,77	-0,76
March	24,02	19,82	-4,21	22,62	16,38	-6,24
April	34,62	31,45	-3,17	33,75	25,90	-7,84
May	40,95	38,46	-2,48	40,13	32,80	-7,33
June	53,83	47,96	-5,87	52,53	39,72	-12,79
July	62,6	56,69	-5,91	61,75	51,20	-10,56
August	69,00	65,22	-3,78	68,7	59,8	-8,90
September	78,33	72,06	-6,28	77,72	65,74	-11,98
October	85,32	79,02	-6,30	85,00	74,44	-10,56
November	91,18	83,38	-7,79	90,84	80,25	-10,58
December	100,00	83,49	-16,51	100,00	81,27	-18,73
T: Target	R : Realisation		As: Achievement Score			
■ Nc>= 0	■ NC>= -3 dan < 0		■ Nc >= -6 dan < -3		■ Nc < -6	

The Table 2 shows that the physical aspect in January the target was achieved with an Achievement score of 0.65, and began to drop since February. From September to December, the physical aspect was not achieved. Meanwhile, the budget aspect from March to December did not reach the target. Based on the negative As score, in general, it shows systemic problems that need to be handled holistically.

The implementation of monitoring and evaluation reporting through the e-Monep 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-Monep 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-Monep system can be developed so that it becomes an accountable system that can encourage the achievement of optimal development goals.

4. CONCLUSION

Implementing the e-monep policy at the regional secretariat of North Gorontalo regency faces various significant challenges, primarily related to the competence and discipline of data input operators, thus hampering the timeliness of data entry and the achievement of predetermined targets. Then the interpretation dimension in the implementation of the e-monep policy at the regional secretariat of North Gorontalo regency has been well implemented; this is indicated by the socialization of inputting expenditure and targets each year to e-monep operators, which are carried out at the beginning of each year. Then, the communication forum that was built went well, and policy implementers quickly understood the objectives of the e-monep policy. The implementation dimension in implementing the e-monep policy at the regional secretariat of North Gorontalo regency has not been maximized. Despite these constraints, this system acan potentially improve government accountability and efficiency in monitoring and evaluating development programs if supported by skilled personnel and effective leadership.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of this manuscript.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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