

# THE EFFECTIVENESS OF USING THE E-MONEV APPLICATION SYSTEM IN THE PLANNING PROCESS IN THE REGIONAL DEVELOPMENT PLANNING AGENCY OF ROKAN HILIR REGENCY

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**THE EFFECTIVENESS OF USING THE E-MONEV APPLICATION SYSTEM IN THE PLANNING PROCESS IN THE REGIONAL DEVELOPMENT PLANNING AGENCY OF ROKAN HILIR REGENCY**

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**27**  
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**ABSTRACT**

This study aims to analyze the effectiveness of the use of the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency. The E-Monev Application System in Rokan Hilir Regency is a system that can document and administer regional development data into information that can be used as information for the community in planning, implementing, and evaluating government performance. This research uses a qualitative research method with a descriptive research type. The main informants in this study were officials within the Regional Development Planning Agency of Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of research and data analysis shows that: (1) The effectiveness of using the E-Monev application system in the Rokan Hilir Regency Government is the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedure for Design Evaluation Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amendment to Regional Long-Term Development Plans, Regional Medium-Term Development Plans, and Regional Government Work Plans. (2) The problems that occur in the use of the E-Monev application system at the BAPPEDA of Rokan Hilir Regency are reviewed through the concepts and theories of effectiveness that must be met which are described by Robbins (in Handayani, 1985: 16). affect the effectiveness, namely: (1) the existence of a clear goal; (2) human resources; (3) organizational structure; (4) the existence of community support or participation, and (5) the existence of a value system adopted.

**Keyword:** planning, e-monev and e governance.

## 1. Introduction

Planning is setting a goal and choosing the steps needed to achieve that goal." The aim is to analyze current conditions, predict the development of various relevant non-controllable factors, estimate limiting factors, set goals and targets that are expected to be achieved, and look for steps to achieve these goals. The basic concept of planning is rationality, in which the way of thinking used is a scientific way of thinking in systematically solving problems and providing various alternative solutions to obtain the desired goals. (Dance (2012 ; 1)

The Indonesian government in carrying out development has involved every region to design all development systems for their respective regions with regional autonomy. This is intended so that the development carried out by the regional government can be maximized because it will be more in line with the potential of each region. The structure of development planning in Indonesia is based on Law Number 25 of 2004 concerning the National Development Planning System, Article 1 (one) is divided into several types of development plans that have their respective levels and scopes. Some of these types of plans include:

- 1) "The Development Plan is divided into the Long-Term Development Plan (RPJP) and the Medium-Term Development Plan. The RPJP has a time span of 20 years, while the RPJM has a shorter time span, which is 5 years. The planning middle term is an elaboration of the RPJP, so the RPJM must refer to the RPJP. The RPJP and RPJM are enforced at three levels of government: National, Provincial, and City/District
- 2) The Strategic Plan is divided into the Strategic Plan of the Ministry of Institutions (Renstra-KL) and the Strategic Plan of Regional Apparatus Organizations. Both have a span of 5 years.
- 3) Work Plan which has a time of 1 year. Work plans are divided into two types: Ministries/Agency Work Plans (Renja KL) and Regional Apparatus Organization Work Plans (Renja OPD)."

5  
Minister of Home Affairs Regulation (Permendagri) Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, and Procedures for Amending Regional Long-Term Development Plans, Regional Medium Term Development Plans, and Regional Government Work Plans.

In Article 1 (one) paragraph 17 of Permendagri Number 86 of 2017 it is stated that the <sup>8</sup> Regional <sup>16</sup> Development Planning Agency is a Regional Apparatus that carries out tasks and coordinates the preparation, control, and evaluation <sup>8</sup> of the implementation of regional development plans. In paragraph 23, it is stated that the control and evaluation of regional development is "a process of monitoring and supervising in the preparation and implementation of development policies as well as assessing the realization of performance and financial results to ensure that targets are achieved economically, efficiently, and effectively." This article clearly states that one of the functions of the Regional Development Planning Agency is to control and evaluate regional development. Control and evaluation is a very important planning <sup>14</sup> component which is a tool that controls the performance of the planning that has been carried out in a certain area. In development planning, the Regional Development Planning Agency/Bappeda must be capable of controlling, compiling and evaluating the implementation of Development Planning based on information systems. The use of information systems is sought to optimize the performance of development planning to produce good quality. In regional development planning, the interests of data and information are accurate, fast and fulfill the interests of various aspects and existing stakeholders, can produce quality regional development plans, meaning that all sides of development interests can be fulfilled, the involvement of many parties is increasingly prioritized and can achieve the goal of "inclusive democracy. ", in the process of seeking and finding various development problems, determining the carrying capacity and capacity of the region, critiquing various existing development factors, in a short and accurate time, it is very possible with adequate information technology.

The existence of M&E has an important role in planning, wherewith the M&E that has been determined, the implementation process can be monitored and then the results of the planning implementation can be evaluated. Then, monev generates feedback which is the result of monitoring and evaluation of program implementation. Feedback from a program will be used to improve and adjust components that are not optimal in program implementation. If possible, scenario changes and resource consolidation (process management) can be carried out in program implementation to ensure the success of the program. Monev then has an important role in determining the actions taken so that the plans that have been determined are by their implementation.

To facilitate its implementation, at the central government level, the National Development Planning Agency (Bappenas) created an innovative application called e-monev to facilitate monitoring and evaluation as well as reporting. The development and improvement of the monitoring and evaluation system (application) to be able to measure the performance of

achieving development targets are carried out in line with the implementation of a performance-based budget. By utilizing website-based and online informat<sup>10</sup> technology (hereinafter referred to as e-Monev), the improvement of the application aims to increase the effectiveness and efficiency of reporting and ensure the establishment of linkages with performance-based planning and budgeting processes. Based on the guidebook for using regional e-Monev applications in 2013, the benefits of using e-Monev applications for submitting reports and increasing the number of ministries/agencies that report on time. In addition, by using the e-Monev application, ministries/agencies get direct feedback on the reports they have submitted. During implementation, the e-Monev application also continues to be corrected and refined.

Improvements are made to obtain more accurate data and can assist Ministries/Agencies in monitoring the implementation of their respective activities. So, in 2013 the eMonev application was developed for the provinces, which later will be continued for the districts and cities, which in this case is the Ministry of Home Affairs, which will make the e-Monev application. This development is expected to assist in monitoring and evaluating stakeholders in obtaining data on the realization of activities both from a financial and physical perspective.

The regional e-Monev application is primarily<sup>37</sup> intended for implementing agencies for Deconcentration funds and Co-administration Funds at the provincial and district/city levels. The regional e-Monev application is expected to assist ministries/agencies and local governments in monitoring the implementation of activities using Deconcentration and Co-Administration funds in the province/regency/city. So that all provinces to districts or cities are urged to immediately implement the implementation of online-based monitoring and evaluation through this e-Monev application, one of which is Rokan Hilir Regency which has implemented the e-Monev application in this Monitoring and Evaluation activity. The Regional Development Planning Agency (Bappeda)<sup>34</sup> Rokan Hilir Regency (in the 2016- 2021 Strategic Plan document) is a supporting element of the regional government which is under and responsible to the regional head as well as a supporting element of the Rokan Hilir Regency government in the administration of regional government and development management. in the plan<sup>15</sup> ning field. The position of Bappeda of Rokan Hilir Regency is a staffbody that is located and is responsible to the Regent through<sup>13</sup> the Regional Secretary and is led by the Head of the Agency. Based on the Rokan Hilir Regency Regional Regulation Number 11 of 2016 concerning the Establishment and<sup>15</sup> Composition of the Rokan Hilir Regency Regional Apparatus, as a regional apparatus institution, it is under and responsible to<sup>35</sup> the Rokan Hilir Regent through the Regional Secretary and is led by a Head of the Agency, in carrying out its duties and functions. , Bappeda of Rokan Hilir Regency has one of the functions of monitoring, evaluating, and reporting on the implementation

of technical support tasks in the planning sector. In its implementation, there are several guidelines for the use of e-monev in Rokan Hilir Regency, including:

1. Sign in as SKPD
2. Edit cash budget target
3. Enter the name of PPTK
4. Contents of sub-activities (budget realization, process realization)
5. Contents of achievement indicators for sub-activities
6. Content of activity achievements
7. Contents of program achievements
8. Graphics

The Regional Government Information System has a stronger function, and the data presented is more accurate, after involving the carrying capacity of information technology, which is packaged in e-government. E-government can present an inclusive democracy at the same time so that many parties can be involved in development planning with governance in the form of a **connected information system, with various Penta helix stakeholders consisting of elements of the government, private sector, NGOs, academics and the community.** E- government can provide learning process capabilities by providing intelligent features and having electronic components. The problems with the previous SIPD were due to delays in achieving development goals. The classical model implemented without the support of information technology will result in development inequality because the entire budget is not available openly and transparently.

The monitoring and evaluation system for development performance, especially for programs and activities as outlined in planning documents, needs to be continuously developed to make it more useful for regional development management. The improvement of the monitoring and evaluation mechanism and reporting directly requires the fulfillment of quality planning documents that can be evaluated. The development of a website-based monev application (e-Monev) is an effort to streamline and streamline reporting leading to quality improvement by simplifying the format, application and reporting mechanism of regional development performance monitoring and evaluation.

Changes in social, economic, and political conditions that are very fundamental require the need for a government system that leads to the realization of transparency, accountability and community participation which in the end can ensure the utilization and allocation of increasingly limited sources of development funds to be more efficient and effective and sustainable.

1. The Regional Development Planning Agency as the Agency responsible for making policies for the preparation of regional development programs is expected to be able to evaluate and monitor the realization of program implementation. Since 2018, the Regional Development Planning Agency has used a web-based monitoring and evaluation system to evaluate and monitor the implementation of programs and activities so that data updates are carried out through thee-monev application information system.
2. In its application, the e-monev system has provided several conveniences in the process of evaluating and monitoring the implementation of programs and activities including updating data anywhere that reaches the internet network. Data processing can be done faster with more diverse outputs such as tabulations and graphs. However, in the implementation there are still some problems related to this e-monev system, which can be seen from the following phenomena:
3. **13** There is still a lack of knowledge of human resources such as the lack of information systems analysis positions which only number 2 people, there are only 2 planning, evaluation and reporting analysis positions and data processing analysis positions also number 2 people in the regional development planning agency of the Rokan downstream district regarding use of e-monev application system for regional development.
4. Often the reconciliation of functional accountability letters of the regional development planning agency of the Rokan downstream district is delayed as the main ingredient for entering physical and financial realization data into the e-monev application system.
5. There is no Regent Regulation that regulates rewards and punishments for punctuality in entering data into thee-monev application system.
6. **19** There is no Decree of the Head of the Regional Development Planning Agency regarding the Appointment of State Civil Apparatus as ADMIN at the Regional Development Planning Agency who is responsible for inputting data into the e-monev application system.

## 2. Research Method

**29**  
The research method used by researchers in this study is qualitative. According to John Creswell (2016: 61) qualitative research is a type of research that explores and understands the meaning in several individuals or groups of people originating from social problems. In general, qualitative research can be used for research on people's lives, history, behavior, concepts or phenomena, social problems, and others. One of the reasons why using a qualitative approach is the experience of researchers where this method can find and understand what is hidden behind phenomena that are sometimes difficult to understand.

Qualitative research is used for purposes of initial research where the research subject is not well defined and poorly understood, understands detailed issues about the situation and reality faced by a person, and is used to examine something in more depth. Through this research, the researcher uses qualitative research methods as the approach used to explain or describe the analysis of the effectiveness of the implementation of monitoring and evaluation based on the e-Monev application on the work plans of regional apparatus organizations in Rokan Hilir Regency. Of course, by following the systematic writing of the correct qualitative method.

**22**  
In the details of this study, using data in the form of primary data and secondary data. In primary data, research uses data obtained through observation and documentation techniques to produce accurate information because it has a direct correlation with the research theme. Furthermore, secondary data is data obtained from library studies (literature reviews) originating from various electronic media, journals, books, scientific articles and trusted websites that can support the acquisition of additional data such as concepts and theories of effectiveness that must be fulfilled which are described by Robbins (in Handyaningrat, 1985: 16). "In carrying out organizational activities, there are several factors that affect the effectiveness, namely: (1) the existence of a clear goal; (2) human resources; (3) organizational structure; (4) the existence of community support or participation, and (5) the existence of a value system that is adopted." in the field of development along with some information related to research writing.

## 3. Literature Review

Various findings resulting from other studies that discuss related issues such as research by Muhammad Irfan Nasution and Nurwati with the research title "Analysis of the application of local government information systems at the regional financial and asset management agency (BPKAD) of Medan City". Regional Government (SIPD) to carry out various activities related to improving development programs as a regional development planning system, regional financial system and other government systems. In this study, the implementation of SIPD in the city of



**24**  
Medan has not been realized properly because the quality of the system is still inadequate. Other weaknesses are analyzed using the Van Meter and Van Horn approaches so that this research becomes one of the references and has relevance to the author's research. (Nasution et al., 2021)

Furthermore, research by Frans Dione and Utami Faradina with the research title "Implementation of Regional Development Information Systems (SIPD) In improving development coordination in the regions (Study on the application of SIPD to BAPPEDA Bengkulu City)" in this paper, researchers try to explain that the success of the development is determined by by coordination between the central and local governments and supported by accurate information. In the results of the study, this study tries to explain that SIPD in its implementation is by applicable regulations, but there are obstacles related to the lack of awareness of stakeholders or SIPD implementing devices, where the implementing regulations related to administrative sanctions are not yet maximal for those in charge of SIPD to improve compliance in filling data. The negligence of the implementers caused the non-optimal performance of the existing SIPD at the Bengkulu City Planning and Development Agency. (Dione, 2020)

Further research by Mellia Seyselis, Galih Wahyu Pradana (2021) In an article entitled Effectiveness of the Electronic Monitoring and Evaluation (E-Monev) System at the Surabaya City Development Planning Agency, E-Monev is one of the monitoring, evaluation, and control development instruments (PEPP), which is used to collect data and information on the results of monitoring (data on realization) of the implementation of the development plan. The Surabaya City Development Planning Agency **17** implemented this system after the case of embezzlement of money by the former treasurer of the Surabaya City Development Planning Agency in 2016, with the presence of a more modern system, it is hoped that there will not be a repeat of fraud in the Surabaya City Development Planning Agency. The monitoring and evaluation process is facilitated using online-based software that can be accessed via the [monev.surabaya.go.id](http://monev.surabaya.go.id) page. E-Monev began to be implemented at the Surabaya City Development Planning Agency in 2017 and is still being used until now. The purpose of **17** the implementation of this research is to analyze and describe the effectiveness of e-monev at the Surabaya city development planning agency. The use of a qualitative approach and library research is utilized in this study in which the data contained in the literature **7** related to research topics such as journals, books, theses, and news from websites (internet). Based on the results of the research, it is known that the e-monev system implemented at the Surabaya City Development Planning Agency has been running effectively, as evidenced by the results of the evaluation of the Government Agency Performance

Accountability System evaluation data, the level of achievement of the development program success, the percentage of legal products completed, as well as the average increased budget absorption. Suggestions from this research are to improve the application interface, conduct training on the use of a more massive system and perform routine system maintenance so that it can continue to function optimally.

#### **4. Result and Discussion**

Demands The development evaluation process mandated by Law no. 25 of 2004 concerning SIPN (National Development Planning System) and the disclosure of public information has motivated the government to innovate in development planning. Therefore, Permendagri Number 86 of 2017 was issued concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amending Regional Long-Term Development Plans, Regional Medium-Term Development Plans, and Regional Government Work Plans. In accordance with Article 1 (one) paragraph 17 of the Minister of Home Affairs Regulation Number 86 of 2017 it is stated that the Regional Development Planning Agency is a Regional Apparatus that carries out tasks and coordinates the preparation, control, and evaluation of the implementation of regional development plans. In paragraph 23, it is stated that the control and evaluation of regional development is "a process of monitoring and supervising in the preparation and implementation of development policies as well as assessing the realization of performance and financial results to ensure that targets are achieved economically, efficiently, and effectively." This article clearly states that one of the functions of the Regional Development Planning Agency is to control and evaluate regional development.

The existence of M&E has an important role in planning, wherewith the M&E that has been determined, the implementation process can be monitored and then the results of the planning implementation can be evaluated. Then, money generates feedback which is the result of monitoring and evaluation of program implementation. Feedback from a program will be used to improve and adjust components that are not optimal in program implementation. If possible, scenario changes and resource consolidation (process management) can be carried out in program implementation so as to ensure the success of the program. Money then has an important role in determining the actions taken so that the plans that have been determined are in accordance with their implementation.

To facilitate its implementation, at the central government level, the National Development

Planning Agency (Bappenas) created an innovative application called e-monev to facilitate monitoring and evaluation as well as reporting. The development and improvement of the monitoring and evaluation system (application) to be able to measure the performance of achieving development targets is carried out in line with the implementation of a performance-based budget. By utilizing website-based and online information technology (hereinafter referred to as e-Monev), the improvement of the application aims to increase the effectiveness and efficiency of reporting and ensure the establishment of linkages with performance-based planning and budgeting processes.

### **1. The Effectiveness of Using the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency**

The development planning process is strongly supported by the availability of data and information regarding development support resources, both regarding human resources, natural resources, and existing energy resources, as well as various problems that can be put forward as an agenda in the development planning process. (Sudianing & Seputra, 2019).

At this time to explore the various potentials and obstacles that exist in this digital era, it cannot necessarily be explored manually through manual data which is limited and takes a long time, so development programs that require fast and appropriate action cannot be realized properly, therefore, a more appropriate method is needed, namely through electronic data presentations, which can be trusted and managed by official and authorized institutions, and have the ability to present and analyze various electronic data presentations, both provided by government agencies themselves, the private sector, investors, as well as professionally managed findings from the community, as important supporters in the development planning process and information disclosure to the public.

Supporting information disclosure to the public Permendagri Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amending Regional Long-Term Development Plans, The Regional Medium-Term Development Plan, and the Regional Government Work Plan, in other words, Permendagri Number 86 of 2017 is the basis for implementing the synchronization of development planning and evaluation of regional development. For its implementation, a web-based application is made called the E-Monev application.

Local governments are expected to be able to use the E-Monev application to realize good

governance and create transparency in financial aspects. The purpose of the e-monev application is to evaluate the development and progress of the program in the current year so that problems can be identified and efforts to solve them, that the program is running by the policy direction, evaluation is the process of determining the importance of an activity, or program to determine the next policy direction. This is an important concern because previously most local government information systems were done manually, making it difficult to integrate local government data.

The effectiveness of the use of the E-Monev Application System in the Planning Process <sup>11</sup> at the Regional Planning and Development Agency of Rokan Hilir Regency is motivated by unfavorable conditions, for example, the implementation of e-Monev in the first and second quarters shows that e-Monev is still not effective because there are still delays enter physical and financial realization data into the e-monev application system because the existing human resources at BAPPEDA Rokan Hilir Regency are still adjusting to changes that occur <sup>30</sup> cause usually the input is done manually. Other conditions, BAPPEDA faces obstacles such as the lack of knowledge of human resources such as the lack of information system analysis positions which only number 2 people, there are only 2 planning, evaluation and reporting analysis positions and data processing analysis positions also amount to 2 people at BAPPEDA Rokan Hilir Regency regarding the use of the regional development e- monev application system, there is no Regent Regulation that regulates rewards and punishments for punctuality in entering data into the e-monev application system so that many human resources make it easy for the situation to neglect their responsibilities.

Based on the author's research, the use of the e-monev system has been running quite well, but several aspects are still needed to maintain the existing ones properly, such as there is no <sup>18</sup> business from the leadership so that input is on time so there are still frequent delays. Based on Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government system, states that the administration of electronic-based government <sup>32</sup> utilizes information and communication technology needs to be applied as a form of support in the context of developing public services to the community. But even though its use is considered good enough, there are still shortcomings in it.

The realization of the implementation of e-monev is expected to provide quarterly physical and financial realization performance reports as outlined in the Regional Government Work Plan which is then compiled online through the e-monev application system. However, it is undeniable that in reality there is no perfect system, there are still many shortcomings in this local government information system so that many work processes and inputs experience

obstacles and delays.

To find out the extent to which the Effectiveness of the Use of the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency, the researchers analyzed the inhibiting factors in the Effectiveness of the Use of the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency.

## **2. Inhibiting Factors in the Effective Use of the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency**

The use of the E-Monev application system in the planning process at BAPPEDA Rokan Hilir Regency has not run optimally. This is due to the lack of interaction in inter-regional cooperation member forums. So this causes the data on regional development to pay less attention to the problems experienced and the solutions needed by the community. Not to mention due to the infrequently updated data following the data that has been censured by the Central Statistics Agency (BPS). So that the implementation of development planning is constrained because the data do not show actual results.

Meanwhile, the cause of problems in the use of e-monev applications <sup>11</sup> at the Regional Planning and Development Agency of Rokan Hilir Regency is that the results have not been used optimally by the fields in Bappeda and OPD in terms of planning, where the proposed programs are still not in line with the RPJMD and have not support the vision and mission of the elected Regent so that there has not been an increase in the welfare of the downstream Rokan community. And at this time E-Monev is only in the form of a report and is only used to see physical and financial realization.

In addition, to find out more about the extent of problem analysis and measurement of the Effectiveness of the Use of the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency, the author uses the research focus according to the theory or theoretical model of effectiveness that must be met which is explained by Robbins (in Handayani, 1985: 16). "In carrying out organizational activities, there are several factors that affect the effectiveness, namely: (1) the existence of a clear goal; (2) human resources; (3) organizational structure; (4) the existence of community support or participation, and (5) the existence of a value system adopted. namely as follows:

### **1. Have a Clear Goal**

The existence of a clear goal of a program or activity to be carried out must be in accordance with the needs of the organization that is run and implemented by qualified human resources. Quality human resources are those who are able to implement and maximize a program that has been made to suit its objectives. Robbins (in Handaeningrat, 1985). However, everything related to the organization can support the implementation of programs or policies that have been set so that they are carried out properly and provide good outputs because they have clear goals.

Respondents Response: "The aim is to make it easier to input and recapitulate the work planning evaluation report from the OPD and also the archive of this renja evaluation report will be stored digitally. And the purpose of the e-monev application is to evaluate the progress and progress of the program in the current year so that problems can be identified and efforts to solve them, that the program is running by the policy direction, evaluation is the process of determining the importance of an activity, or program to determine the next policy direction. "

## **2. Human Resources**

These human resources must be in accordance with the needs of the organization in the implementation of a program or activity both in terms of quality<sup>7</sup> and quantity. Robbins (in Handaeningrat, 1985). George C. Edwards III (in Subarsono, 2005) **These resources can be in the form of human resources, namely the competence of the implementor, and financial resources. Resources are important factors for** determining the effectiveness of an activity or not. Without human resources, a system and activities will not be able to run.

Respondents' responses **the aspect of HR / Human Resources provided in the Effective Use of E-Monev Applications at the Regional Planning and Development Agency of Rokan Hilir Regency** "On average they gave not fully good answers because they were still incompetent, due to lack of knowledge about e-systems. monev and it is necessary to hold special training on the use of e-monev applications."

## **3. Organizational Structure**

According to Robbins and Coulter, (2007:284) Organizational structure is one of the important components of the company to support the company's performance. With the organizational structure, it is hoped that there will be good coordination between each department by their respective positions. Because basically, the organizational structure will be made if there is an agreement on the goals to be achieved together. Organizational structure by the needs and main tasks of the function of the organization. A good and effective organizational structure will make it easier for the organization to achieve its goals.

Respondents' Responses related to Organizational Structure "The organizational structure has not included the position of the information system sub-section that specifically manages e-monev applications in the preparation of the existing structure so that its duties and functions are not clearly defined, considering the existing structure has not been structured until its implementation is still submitted to the duties of the apparatus function".

#### **4. There is Community Support or Participation**

The existence of community support or participation will make organizational effectiveness easier to achieve. In relation to the implementation of monitoring and evaluation based on the e-Monev application, the question support is related to facilities and infrastructure that are able to support all activities related to the monitoring and evaluation program. Robbins (in Handaeningrat, 1985). The concept of community participation in development is an approach that opens up opportunities for broad community involvement (inclusion) and the process of community participation (involvement). Respondents' responses regarding the existence of community support or participation, the average respondent thought that "there is no public support and participation because the data generated is not for public disclosure and another reason is that the e-monev application system has not been socialized to the public"

#### **5. Value system adopted**

According to Robbins' opinion (in Handayaningrat, 1985): This variable includes a description of the e-Monev application, how the system was built to carry out application- based monitoring and evaluation. So to get effectiveness in a program or activity which in this case is the implementation of monitoring and evaluation based on the e-Monev application.

The respondent's response to the value system adopted based on the value of accountability is that "It is very clear in the monitoring and evaluation system that planning accountability shows a very good improvement where the planning is prepared according to the time and needs. order to encourage the improvement of results-oriented government (result-oriented government). It is good enough with the results of the Performance Accountability System Evaluation (SAKIP) assessment data being, and in the value system seen from a disciplined and transparent culture that discipline and transparency have not been implemented because the presentation and use of the performance information system has not been optimal in improving the implementation of organizational programs and activities. , some respondents said that because of the e-monev application system the culture of budget transparency is easy to see how accomplished it is with the reporting system for the realization of activities quarterly".

33  
To answer several problems related to the Effectiveness of Using the E-Monev Application System in the Planning Process at the Regional Development Planning Agency of Rokan Hilir Regency, some actions need to be taken by the Rokan Hilir Regency Government because the e-Monev application has not been able to run perfectly, and the planning and evaluation process can run and do not violate the regulations that have been set. The implications of the conclusions above are (a) the Government of Rokan Hilir Regency needs to send several groups/teams to conduct special training regarding the use of the E- Monev application system. (d) Improvement of Human Resources needs to be improved in the implementation of E-Monev in the Government of Rokan Hilir Regency, especially technical implementers in inputting and implementing information systems on e-Monev.

### Conclusion

Based on the research that has been done, it can be concluded that E-monev in the planning process is an application. Development and refinement of the monitoring and evaluation system (application) to be able to measure the performance of achieving development targets are carried out in line with the implementation of a performance-based budget. By utilizing website-based and online information technology (hereinafter referred to as e-Monev), the improvement of the application aims to increase the effectiveness and efficiency of reporting and ensure the establishment of linkages with performance-based planning and budgeting processes. The basis for implementing e-monev is Permendagri Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amending Regional Long-Term Development Plans, Regional Medium Term Development Plans, and Regional Government Work Plans. However, based on the analysis, there are still problems that occur, as has been described based on the concept and theory of effectiveness that must be met which is explained by Robbins (in Handyaningrat, 1985: 16). "In carrying out organizational activities, there are several factors that affect the effectiveness, namely: ( 1) the existence of a clear goal; (2) human resources; (3) organizational structure; (4) there is support or community participation, and (5) there is a value system that is adopted. In producing problem-solving, the local government of Rokan Hilir Regency must coordinate with the central government in the implementation of Bimtek activities (technical guidance) and socialization related to e-monev to Apparatus or regional apparatus in each OPD.



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