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IMPLEMENTATION OF THE E-MONITORING AND EVALUATION POLICY OF REGIONAL APPARATUS WORK PLAN AT THE CITY OF KOTAMOBAGU CITY INVESTMENT AND ONE-DOOR INTEGRATED SERVICES DEPARTMENT

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Abstract

This study aims to analyze the implementation of the e-Monev policy for the Regional Device Work Plan at the Kotamobagu City Investment and One-Stop Integrated Services Office and identify its determinants. The study employed a qualitative approach, with data collection techniques including interviews, observation, and documentation. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. The research results indicate that the implementation of e-Monev has not been optimal. Despite being supported by regulations and technical guidelines, obstacles remain, such as data input errors, delays in input and reporting, and inconsistencies in supporting data. Determining factors affecting implementation include limited human resources, lack of commitment from implementers, and inadequate infrastructure. In conclusion, the success of e-Monev implementation is heavily influenced by communication, resources, the disposition of implementers, and bureaucratic structure. Therefore, increasing human resource capacity, strengthening commitment, and optimizing systems and infrastructure are necessary to support effective monitoring and evaluation of regional development.

Keywords: policy implementation, e-Monev, monitoring and evaluation, regional apparatus performance, e-government

INTRODUCTION

Law No. 25 of 2004 concerning the National Development Planning System and Law No. 23 of 2014 concerning Regional Government affirm the obligation of regional governments to formulate development plans as an integrated part of the national planning system. The success of this planning process is greatly influenced by the implementation of control and evaluation, as these two elements can provide strategic information needed by stakeholders and policymakers to understand conditions, make improvements, and determine appropriate follow-up steps. Article 28 paragraph (1) of Law Number 25 of 2004 concerning the National Development Planning System explains that controlling the implementation of development plans is the responsibility of each leader of the Ministry, Institution, and Regional Work Unit. Then, Article 31 emphasizes that development planning must be prepared based on accurate and accountable data and information. This provision is basically in line with the mandate of Article 274 of Law Number 23 of 2014 concerning Regional Government, which emphasizes that regional development planning needs to be supported by data and information managed through a regional development information system. This is reaffirmed in Article 8 paragraph (1) of the Minister of Home Affairs Regulation Number 70 of 2019 concerning the Regional Government Information System (SIPD) that "data and information on regional development planning are managed in electronic-based regional development planning data and information". The regional government's obligation to implement development control and evaluation is regulated in Law Number 23 of 2014 concerning Regional Government. Article 276 paragraph (2) states that the governor, as a representative of the Central Government, has a role in implementing control and evaluation

of development in districts/cities. Meanwhile, other provisions emphasize that the regent or mayor is responsible for implementing development control and evaluation in their respective areas.

Furthermore, to ensure that regional development goals can be achieved, Article 1 paragraph (23) of the Minister of Home Affairs Regulation Number 86 of 2017 explains that regional development control and evaluation is a monitoring and supervision process, both in the stages of formulating and implementing development policies. This process also includes an assessment of performance and financial realization, so that implementation can be ensured to run economically, efficiently, and effectively in accordance with the targets that have been set. Based on the mandate of the Law, Government Regulations, and Regulations of the Minister of Home Affairs above, the Kotamobagu City Government followed up by developing an e-Monev application to facilitate monitoring and evaluation as well as reporting on regional development achievements. The Kotamobagu City e-Monev can be accessed at https://emonev.kotamobagu.go.id . Below is a screenshot of the Kotamobagu City e-Monev.

Figure 1.1 Kotamobagu City e-Monev Portal

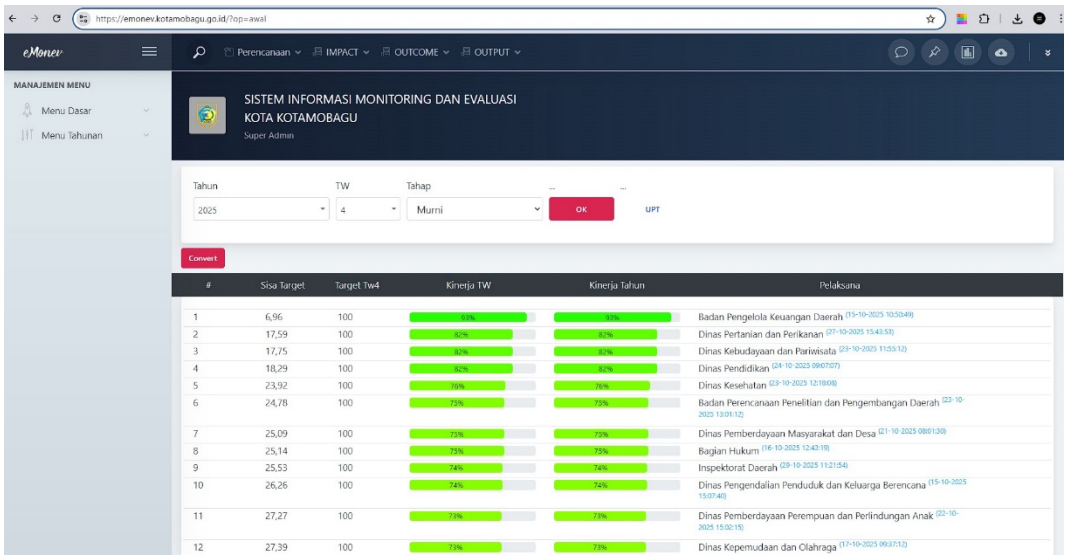

Figure 1.1 presents monitoring and evaluation information on the remaining targets and performance of regional devices per quarter resulting from inputting budget realization data from the regional device DPA.

The implementation of the e-Monev policy is expected to be able to guarantee harmony and consistency between planning, budgeting and reporting, knowing the achievement of performance indicators both *output* , *outcome* and *impact* of programs/activities, knowing early on problems in the implementation of activities, improving the quality of regional development control, accelerating the delivery of performance reports, and accelerating decision making. According to the researchers' observations, the implementation of the e-Monev policy in Kotamobagu City, particularly at the Investment and One-Stop Integrated Services Office, has not gone as expected. Various problems were still found, such as data input errors for both budget realization and sub-activity process realization, inconsistencies in supporting data sources, incomplete input according to the specified schedule, delays in performance reporting, and so on. These conditions indicate a gap between the established policy and the reality of implementation on the ground. Based on the explanation above, the implementation of the e-Monev policy is an important topic for further research. Research on this policy's implementation is needed to understand how it is implemented, the factors influencing its success, and the challenges faced by the local government. It is hoped that the results of this study can contribute to policy development and improvements in the implementation of e-Monev in Kotamobagu City.

METHOD

This study uses a qualitative approach with a descriptive research type. The qualitative approach was chosen because it aims to understand in depth the phenomenon of the implementation of the e-Monev policy of the Regional Device Work Plan at the Investment and One-Stop Integrated Service Office of Kotamobagu City, including the factors

that influence it, by describing the actual conditions according to the reality in the field (Creswell & Poth, 2018; Moleong, 2019). The research location was carried out at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Kotamobagu City. Data collection techniques were carried out through in-depth interviews with informants determined by purposive sampling including the Head of the Office, Head of Division, Functional Planner, and e-Monev Admin, field observation, and documentation study. Data analysis adopted the interactive model of Miles and Huberman (in Sugiyono, 2018) which includes data reduction, data presentation in the form of descriptive narratives, as well as drawing conclusions and verification. Data validity was guaranteed through triangulation of sources and techniques. This research focuses on two main indicators. First, the implementation of the e-Monev policy, which includes four sub-indicators: (a) regulations and technical guidelines (clarity of regulations, socialization, operational guidelines, formation of an implementation team); (b) supporting data collection process (collection mechanisms, coordination between sectors, data quality, obstacles encountered); (c) input into e-Monev (input procedures, operator training, technical obstacles, supporting infrastructure); and (d) reporting (report submission process, timeliness, feedback from leaders, follow-up on achievements that do not meet targets). Second, determinant factors that influence implementation include: (a) evaluation (utilization of e-Monev to measure performance achievements, steps if targets are not achieved, contribution to performance improvement); (b) commitment of Regional Apparatus (leadership commitment, encouragement of timely reporting, perception of e-Monev as a necessity or administrative obligation); and (c) infrastructure (condition of ICT infrastructure, technical support during system disruptions, the influence of infrastructure on the timeliness of reporting).

DISCUSSION

Based on the research results, the implementation of e-Monev at the Kotamobagu City DPMPTSP has been ongoing, but not yet fully optimized. This is influenced by several factors identified in interviews with informants.

Implementation of e-Monev

Regulations and Technical Guidelines

The existence of regulations demonstrates that the implementation of e-Monev has a strong and clear basis for implementation. This demonstrates that Bappelitbangda formally has a mechanism in place to support policy implementation. However, technical guidelines for e-Monev are not yet available. Van Meter and Van Horn's theory emphasizes that clarity in policy objectives is crucial for measuring implementation performance (Edward & Frinaldi, 2023). However, findings indicate that regulations and technical guidelines have not been fully implemented effectively. This is evident in the fact that some implementers still lack understanding and require further explanations to understand the existing regulations. This indicates that regulations alone are not sufficient; they need to be balanced with more intensive and ongoing socialization. In this regard, the establishment of a Decree (SK) for the e-Monev Implementation Team is crucial as a form of institutional strengthening. This decree not only establishes a clear structure and division of tasks but also provides certainty about the roles of each implementer, allowing for a more focused and coordinated implementation process. With an officially designated team, e-Monev implementation is expected to be more effective, supported by clear responsibilities and a structured work mechanism. George C. Edward III's theory emphasizes that a clear bureaucratic structure is a crucial factor in supporting successful policy implementation, in addition to clarity of policy objectives, as stated by Van Meter and Van Horn (Edward & Frinaldi, 2023). On the other hand, the lack of technical guidelines is a barrier to the implementation of e-Monev. Resources are a key factor in determining the success of implementation, including budget support and the human resources available for outreach (Mohammad Agus Fuat, 2023). Furthermore, budget availability is essential to support outreach activities, training, and staff capacity development. This is to enhance human resources' understanding and use of information technology.

Data Collection Process

The data collection process in the implementation of e-Monev at the Investment and One-Stop Integrated Services Office of Kotamobagu City is carried out in stages in accordance with the applicable organizational structure. Each sector is responsible for preparing supporting data based on programs, activities, and sub-activities under its authority. The data is then submitted to the functional planning officer or e-Monev operator for verification and input into the system. This mechanism shows that administratively there is a clear division of tasks and workflow in the implementation of e-Monev. This shows that the bureaucratic structure has been regulated, such as a clear division of

tasks between existing officials in accordance with the Organizational Structure and Work Procedures (SOTK) of the Investment and One-Stop Integrated Services Office (DPMPTSP). An effective bureaucratic structure includes clear mechanisms and organizational structures within it, including appropriate Standard Operating Procedures (SOPs). A structure that is too complicated and complex can hinder effective policy implementation (Pangesthu, 2025:972). However, the research results indicate that data collection has not been optimal. The main problem identified was weak coordination between sectors in preparing and submitting supporting data. This was evident in the frequent delays in data submission, data inconsistencies with required performance indicators, and data that required updating due to its lack of relevance to current conditions. In addition to coordination issues, the quality of data submitted by relevant sectors is inaccurate and inconsistent. This indicates limited human resource capacity, particularly in understanding performance indicators and supporting data. In the implementation of e-Monev, data quality is a crucial aspect because the data entered into the system will form the basis for the monitoring and evaluation process. Implementation barriers often arise in communication aspects, such as data inconsistencies and weak information flow between local authorities, which impacts service quality and the accuracy of program targets.(Fanny & Megawati, 2022) When analyzed using George C. Edward III's policy implementation theory, problems at the data collection stage are closely related to communication, resources, and implementer disposition. From a communication perspective, the delivery of information regarding performance indicators, data collection mechanisms, and supporting data requirements is not yet understood evenly by all implementers in each field. This unclear information leads to differences in understanding in preparing the necessary data. Meanwhile, from a resource perspective, the ability of officials to understand performance indicators and manage data is still limited. This indicates that human resource capacity does not fully support the effective implementation of e-Monev. The research findings also show that the data collection process in the implementation of e-Monev is not supported by strong internal control mechanisms. The lack of detailed technical guidelines has led each sector to carry out the data collection process based on its own understanding. Consequently, the resulting data quality standards vary across sectors. This situation reinforces the research finding that e-Monev implementation still faces challenges in terms of data consistency and validity.

Input

Data input is a crucial step, as the entire monitoring and evaluation process, from regional development decision-making to decision-making, relies on the accuracy and completeness of the data entered into the system. This stage follows after all supporting data has been collected from each sector. At this stage, the prepared data is then input into the e-Monev application according to the schedule set by Bappelitbangda. Input is carried out to provide information on *output, outcome, and impact achievements* , as well as budget realization, as material for evaluating the performance of regional apparatus. This demonstrates that the Investment and One-Stop Integrated Services Office has strived to adhere to the schedule set by Bappelitbangda. However, implementation challenges persist, including operator capabilities, infrastructure limitations such as laptop specifications, and suboptimal internet network quality. This can impact data entry speeds. Training and mentoring from the Bappelitbangda Team have not been fully effective in improving operator understanding and understanding. This indicates that knowledge transfer is not optimal. Successful policy implementation must begin with good communication between policy makers and implementers. Socialization or an introduction to the application, including a description of the technical aspects of its use, is necessary (Sari, 2022:245).

Reporting

Performance achievement reports have been submitted according to established procedures, as they can be accessed directly by Bappelitbang through the e-Monev application. However, reporting delays persist due to data that does not align with regional apparatus performance indicators. Bappelitbang corrected any inconsistencies in the data, which were then followed up by regional authorities. This demonstrates that two-way communication is working, although there are still areas for improvement in terms of effectiveness and speed. Timeliness of reporting is still influenced by data readiness and technical infrastructure constraints from the previous stage. This demonstrates that the quality of input significantly determines the quality of output. Meanwhile, follow-up in the form of evaluation and strategy formulation between Regional Apparatus and Bappelitbangda indicates that some implementers are committed to improving performance. This also aligns with George C. Edward III's model theory that successful policy implementation is influenced, among other things, by communication and commitment from policy implementers.

Determinant Factors

Evaluation

e-Monev has been used as an instrument for evaluating performance achievements by comparing targets and realizations, this shows that the system has supported the evaluation process in a structured and systematic manner.(Pangkey & Rantung, 2023; M. I. R. Rantung, 2024; M. I. R. R. Rantung, 2024) However, the limited use of e-Monev (e-Monev) for reporting indicates that implementers have not fully utilized evaluation results as a strategic decision-making tool in preparing future planning and budgeting documents, thereby improving accountability for program implementation. This aligns with Van Meter and Van Horn's theory that the characteristics of policy implementing agents are related to their responsibility or support for a policy. If the characteristics of implementing agents are solely administrative or reporting-oriented, the policy will be ineffective in its implementation (Tarmizi, 2022:29).

Regional Device Commitment

The commitment of the leadership, in this case the head of the DPMPTSP, demonstrates strong support for the implementation of e-Monev, particularly in promoting timely and quality reporting. Positive support from implementers will make policy implementation more effective. Conversely, a lack of commitment from implementers or differing perspectives will pose serious obstacles to the implementation process (Pangesthu, 2025:970). The importance of e-Monev is not yet fully understood by all leaders and implementers, so there is still an understanding that e-Monev is only limited to fulfilling administrative obligations. Meanwhile, the lack of continuous capacity building through training has also affected the level of understanding and commitment of regional apparatus.

Infrastructure

The availability of facilities such as laptops and internet access indicates that basic support is in place. However, sometimes unstable network quality is a major obstacle to implementing e-Monev.

The existence of technical support from the admin shows that the support system is available, coordination in handling disruptions has been running, but still needs to be improved so that the response is faster and more effective so that significant obstacles do not occur.

Thus, infrastructure is a vital factor that significantly influences the success of e-Monev implementation. Infrastructure in this case includes internet connections, data centers, hardware, and software that support policy implementation, automate administrative processes, thereby reducing operational costs and increasing the speed of service delivery, among other things (Rachmad, 2024:1).

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