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## e-Monev Policy Implementation in Regional Development Administration of Gorontalo Regency

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Received August 21, 2025; Revised October 22, 2025; Accepted November 21, 2025

### Abstract

**Objective:** This study aims to assess the effectiveness of the implementation of the e-Monev policy in the Development Administration Section of the Boalemo Regency Regional Secretariat by identifying obstacles in the organizational, interpretation, and implementation dimensions, as well as formulating improvement recommendations based on empirical findings. **Theoretical framework:** Using the Charles O Jones policy implementation framework that examines organization, interpretation, and implementation as an analytical basis for implementing capacity, policy interpretation processes, and operational practices. **Literature review:** Includes studies of public policy implementation, electronic governance for monitoring, evaluation, and reporting of local governments, and public sector change management with a focus on human resource competencies, information and communication technology infrastructure, cross-unit coordination, and policy communication. **Method:** The study used a descriptive qualitative approach from August to September 2025 with thirteen informants through purposive and snowball sampling; data were collected through interviews, documentation, and observation; analysis included reduction, presentation, conclusion drawn, and verification using credibility tests. **Results:** The organizational dimension has not been optimal due to limitations in competence, facilities, and coordination; the interpretation dimension is relatively adequate through routine socialization and effective communication; the implementation dimension has not achieved the goals due to input delays, technical constraints, and infrastructure limitations. **Implications:** It is necessary to strengthen operator competence, provide and maintain infrastructure, strengthen cross-unit coordination, standardize procedures, establish clear performance indicators, discipline input schedules, as well as provide technical support and data standardization. **Novelty:** Systematic application of the Jones framework in the context of the current e-Monev region that reveals the asymmetry of progress between dimensions and marks a lever point for improvement in competence, facilities, and coordination.

**Keywords:** policy implementation, monitoring and evaluation, e-monev, administration, gorontalo.

### INTRODUCTION

Entering the digital era, governance can no longer be separated from information technology. The use of technology is an important instrument in creating a bureaucracy that is transparent, accountable, and responsive to development dynamics [1]. One of the forms of

its application is the use of the system *electronic monitoring, evaluation, and reporting* (e-Monep), which is designed to digitally integrate the development supervision process. With e-Monep, local governments can evaluate development performance in *Real-time*, minimize reporting delays, and improve data accuracy [2].

Although conceptually *e-Monep* promises efficiency, the facts on the ground show that there is still a disparity between policy design and implementation. International research reveals that the digital governance system is often hampered by human resource factors, infrastructure limitations, and bureaucratic resistance [3],[4]. In the Indonesian context, the study shows that although e-Monep in some regions helps to accelerate reporting, its effectiveness is still influenced by operator competence and limited technical support [5].

At the normative level, the Government of Indonesia has established a legal framework through Government Regulation Number 8 of 2008 and Permendagri Number 54 of 2010 as a reference for the implementation of monitoring and evaluation of regional development. In fact, in Gorontalo, Governor's Regulation Number 29 of 2020 emphasizes that every regional apparatus is required to use e-Monep as an instrument of development control. However, the regulation has not fully answered technical and managerial problems in the field. This is an important research gap to be further examined.

The latest data shows that the realization of development achievements in Gorontalo has still not reached the target. For example, the achievement of physical and budget realization in 2022–2024 at the provincial level on average only reaches 95–97% for physical and 91–94% for the budget (e-Monep Gorontalo Province, 2025). Even in Boalemo Regency, the realization achievement in 2024 is lower, only 81.50% for physical and 81.83% for the budget (e-Monep Boalemo Regency, 2025). This condition shows a discrepancy between the planning target and the factual implementation.

**Table 1. Achievements of Physical Realization and Budget Realization of Gorontalo Province for 2022-2024**

No.	Year	Achievements			
		Physical Targets	Physical Realization	Budget Targets	Budget Realization
1	2022	100%	95.86%	100%	91,58%
2	2023	100%	95.24%	100%	92.00%
3	2024	100%	97.54%	100%	94.97%

Source: *e-Monep* Gorontalo Province, 2025

**Table 2. Achievements of Physical Realization and Budget Realization of Boalemo Regency for 2022-2024**

No.	Year	Achievements			
		Physical Targets	Physical Realization	Budget Targets	Budget Realization
1	2022	100%	96.00%	100%	93.13%
2	2023	100%	93,61%	100%	90,69%
3	2024	100%	81,50%	100%	81,83%

Source: *e-Monep* Boalemo Regency, 2025

Previous studies at the national level have highlighted a similar phenomenon [6]. Found that the delay in monitoring and reporting in Palopo City was caused by the low discipline of the report preparation team [7]. In Central Bangka shows the benefits of a digital reporting system are shown, but it is still constrained by the consistency of data input. However, these

studies emphasize more on the technical aspects of information systems, rather than the dimensions of public policy that include organization, interpretation, and implementation as emphasized [8]. The novelty of this research lies in the use of policy implementation theory frameworks to assess e-Monev in the context of disadvantaged regions, with a focus on the gap between regulation, organization, and development realization.

On the other hand, the international state of the art shows that digital governance is only successful if there is an integration between regulations, resource readiness, and an adaptive bureaucratic culture [9], [10]. However, most of the global literature highlights the context of developed countries. There is still a lack of research that discusses the challenges of implementing e-governance in developing areas with limited infrastructure, such as Boalemo Regency. Thus, this study makes an empirical contribution to expanding the academic discourse on the implementation of digital governance policies at the local level.

The urgency of this research is even stronger when it is associated with empirical data at Boalemo. The monitoring results show a deviation in the achievement of development realization in almost all parts of the regional secretariat, for example, the Protocol Section only reaches 68% of the physical and 49% of the budget in December 2024 (e-Monev Boalemo Regency, 2025). In addition, initial interviews with functional officials revealed the practice of delaying data input, a lack of understanding of operators, and server technical problems. This condition proves that the success of e-Monev is not only determined by the availability of the system, but also by the aspects of organization, interpretation, and policy implementation.

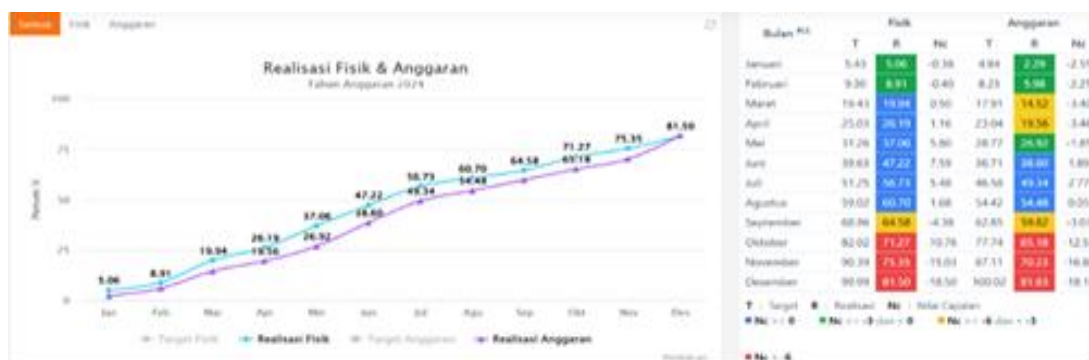


Figure 1. Data on the Achievement of Boalemo Regency in 2025

By adopting an analytical framework, this study examines the implementation of the e-Monev policy in three main dimensions. First, the organizational dimension includes structure, coordination, and resources. Second, the interpretation dimension, which includes understanding actors, socialization, and policy communication. Third, the implementation dimension, which includes the operator's concrete actions in entering data, utilizing facilities, and executing procedures. This framework provides a comprehensive lens through which to analyze the gap between policy and practice.

From a gap research perspective, this study differs from previous studies because: (1) it emphasizes the policy dimension, not just the technical system; (2) using the latest empirical data 2022-2025 which shows a downward trend in achievement in Boalemo; (3) strengthening arguments with international state of the art so that they can connect local contexts with global discourse. Thus, this research is important to fill the literature gap as well as provide practical recommendations for improving the implementation of the e-Monev policy.

In addition to its theoretical contributions, this research has practical significance for local governments. The optimization of e-Monev not only has an impact on improving the quality of development reports but also strengthens public accountability and public trust in bureaucratic performance. In the context of regional development, this system has the potential to be a strategic instrument to accelerate the achievement of the Sustainable

Development Goals (SDGs), especially in the aspect of effective, accountable, and transparent institutions [11].

Thus, the formulation of this research problem is: How is the implementation of the e-Monev policy in the Development Administration Section of the Boalemo Regency Regional Secretariat reviewed from the dimensions of organization, interpretation, and implementation? This question is the basis for further examining the factors that hinder and support implementation, as well as providing evidence-based recommendations.

## LITERATURE REVIEW

### Public Policy Concept

The basis of public policy comes from the concept of policy. According to Lasswell & Kaplan in defining policy is a projected program of goals, values, and practices. Meanwhile, Anderson defines policy as a series of relatively stable and objective actions followed by an actor or a group of actors in dealing with a problem or matter of concern [12]. According to Gelorgel C. Eldwards III and Ira Sharkansky, public policy is seen as a government action that is realized through various programs aimed at achieving targets or targets that have been set [13].

Policy is a series of activities, actions, attitudes, program plans, and decisions made by actors (related parties) in an effort to solve the problems faced by Herdiana in [14]. While Iskandar describes the policy into two aspects, namely, (a) as a form of response to events to achieve harmonization among interested parties, as well as providing incentives for those who receive irrational treatment in cooperation, and (b) as a social practice, the policy is not singular or isolated.

Another opinion was also put forward by Tachjan, in that the substance of a policy is basically a decision on a number or a series of interconnected choices aimed at achieving a specific goal. Meanwhile, the policy environment is a condition or event that underlies or causes the emergence of a policy issue (problem), which affects and is influenced by policy actors as well as by the policy itself [15].

According to Robert Eyestone, as quoted in defines public policy is defined in a broad sense, which is interpreted as the interaction between government entities and their environment [16]. Meanwhile, according to Riant Nugroho, Public policy is all decisions taken by the state, especially the government, as a strategic step to achieve the country's goals. Public policy is a continuous set of activities, consisting of many or few interrelated actions, and having an impact on stakeholders as a result of a variety of different decisions [17],[18]. Meanwhile, according to Anderson, Public policy is a policy formulated by institutions or governments [19].

Public policy is expressed as a decision or alternative that directly regulates the way of processing and distributing natural resources, finance, and labor for the benefit of the community, the public, and citizens (Aminuddin Bakry in. While According to Anderson in [20],[21]. Define public policy as a policy developed by government institutions and officials, where the implications of such policies include, a) having a specific goal or actions directed at the goal; b) involving government actions; c) reflect what the government is actually doing, not just a plan; d) can be positive, as a government action in dealing with a particular problem, or negative, as a government decision not to do something; e) Government policies, at least in a positive sense, are based on binding and regulating laws and regulations.

As quoted in Policies are created in response to existing problems, through special resolution processes, adopted, implemented through regulations, regulatory measures, government actions, and funding prioritization, and implemented by public bodies [22].

Based on the description above, it can be interpreted that public policy is a series of policies or decisions that have been set by the government or other authorized institutions in resolving a problem to achieve a goal.

### **Policy Implementation Concept**

The concept of implementation has many definitions that include the perspective used in understanding the implementation of policies. Etymologically, according to Webster's Dictionary quoted by Wahab [23], the meaning of implementation comes from English, namely, *to implement*. According to [24], Public policy implementation is one of the activities in the public policy process that determines whether a policy can meet the public interest and be accepted by the community. Meanwhile, according to [25], Policy implementation is basically a method to ensure that a policy can achieve its goals.

According to Purwanto, as quoted in that implementation is the process of distributing policy outputs (*to deliver policy output*) carried out by the implementers to the target group (*Target Group*) to realize policy objectives [26],[27]. The main goal is that policy outputs can be accepted and used properly by the target group so that the policy can continue to be realized in the long term. Meanwhile, according to Van Meter and Van Horn [28], implementation is a series of actions taken by individuals or groups, both government and private, aimed at achieving the goals set out in previous decisions. According to Edwards III, as quoted states that the implementation of public policy in public policy studies is a crucial aspect in the public policy process [29].

Other opinions were also put forward that the implementation of the policy will not begin before the goals or objectives are set by the policy decisions [30]. Therefore, implementation is a process that involves various actors to carry out a series of activities so that it finally produces something that is in accordance with the goals or objectives of the policy. Meanwhile, according to Mulyadi, Implementation refers to actions taken to achieve pre-set goals [31]. According to Dunn states that the characteristics of policies are policies implemented by administrative units that mobilize human and financial resources [32]. At its core, implementation is an attempt to understand what should happen after a program is implemented. As is the case, according to the implementation process begins with a policy or program to achieve the goal, a policy requires policy input that will be processed and processed into policy output [33].

As expressed by Mazmanian and Sabatier in implementing a policy is basically a step or action taken to ensure that a policy can achieve its goals [34]. Meanwhile, according to Wahab, Policy implementation is an integral part of the public policy cycle [35]. In simple terms, implementation can be interpreted as implementation or implementation. Meanwhile, according to Igirisa et al, Implementation is very important to analyze the various policies that have been established [36]. According to Josy Adiwisastira in the implementation of public policy is very important [37]. Therefore, the implementation of public policies must be carried out by considering various factors so that the policy can truly function as a tool to realize decisions or agreements that have been set beforehand.

Other opinions were also put forward by which says that the definition of policy implementation includes the following elements; 1) process, which is a series of real activities or actions carried out to achieve a goal or goal that has been set; 2) goals, which are things to be achieved through the activities carried out; and 3) outcomes and impacts, i.e. real benefits felt by the target group [38]. Meanwhile, according to [39], Policy implementation basically seeks to understand what actually happens after the program is formulated, namely, the events and activities that take place after the policy process, both related to administrative efforts and efforts to have a certain impact on

society. Realizing policies in the form of concrete actions is an important aspect that must be considered in the study of public policy.

Policy implementation is defined as an activity that is included in the public policy process used to ensure that the policies made can be beneficial to the public interest. Meanwhile, according to C.J. Friedrich, as quoted stated that policies can be defined as a series of actions or agendas proposed by individuals, groups, or governments in a certain scope, where there are challenges and opportunities in implementing the proposed policies to achieve the desired goals [40].

### **Electronic Monitoring, Evaluation and Reporting System (*e-Monev*)**

The use of technology and information in the local government environment needs to be carried out comprehensively, including infrastructure, information systems, regulations, competent human resources, and collaboration with various parties. One form of utilizing technology in the field of monitoring and evaluation is *e-Monev*, which is one of the local government innovations applied in the field of controlling the implementation of programs/activities in the regions.

According to Kumala, as quoted in [41], proposing monitoring is a process to review activities that have been carried out according to the plan, detect problems that arise so that they can be solved immediately, evaluate the work and management methods used to achieve goals, and understand the relationship between activities and goals to measure progress. In addition, according to Mega and Aviana stated that the purpose of monitoring is to ensure that the main tasks of the organization can run according to the plan that has been set [42].

As stated by Suchman [43], Evaluation is a process to determine the achievement of the results of various activities that are planned to support the achievement of goals. According to Magdalena argues that evaluation is also a planned activity to understand the situation of an object using a measuring tool, and the results are compared with the standard to reach conclusions [44]. Meanwhile, according to Zainal Arifin, quoted in [45], stated that evaluation is a structured and continuous process to establish qualities that include the value and significance of a thing, taking into account certain criteria, to make decisions.

According to Seyselis, as quoted in [46], system *e-Monev*, it starts with the demand that the government use electronic media in implementing its agenda. System *e-Monev* aims to improve and improve the performance of work units in existing financial statements, so that the quality is better. Moreover, *e-Monev* helps prevent misappropriation of duties and authority, especially with electronic systems that can prevent regional financial misappropriation.

The *e-Monev system* is used to control in *real time* the absorption of physical and financial progress that occurs in one budget year easily and can be accessed by anyone, anywhere, and whenever they are. The implementation of controls in the Electronic Monitoring, Evaluation, and Reporting System (*e-Monev*) involves a series of activities aimed at ensuring that the project or program runs according to the predetermined plan, identifying problems that may arise, and taking necessary corrective actions. *The e-Monev* system is equipped with an *interactive dashboard* that provides data visualization in the form of graphs, tables, and diagrams to facilitate performance monitoring.

## State of the Art

**Table 3. The State of the Art**

No	Research Name and Year	Research Title	Research Results
1	Toidin, Sasongko, Sutomo, 2017 <a href="#">[47]</a>	Factors Driving and Inhibiting the Implementation of e-Monev (Study at the Jember Regency KPU)	In this journal, it is explained that in the implementation of e-Monev, each OPD is obliged to report the absorption and absorption of activities every quarter. However, in its application, the physical evidence inputted is not in accordance with the guidelines. In its use, the implementation of e-monev has not been socialized. From the results of the evaluation carried out, the data that was input could not be guaranteed to be correct.
			<p>Equation: Discussing the Implementation of Monitoring and Evaluation Policy Electronically</p> <p>Differentiation: The subject of the research was carried out at the Regional Secretariat of Boalemo Regency</p>
2	Sarwoto, 2018 <a href="#">[48]</a>	Implementation of the Monitoring and Evaluation Policy of the Lampung Provincial Accreditation Board	In this previous study, it was explained that the Leader always supervised and evaluated the activities carried out. In this case, the implementation of monitoring and evaluation is carried out in accordance with the specified policies.
			<p>Equation: Discussing the Implementation of Monitoring and Evaluation Policy</p> <p>Difference: The subject of the research was carried out at the Boalemo Regency Secretariat.</p>
3	Syahfitri, 2020 <a href="#">[49]</a>	Journal of Government Policy, Implementation of Coastal Border Green Open Space Development Policy in Cirebon City, West Java Province	The results of the study show that the implementation process of developing green open space on the coastal border in Cirebon City was not carried out properly. The main causative factor is the unclear interpretation process.
			<p>Equation: The operational theory used is the theory of Charles O. Jones, which consists of Organization, Interpretation, and Application</p> <p>Difference: The subject of the research was carried out at the Regional Secretariat of Boalemo Regency</p>
4	Mellia Seyselis, 2021	Journal Publika, Effectiveness of Electronic Monitoring and Evaluation System at the Surabaya City Development Planning Agency	The results of the study show that the e-monev system run by the Surabaya City Development Planning Agency has been running effectively.
			<p>Equation: Discussing the Electronic Monitoring and Evaluation System</p> <p>Differentiation: The subject of the research was carried out at the Regional Secretariat of Boalemo Regency</p>

<b>5</b>	Copyright © 2015 Lukito Edi Nugroho. All Rights Reserved. <a href="#">[50]</a> .	Identification of Organizational Culture Factors in the Successful Implementation of E-Monev in Surakarta City	Based on the results of the research, it was found that organizational culture, including basic assumptions, cultural values, had a positive effect on the success of the implementation of E-Monev in the city of Surakarta.
<p>Equation: Discussing the Implementation of Monitoring and Evaluation</p> <p>Difference: The research method used is a descriptive qualitative method. The research subject was carried out at the Boalemo Regency Secretariat.</p>			
<b>6</b>	Irvan Maulana, Yana Fajar FY Basori, Dine Meigawati, 2023 <a href="#">[51]</a> .	Implementation of the Mobile Application of JKN BS Health Sukabumi Branch 2018 – 2021.	The implementation of the Mobile JKN application at the BS Kesehatan Sukabumi Branch from 2018 – 2021 has not been optimal.
<p>Equation: Using data collection techniques in the form of observation, interviews, and documentation</p> <p>Difference: The subject of the research was carried out at the Regional Secretariat of Boalemo Regency</p>			

## METHODOLOGY

This study uses a descriptive qualitative approach to gain an in-depth understanding of the implementation of the e-Monep policy in the Development Administration Section of the Boalemo Regency Regional Secretariat. This approach was chosen because it allows researchers to interpret phenomena in a natural context, emphasize narrative descriptions, and understand the practices and perceptions of the perpetrators holistically. This type of descriptive qualitative research is seen as appropriate because it focuses on direct observation of phenomena that are difficult to measure quantitatively and focuses on the specific context experienced by the research subject.

The research procedure is carried out systematically, starting from the identification of relevant problems, the formulation of problems, to the determination of research objectives and benefits. The researcher then conducted a literature review to build a framework of thinking, developing a research methodology that included population determination, sampling techniques, data collection instruments, and analysis procedures. The entire process of data collection and analysis is carried out continuously, so that the findings obtained can reflect the phenomenon authentically.

The presence of researchers in the field is active as participant observers, who not only observe the daily activities of the e-Monep implementation actors but also feel the process. This direct presence is important for obtaining valid data, understanding the social context, and establishing good communication with informants. The researcher has coordinated with relevant parties before data collection, explained the purpose of the research, and accessed relevant research documents, archives, and sites.

The source of research data includes primary and secondary data. Primary data were obtained through in-depth interviews, participatory observations, and active participation of researchers in the field, while secondary data were obtained from official documents, reports, archives, photographs, and relevant literature. The selection of informants uses purposive sampling to obtain the informants who are considered to understand the phenomenon best, as well as snowball sampling, which allows the identification of additional informants through references from the initial informants. The criteria for informants include in-depth

knowledge, direct involvement in the activities being studied, the ability to convey information independently, and the availability of time to be interviewed.

The data collection technique was carried out through a combination of participatory observation, unstructured in-depth interviews, and documentation. Participatory observation allows researchers to experience the operational process of e-Monev firsthand, while unstructured interviews give informants the freedom to express their experiences and views. Documentation is used to supplement data from the field through official records, photographs, and other supporting materials.

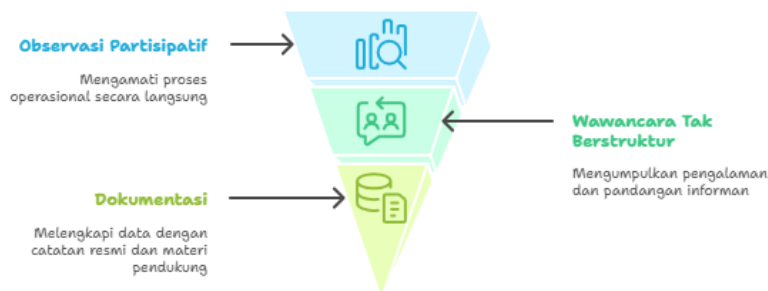


Figure 3. Data Collection Techniques

Data analysis is carried out cyclically and interactively, taking place at the same time as data collection. The analysis process includes data reduction to summarize and organize information into categories and themes, presentation of data in narrative form, and drawing conclusions that are verified through reflection, revision of field notes, and discussions with peers. This approach ensures that the interpretation of data is valid, comprehensive, and contextual to the phenomenon of e-Monev implementation in the Development Administration Section.

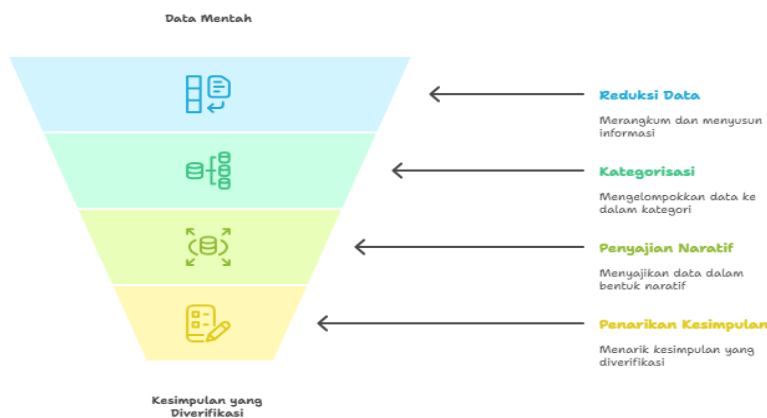


Figure 4. Data Analysis Process

## RESULTS AND DISCUSSION

The discussion of the results of this research concerns the Implementation of the Policy *e-Monev* at the Regional Secretariat of Boalemo Regency, which is based on the policy implementation criteria according to as follows [52],[53]:

### Organization in the Implementation of the *e-Monev* Policy at the Regional Secretariat of Boalemo Regency

Based on Charles O. Jones' theory that an organization is the formation or rearrangement of resources, units, and methods so that policies can provide results or

impacts [54]. In the organization, every effort is made to determine and rearrange the resources, units, and methods used in achieving the results and objectives set in a policy. Based on this theory, the Regional Secretariat of Boalemo Regency as a whole still has obstacles.

Based on the results of the study, it shows that the implementation of *the e-Monev* policy within the Boalemo Regency Regional Secretariat has not been implemented optimally. This is due to the lack of understanding and competence of *e-Monev* operators in operating the *e-Monev system* and the lack of coordination between employees in the OPD in ensuring that the monitoring and evaluation process through *e-Monev* can run well. Therefore, the achievement of physical and budget realization has not reached the targeted figure and with a high deviation. Although the Instruction of the Regent of Boalemo Number: 640/Bag.Pemb./396/XII/2022 concerning the Strategic Policy of Speed and Accuracy (KSKK) for the Absorption of the Regional Revenue and Expenditure Budget for the 2023 Fiscal Year and the Instruction of the Regent of Boalemo Number: 640/Bag.Pemb./19/I/2024 concerning the Optimization of the Absorption of the APBD Budget for the 2024 Fiscal Year, what happened in the field shows that the implementation of *the e-Monev* policy has not fully reached the expected target. In addition, the lack of periodic evaluations to identify and resolve problems that arise during the implementation process is also one of the challenges. In fact, every quarter, there is always a meeting with regional leaders, in this case, the Regent.

Based on the results of the documentation, the realization achievement of Boalemo Regency from 2022-2024 is fluctuating, namely, in 2022, the target of 100 percent achieved is only 91.47 percent, in 2023, the budget realization achieved is 92.03 percent, and in 2024, the realization achievement is 91.43 percent. These conditions indicate that the operational effectiveness of *e-Monev* still needs improvement, especially in coordination between policy implementers. Although there have been regulations on the use of the *e-Monev* system in reporting all local government programs and activities contained in Gorontalo Governor's Regulation Number 29 of 2020 and the existence of the Boalemo Regent Instruction, the reality on the ground has not been optimally implemented. The lack of optimal organization is contrary to the concept of Maulana et al, that the successful implementation of policies is highly dependent on the readiness and capacity of the organization to carry out its functions to the maximum.

One of the causes of the organization's lack of optimal policy implementation, *e-Monev* in the Regional Secretariat of Boalemo Regency, is the ineffective coordination between policy implementers, *e-Monev* in the collection and input of supporting evidence for realization. Based on the results of the interviews, it was found that many operators delayed inputting and waited for supporting evidence to be piled up and collected first, then the operator would make inputs. This is not in accordance with Governor's Regulation Number 29 of 2020 in article 3, which states that "the input operator inputs physical realization and financial realization in *real time*." This is in line with previous research, according to [55], that one of the fundamental pillars in determining the quality of information is timeliness. In this condition, it can be described that operator discipline is one of the main obstacles in the utilization of *e-Monev* at the Secretariat of Dsaerah Boalemo Regency.

From the results of documentation and observations, as well as interviews with informants that the use of *e-Monev* Standard Operating Procedures and Technical Guidelines has been provided. Usually, this SOP is also delivered during the implementation of Technical Guidance. SOP for input of expenditure and expenditure targets into the system *e-Monev* among others, namely, 1) opening the system *e-Monev* at *Website*, 2) each OPD registers *Stuart T* and *Password* 3) Access the system *e-Monev* that have been registered, 4) fill in the activity implementation data

(PA/KPA/PPK/PPTK), 5) fill in the details of the activity planning in accordance with the DPA, 6) fill in the details of programs and activities up to the expenditure, 7) input the target details of the activities, 8) input the realization. However, according to the results of the interviews, there are still some operator officers who have not understood and implemented every procedure contained in the SOP. This can be proven from the implementation of the input of the expenditure target in the seventh procedure and the input of supporting evidence into the system *e-Monev*. The eighth procedure was not implemented as effectively as possible. There are many reasons from the operator, including that they do not have time to input *e-Monev*, because there are other tasks given by the leadership. It is contrary to Edward III that SOPs are designed to document every step to ensure transparency and accountability [56].

The results of observations and interviews found that in an organization, human resources are needed with capable people. When associated with Policy implementation *e-Monev*, human resources are needed who focus on one task and responsibility given, and can operate *e-Monev* accurately, determining achievement targets. One of the causes of the non-achievement of the realization target is that the operator officer *e-Monev* has their duties and work that not only focus on *e-Monev*. Then the setting of targets that are too high or not calculated carefully, so that the OPD concerned finds it difficult to achieve them. This shows that policy implementers play an important role in policy implementation. Previous research has focused on the importance of human resource capabilities in implementing a policy so that it runs in accordance with the expected goals.

Based on the results of observations and interviews, it was found that the lack of availability of equipment resources in supporting activities in an organization can be in the form of the availability of internet networks and the availability of supporting tools such as laptops, computers, and *scanners*. It was found that several sections in the Regional Secretariat complained about the lack of laptops/computers in the section, as well as the capacity of the internet network. The availability of adequate equipment resources is an essential operational prerequisite for ensuring that the system *e-Monev* can function optimally in supporting the monitoring and evaluation process of the implementation of regional activities. Unlike other OPDs, the Development Administration Section has an internet network capacity of 10 *Mbps*, given that the management of the server *e-Monev* is the responsibility of the Regional Apparatus Organization (OPD). However, in the Regional Secretariat of Boalemo Regency, there are still several sections that complain about the internet network because the internet network capacity in the section is not sufficient to afford it if all employees accessing it. In addition, another challenge is the availability of laptops; several parts use privately owned laptops in operating *e-Monev*. This is in line with the Budget that without adequate facilities, the implementation of policies cannot run effectively, due to limitations in information delivery and coordination between related parties.

The organizational dimension in the implementation of *the e-Monev Policy* at the Boalemo Regency Regional Secretariat still faces quite crucial challenges, even though there are clear regulations. Coordination between policy implementers has not been effective, such as the collection and input of evidence to support realization, which is one of the challenges faced. In addition, discipline in implementing the SOPs that have been provided. Then, in terms of resources, namely the ability, capacity, availability of human resources, internet network capacity, and the availability of hardware such as laptops/computers used. To deal with this problem, it would be good to continue to strive to increase human resource capacity, improve the coordination process between policy implementers, and carry out evaluations every month, as well as add facilities such as laptops or computers in each section to facilitate the implementation of input and verification processes. With consistent determination and effort, the Boalemo Regency Regional Secretariat is certain to be able to maximize the use of *the e-Monev*

system to produce monitoring and evaluation reports with accurate and verified data in the future.

### **Interpretation in the Implementation of the *e-Monev* Policy in the Development Administration Section of the Boalemo Regency Regional Secretariat**

According to Charles O. Jones' theory [57],[58], which interprets the policies prepared into language that contains clear, systematic, and easy-to-understand plans and directions, so that they can be accepted and implemented. Interpretation refers to activities as a form of interpretation of a policy, so that the policy that has been formulated can be understood and well understood by the policy implementer, and must be realized or realized.

Based on the results of the research, the interpretation or interpretation of the *e-Monev* policy within the Boalemo Regency Regional Secretariat has actually been implemented well. In the results of the documentation, it was found that the implementation of routine socialization was carried out at the beginning of every year. The implementation of this socialization is coupled with technical guidance activities for input expenditures and expenditure targets into the *e-Monev* system. The Development Administration Section facilitated by inviting resource persons and all *e-Monev* operators to participate in this activity. Although many operators do not follow it seriously. This is one of the challenges in influencing the implementation of socialization to operators. Then all employees are considered to need to participate in this activity, especially those who serve as Budget Users, Budget User Representatives, Activity Implementation Officers, and Activity Technical Implementation Officers. So that the official can know everything needed in the implementation of *e-Monev* in their OPDs.

According to the results of observations in the field, it shows that there are several operators *e-Monev* those in the Section participated in socialization activities only at the opening activities and were indifferent to the implementation of this technical guidance. So that at the time of the implementation of the input *e-Monev*, they sometimes lack understanding and experience obstacles in setting targets, which leads to inaccurate targets and information gaps. Lack of understanding and acceptance of input-related materials, *e-Monev*, is one of the challenges in the interpretation process. This is contrary to Jones's claim that policy socialization is carried out so that policy implementers understand and receive appropriate briefings.

Based on the results of the interview, the implementation of socialization is also very important for employees who have positions in the OPD. If employees truly understand the stages of operation, the stages of input, and the reporting stages, then the implementation of the policy *e-Monev* can be carried out efficiently. However, the reality in the field is that employees who have positions in the OPD do not understand the policy *e-Monev* this thoroughly. An effort is made to provide understanding to employees who have positions in the evaluation meeting activities. Through this evaluation meeting, employees were given explanations and concrete examples of the provisions listed in the policy *e-Monev*. This shows that the active role of all employees is needed to support the successful implementation of the policy *e-Monev* within the Regional Secretariat. These findings are in line with [59]. Direct interpretation can provide understanding as opposed to indirect interpretation.

In the policy implementation process, the role of communication between policy implementers is very important. In policy implementation, *e-Monev*, the communication that is built is good. Based on the results of observations, it was found that communication between policy implementers was not only through face-to-face, but also through group *WhatsApp*. Through the group *WhatsApp*, all this information is conveyed, including information about the data collection of realization achievements and the implementation of evaluation meetings. Communication with the Boalemo

Provincial Government is also intensely carried out through the group *email* and through direct visits. This shows that communication in policy interpretation is quite well done and can provide an understanding of policies *e-Monev*. These findings are in line with that effective communication has a positive impact on the implementation of policies.

To provide a deep understanding of policies to implementers, a comprehensive and structured interpretation process is needed. The implementation of policy socialization has not been running optimally. This is because several operator officers are not attentive during the socialization. Comprehensive policy socialization to employees who have positions has not been implemented, although it has been explained through an evaluation meeting. Regarding communication between policy implementers, it is quite good. Although communication is built only through WhatsApp groups. This is in line with that the intensity of communication and socialization of public policies at the implementation stage is very necessary to build support and commitment from the parties involved.

Understanding the policy of implementing monitoring and evaluation of OPD activities through the *e-Monev system* at the Boalemo Regency Regional Secretariat has the potential to increase the capacity of policy implementers through continuous communication. With various efforts made, the Boalemo Regency Regional Secretariat is expected to be able to utilize *the e-Monev system* optimally to produce accurate and up-to-date monitoring and evaluation reporting in the future.

### **Implementation of the *e-Monev Policy* at the Regional Secretariat of Boalemo Regency**

Based on Charles O. Jones' theory that the routine implementation of all decisions and regulations is determined by carrying out activities to achieve the policy objectives. Implementation is often a dynamic process in which the implementers or officers are guided by the applicable standards and contain a meaning of what, for what, and how the work should be completed. Based on Charles O. Jones' theory of policy implementation *e-Monev* at the Regional Secretariat of Boalemo Regency in accordance with the results of the study show that, the implementation in the implementation of the policy *e-Monev* has not met the expected goals. This is because, in the implementation of the policy, *e-Monev* is still not optimal. In addition, it is also caused by the lack of conformity between the policies formulated and the conditions on the ground. At the Boalemo Regency Regional Secretariat, most of the operators are *e-Monev* have followed and implemented as much as possible the stages and procedures that have been set, even though it is still too late in their implementation. In addition, there is a server outage at *e-Monev* because there has been no regular maintenance caused to the lack of budget availability.

Based on the results of observations and interviews with informants, the implementation of *e-Monev* at the Regional Secretariat of Boalemo Regency is constrained by the implementation of SOPs that are not implemented on time. The procedures provided should be followed and implemented according to the stipulation of the prescribed sequence of procedures. However, the reality is that the procedures provided cannot be implemented promptly. This can be seen from one of the problems faced by the Boalemo Regency Regional Secretariat, one of which is the availability of human resources as input officers and operators *e-Monev*. In addition to human resource shortages, technical glitches such as server problems also affect the quality of data reported to the Gorontalo Provincial Government. This is because the availability of the existing budget has not been able to be used for server repair *e-Monev*. This is in line with that the absence of a special budget can be one of the main factors that result in low effectiveness and efficiency in policy implementation, as well as the risk of reducing the level of achievement of policy objectives that have been set.

Server disruption can have a direct impact on the policy implementation process, *e-Monev*, especially in data input, verification, and reporting. Based on the results found in the field, in addition to server interference, problems that often occur also in the internet network connected to the server *e-Monev*. If there is an internet network disruption, usually the implementation of input and verification processes is temporarily stopped, and you have to wait for a team from PT. Telkom Indonesia to fix it after that, and the network can be stable again. Then, the reliability of the facilities used is also one of the inhibiting factors. Most of the existing facilities, in the form of laptops or computers, have not been maintained, causing the performance of these facilities to decrease. Input also takes a long time if the facility is used for a long time on that day. Likewise, in verifying the input is slow to access due to the network and the reliability of the system used. Although the reliability of facilities and infrastructure is not considered to be the main determinant of the success of policy implementation, stated that without the reliability of facilities and infrastructure, the implementation of policies will not run optimally.

Based on the results of observations in the field, the level of deviation between physical realization and budget realization at the Boalemo Regency Regional Secretariat shows a fairly high figure. This indicates a discrepancy between program planning and its implementation in the field. To deal with this, the role and emphasis of the leadership have a significant influence. Leaders are considered to need to take strategic steps to minimize these deviations. Emphasis from the leadership is also very necessary to ensure that each regional apparatus organization commits to implementing policies *e-Monev* Ini. That way, the implementation of the policy *e-Monev* can be implemented properly and according to the procedures at the Regional Secretariat of Boalemo Regency. This is in line with research conducted by Scarlett that the role of leaders is needed in arranging and organizing activities, so that the implementation of activities is effective and in accordance with the provisions that have been set.

Based on the results of the interview, the input operator *e-Monev* has not been given monthly incentives and wants them to be given appreciation for their work in the form of monthly honorariums. This is in line with Van Meter and Van Horn's previous research that policy support resources have a strategic role in providing justification for policy implementation and supporting the administrative process, including the provision of funds and the provision of incentives. This shows that the source of the budget is one of the important factors in ensuring that the implementation of the policy runs effectively, so that the process of inputting data supports the system *e-Monev* can be implemented promptly.

The provision of monthly honorariums can be considered as a form of incentive that can increase work motivation, strengthen a sense of responsibility, and create a more conducive work environment. This is in line with previous research conducted by that providing incentives can be one of the strategies to increase resource allocation and ensure that policy objectives are achieved more optimally. On the other hand, the provision of strict sanctions is also very necessary to ensure that the established operational standards are still carried out properly. The application of clear and consistent sanctions will serve as a tool to enforce the discipline of the input operator *e-Monev*. Thus, a combination of appreciation in the form of providing incentives and providing strict sanctions can create a balance in the implementation of policies *e-Monev*.

The implementation dimension of the monitoring and evaluation policy through *the e-Monev* system at the Boalemo Regency Regional Secretariat is considered to have not met the expected goals, because there are still obstacles in its implementation. From the aspect of non-compliance with rules and procedures, because many operators do not carry out the entire series of *e-Monev input procedures*. Then there are technical problems and the reliability of the facilities used, hindering the entire process, both the

input and the input verification process. Therefore, from the concept of public administration, there needs to be a policy regarding the provision of sanctions to OPDs with a high level of deviation, as an effort to optimize the implementation of *the e-Monev Policy* at the Boalemo Regency Regional Secretariat.

Based on the results of the research and discussion that have been analyzed above, it was found that the theory of Charles O. Jones' Policy Implementation theory has significant relevance to the research conducted. This theory consists of three components, namely organization, interpretation, and application, able to explain the dynamics of the implementation of electronic-based monitoring and evaluation policies through *e-Monev* at the Boalemo Regency Regional Secretariat.

In this study, new findings were found, namely, in the context of *the e-Monev* policy, the use of technology in the implementation of monitoring and evaluation is the dominant aspect compared to Charles O. Jones' theory, which does not highlight technology specifically. This research emphasizes that the development of information technology infrastructure requires a sustainable adaptation process and ensures that *the e-Monev* policy is in line with technological developments in the future. Second, the *e-Monev* policy does not tend to involve direct participation from the public. Because the main factor is the preparation of accountability and accountability reports that are internal at the local government level.

## Analysis

The implementation of the e-Monev policy in the Development Administration Section of the Boalemo Regency Regional Secretariat demonstrates a persistent gap between regulatory intentions and operational realities. Based on the documented findings, three structural factors—organizational readiness, policy interpretation, and procedural implementation—emerge as the core determinants shaping the system's performance. From the organizational perspective, the study reveals that limitations in human resource competence, inadequate facilities, and weak inter-unit coordination undermine the effectiveness of e-Monev. Although regulations such as Governor Regulation No. 29/2020 and various Regent Instructions mandate real-time data input, operators often delay data entry, largely due to insufficient discipline, multiple job responsibilities, and inadequate technological infrastructure. These challenges contribute to fluctuating and suboptimal realization achievements between 2022 and 2024, confirming that the organizational foundation required for digital governance remains fragile.

In the policy interpretation dimension, routine annual socialization and technical guidance are conducted, yet operator engagement is inconsistent. Many participants attend only partially or pay limited attention, resulting in fragmented understanding of procedures. This leads to inaccuracies in target-setting and data entry, indicating that communication and internalization of policy requirements have not been fully effective. Although communication through WhatsApp groups, meetings, and direct coordination with provincial authorities is active, dissemination does not always translate into comprehension or behavioral change.

The implementation dimension highlights the most critical bottlenecks. Server disruptions, unstable internet connections, outdated hardware, and lack of maintenance delay data input and verification. Furthermore, the absence of incentives and limited enforcement of sanctions reduce operator motivation and compliance. These issues reinforce the finding that technological reliability and resource support play a decisive role in digital policy success. Taken together, the analysis shows that the e-Monev system's challenges do not stem from policy design but from gaps in organizational capacity, weak policy internalization, and inconsistent administrative discipline. Strengthening competence, infrastructure, coordination, and accountability mechanisms is essential to enhance accuracy, timeliness, and overall effectiveness of e-Monev implementation in Boalemo Regency's governance system.

## CONCLUSION

Based on the findings and analysis of research on the implementation of the e-Monev policy at the Boalemo Regency Regional Secretariat, it can be concluded that the implementation of this policy still faces some obstacles that affect the effectiveness of monitoring and evaluation of the program. Organizationally, the implementation of e-Monev has not run optimally due to the limitations of operator competence in operating the system, a lack of adequate facilities such as computers or laptops, and internal coordination between employees that is still weak. This condition results in the data entry and information verification process not running consistently and efficiently. In terms of interpretation, the routine socialization of e-Monev has been carried out at the beginning of every year, so that the basic understanding of operators is relatively adequate. However, there are still differences in attention between operators to socialization materials, so the determination of program achievement targets is often inaccurate. This mismatch is caused by the lack of communication between entry staff, the person in charge of implementing the activity, and the power of the budget user in determining realistic targets according to the program implementation schedule. In the implementation dimension, technical constraints and facility limitations are the main factors that hinder the smooth data input. The input of evidence supporting realization is often delayed due to hardware failures, unstable system applications, and unreliable internet connections. In addition, the lack of incentives or strict sanctions also affects operator discipline, which directly impacts data delays and accuracy. Low discipline, such as procrastinating work, not adhering to entry schedules, and a lack of awareness of the importance of punctuality, are exacerbated by poor supervision and low work motivation. Another significant problem is the inaccuracy of setting program achievement targets. Targets are not always based on valid baseline data, needs analysis, or the organization's real capacity. The lack of coordination between planners and implementers in the field, as well as the limited involvement of stakeholders such as KPA, PPTK, and entry staff, often causes program targets to not reflect real conditions, so that the effectiveness of monitoring and evaluation through e-Monev is less than optimal. Overall, this study emphasizes that the successful implementation of the e-Monev policy is highly dependent on improving operator competence, fulfilling supporting facilities, strengthening internal coordination, and implementing an effective supervision and discipline system. Without attention to these factors, the main goal of monitoring and evaluating programs through e-Monev is difficult to achieve optimally.

## Acknowledgments

The authors express sincere gratitude to all individuals and institutions that contributed to this research. Special appreciation is extended to the Regional Development Administration of Gorontalo Regency for providing essential data and insights. We also thank colleagues at the Graduate Program of Administrative Sciences, Universitas Bina Taruna Gorontalo Indonesia, and School of Humanities and Communication Arts Western Sydney Australia, for their continuous guidance, encouragement, and valuable academic support.

## Author's Contributions

All authors contributed substantially to this study. The first author designed the research framework, conducted field observations, and drafted the manuscript. The second author performed data analysis and refined the theoretical foundation. The third author reviewed policy documents, validated findings, and supervised the overall process. All authors reviewed and approved the final manuscript.

## Author Conflict Statement

The authors declare that there are no conflicts of interest regarding the research, authorship, or publication of this article. All procedures were conducted independently,

without influence from institutions involved in the e-Monev policy implementation. The study reflects objective academic analysis solely for scientific purposes and regional administrative development improvement.

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