DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455

DOI: https://doi.org/10.38035/dijefa.v7i3.7260
https://creativecommons.org/licenses/by/4.0/
Received: 15 July 2026 | **Revised:** 18 August 2026 | **Accepted:** 26 August 2026

Effectiveness Implementation of Monitoring and Evaluation of Regional Development Programs in the Development Administration Section of the Regional Secretariat Kampar Regency

Erwin Rio Putra[1*], Zulher[2], Kasmawati[3]
[1]STIE Bangkinang, Kampar, Indonesia, erppasubilah@gmail.com
[2]STIE Bangkinang, Kampar, Indonesia, zulher@stiebangkinang.ac.id
[3]STIE Bangkinang, Kampar, Indonesia, kasmawati@stiebangkinang.ac.id

*Corresponding Author: erppasubilah@gmail.com[1]

Abstract: Study This aim for analyze effectiveness implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat and identify internal and external factors that influence it. Research use approach qualitative with type study descriptive. Data collection techniques are carried out through interviews, observations, and documentation. Data analysis using SWOT approach to know strengths, weaknesses, opportunities and threats in implementation of monitoring and evaluation development area. Research results show that implementation of monitoring and evaluation of development programs areas in Kampar Regency have walk Enough good. This is seen from level realization budget relative area tall as well as achievements SAKIP value is in the very high category. Monitoring and evaluation done in a way routine as form control development area. However Thus, its implementation Still face a number of obstacles, such as coordination and reporting between OPDs that are not optimal, limitations source Power humans, as well as utilization technology information that is still Not yet maximum. Besides that, the evaluation was carried out Still more focus on aspects administrative and absorption budget compared to impact of the program on society. The results of the SWOT analysis show that Kampar Regency has sufficient strength and opportunities big in increase effectiveness of monitoring and evaluation development area. Therefore that, is necessary strengthening coordination between device area, improvement capacity source Power humans, as well as development monitoring and evaluation system based technology information for implementation development area can walk more effective, transparent, and accountable.

Keywords: Monitoring and Evaluation, Effectiveness, Regional Development, SWOT Analysis, Government Agency Performance Report.

INTRODUCTION

Regional development is effort strategic government in increase welfare public through organization effective, efficient, transparent and accountable governance. Success development No only determined by quality planning, but also by the extent to which the program can be implemented controlled and evaluated in a way sustainable. In context In this regard, monitoring and evaluation (monev) holds role important as instrument control For ensure suitability between program plans and realization and as base in taking decision repair policy (Widodo, 2018).

Monitoring and evaluation is an integral part of cycle management development. Monitoring is carried out For supervise implementation of the program sustainable, whereas evaluation aim evaluate achievements program performance based on indicators that have been determined. Dunn (2016) stated that evaluation policy produce valid and reliable information as base evaluation performance policy public, while Kusek and Rist (2014) emphasized that that monitoring is working ensure that program implementation continues is on the planned track. With Thus, the effectiveness the implementation of monitoring and evaluation is very influential to success development area.

However Thus, the implementation of monitoring and evaluation at the level area Still face various constraints. Some common problems found including non- conformities between planning and program realization, not yet optimally achievement indicator performance, as well as weakness system internal control. In addition that, utilization technology information in support implementation of monitoring and evaluation has not yet been walk optimally (BPK, 2022). Conditions the show that monitoring and evaluation function Not yet fully effective in support achievement objective development area.

This phenomenon also occurred in Kampar Regency. Based on data on the realization of the Regional Revenue and Expenditure Budget (APBD) for 2021–2025, the budget absorption rate showed fluctuations, as presented in Table 1.1.

Table 1. Realization of Regional Expenditure of Kampar Regency in 2021 – 2025

In (Rp)

Year	Shopping Target	Spending Realization	Percentage (%)
2021	2,750,000,000,000	2,447,500,000,000	89.00
2022	2,900,000,000,000	2,697,000,000,000	93.00
2023	3,050,000,000,000	2,806,000,000,000	92.00
2024	3,312,217,677,835	3,075,185,423,117	92.84
2025	3,092,346,232,482	2,915,646,939,866	94.46

Source: Data processed from the Kampar Regency APBD Realization Report (2021 – 2025)

Based on Report data Realization Kampar Regency Budget (LRA) 2021–2025, level absorption shopping area show relative trend tall with percentage range between 89.00% to 94.46%. Achievements the in a way general describe that implementation budget has walk with Enough Good in support implementation of programs and activities government area.

Although Thus, the level realization the Not yet can categorized as optimal. This is seen from Still existence gap between targeted budget with realization achieved in each year budget. Difference the indicates that some programs or activity Not yet implemented in a way maximum in accordance with planning that has been set.

Besides that, pattern absorption budget that experienced fluctuations from year to year show Not yet stable performance implementation of development programs. Inconsistency This can reflect existence constraint structural and technical, both at the stage planning, implementation activities, as well as in the process of control and supervision budget.

With however, although percentage realization budget classified as high, still required effort continuous improvement, especially in strengthen monitoring and evaluation function. Strengthening the aspects the expected capable increase effectiveness program implementation, minimizing deviation between target and realization, and push creation of governance finance more areas accountable and performing tall.

Table 2. Regency SAKIP Evaluation Data 2021-2025

No	Year	Target (%)	Realization (%)	Achievement (%)	Information
1	2021	70.10	70.12	100.03%	Very high
2	2022	71.01	71.01	100.00%	Very high
3	2023	70.12	70.55	100.61%	Very high
4	2024	71.15	71.15	100.00%	Very high
5	2025	71.50	72.15	100.89%	Very high

Source: Kampar Regional Secretariat

Based on evaluation data System Agency Performance Accountability Kampar Regency Government (SAKIP) 2021–2025, seen that achievements performance is in the very high category with percentage realization that always reach or exceeded the target. SAKIP value increased from 70.12 in 2021 to 72.15 in 2025. Although show trend positive, improvement the relatively limited and tend to stable in the range value 70–72. Condition This indicates that system accountability performance has walk with good, but Not yet show improvement significant quality.

The SAKIP achievements reflect implementation of monitoring and evaluation (monev) as part important in cycle management performance. Monitoring and evaluation functioning as instrument control for ensure implementation of development programs in accordance with plan as well as become base in taking decision repair. However Thus, the SAKIP achievements tend to stable indicates that implementation monitoring and evaluation Not yet fully utilized optimally as tool improvement performance.

In in practice, implementation of monitoring and evaluation Still face various obstacles, such as delay reporting, weakness coordination between device area, as well as Not yet integration data system in comprehensive. Condition the show that although in a way administrative achievements performance classified as high, effectiveness implementation of monitoring and evaluation Still need improved, especially in aspect process quality and utilization results evaluation.

In a way institutionally, the Development Administration Section of the Kampar Regency Regional Secretariat has role strategic in coordinate implementation of monitoring and evaluation of development programs area. However Thus, the limitations source Power man as well as Not yet optimally utilization technology information become challenge in operate function the in a way effective.

In a way conceptual, effectiveness organization influenced by internal and external factors. Internal factors include quality source Power human, system work, and facilities and infrastructure, whereas factor external covers dynamics policies and developments technology. For identify condition the in a way comprehensive research This use Strengths, Weaknesses,

Opportunities, and Threats (SWOT) approach to formulate improvement strategies effectiveness implementation of monitoring and evaluation.

Study previously generally focused on achievement performance or level absorption budget, so that Not yet Lots study effectiveness implementation of monitoring and evaluation in a way comprehensive with consider internal and external factors organization. Therefore that, research This own novelty with integrate analysis effectiveness of monitoring and evaluation with SWOT approach.

Based on description said, research This aim For analyze effectiveness implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat, identified influencing factors, as well as formulate the right strategy For increase effectiveness its implementation.

METHODS

Study This use approach qualitative with type study descriptive approach This chosen for get deep understanding about effectiveness implementation of monitoring and evaluation of development programs area as well as factors that influence it. Research descriptive qualitative aim for describe conditions that occur in a way systematic, factual, and accurate based on phenomena found in the field. In study this, researcher play a role as instrument main (human instrument) which is direct involved in the process of data collection and analysis.

Study was held in the Development Administration Section of the Kampar Regency Regional Secretariat. The election location study based on considerations that the unit own role strategic in implementation of monitoring and evaluation of development programs area. Research time ongoing during not enough more three month, namely from April to June 2026, which includes stage preparation, data collection, to data analysis.

Subject in study This is all over employees involved in implementation of monitoring and evaluation of development programs areas in all Development Administration Sections of the Kampar Regency Regional Secretariat, totaling 68 people. Considering amount population relatively limited, then all over population made into as informant study with use total sampling technique (census). Approach This selected so that the data obtained nature comprehensive and capable describe condition in a way comprehensive.

Data collection techniques in study This covering interviews, observations, and documentation. Interviews done in a way deep to informant for dig information related implementation of monitoring and evaluation of development programs area. Observation done with observe in a way direct implementation process field activities use get description real about conditions that occur. While that, documentation used for collect supporting data in the form of report activities, documents planning, as well as data on the realization of development programs area.

Instrument research used consists of from guidelines interview, sheet observation and documentation. Guidelines interview arranged based on indicator SWOT analysis which includes factor strengths, weaknesses, opportunities, and threats. In addition that, researchers also use notes field and tools documentation as means supporters in the data collection process.

Data analysis techniques in study This using analysis models interactive which includes three stages main, namely data reduction, data presentation, and data extraction conclusion. The data that has been collected Then analyzed use SWOT (Strengths, Weaknesses, Opportunities, Threats) approach. Analysis done with identify internal factors consisting of from strengths and weaknesses, as well factor external which includes opportunities and threats. Furthermore, the factors the arranged to in SWOT matrix for formulate alternative strategies, namely SO, WO, ST, and WT strategies. The results of the analysis This used as base in formulate improvement strategies effectiveness implementation of monitoring and evaluation of development programs area.

For ensure data validity, research This use technique triangulation done through triangulation sources and triangulation Triangulation method source done with compare information obtained from various informant, whereas triangulation method done with compare results interviews, observations, and documentation. With Thus, the data is generated expected own level high credibility and validity.

RESULTS AND DISCUSSION

Research result

Implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat is carried out as effort control for ensure that implementation activity development walk in accordance with planning, targets and provisions that have been set. Monitoring is carried out in a way periodically through collection report physical and financial from every Organization Regional Devices (OPD), whereas evaluation done for evaluate level program achievements and identify obstacle in its implementation.

Based on results research, implementation of monitoring and evaluation in Kampar Regency in general general has walk Enough good. This is seen from level realization shopping area 2021–2025, which is in the range of 89.00% to 94.46%. The high realization budget show that part large development programs can implemented in accordance plan. Besides that, achievement Kampar Regency's SAKIP value is in the very high category show existence effort government area in increase accountability performance through strengthening system program control and evaluation.

Although Thus, the implementation of monitoring and evaluation Not yet fully optimal. Research results show Still there is delay delivery report from OPD, field data discrepancies with report administration, as well as weakness coordination between device area. Condition the causing the program control process to not be walk in a way maximum and has an impact on delays taking decision.

Besides that, limitations source Power man become constraint in implementation of monitoring and evaluation. Number limited staff cause supervision field Not yet can done in a way comprehensive to all over activity development. Utilization technology information is still available not optimal because some of the reporting and data processing processes are still ongoing done manually.

Observation results show that evaluation conducted Still absorption - oriented budget and achievements administrative, temporary evaluation to benefits and impacts of the program for public Not yet done in a way in-depth. As a result, the results of monitoring and evaluation Not yet fully utilized as base in compilation policy development more areas effective.

From the results SWOT analysis is known that implementation of monitoring and evaluation own strength in the form of support regulation, structure clear coordination and commitment government area in increase accountability performance. However, it is still there is weaknesses in aspects quality source Power human, data integration, and utilization technology information. On the other hand, developments digitalization governance and demands for bureaucratic reform become opportunity for increase effectiveness of monitoring and evaluation. Meanwhile that, change dynamic and increasing policies complexity development area become challenges that must be faced.

With Thus, the implementation of monitoring and evaluation of development programs areas in Kampar Regency have walk Enough effective, but Still required strengthening of aspects coordination, competence source Power humans and systems information so that the monitoring and evaluation function can more optimal in support improvement performance development area.

Government Duties in Monitoring and Evaluating Regional Development

1. Develop policies and guidelines implementation of monitoring and development program evaluation area.
2. Supervise implementation of the program to suit with plans, targets and budgets which has set.
3. Collect and verify implementation data activity from every device area.
4. Evaluate achievements program performance and level success development area.
5. Identifying obstacles, constraints, and deviations in implementation activity development.
6. Give recommendation repair to programs that have not been running optimally.
7. Compiling a report monitoring and evaluation results as material taking decision government area.
8. Increase coordination between device area in implementation development.
9. Ensure use budget area walk effective, efficient, and accountable. Develop system information and utilization technology For support monitoring and evaluation.

The Role of Government in Monitoring and Evaluating Regional Development

1. As controller implementation of development programs area.
2. As supervisor to use budget and implementation activity.
3. As coordinator between organization device area in implementation development.
4. As an evaluator in evaluate program success and achievements performance area.
5. As a decision maker regarding follow-up to evaluation results.
6. As a facilitator in providing data, information, and monitoring support facilities.
7. As a driver for the creation of government transparency and accountability.

Identification Internal Factors

Implementation of monitoring and evaluation development areas in Kampar Regency are influenced by the internal conditions of the organization. These conditions the can seen from existence factor supporters and obstacle in implementation of monitoring and evaluation. Factors supporters become strength for organization in operate function control development, while obstacle become weaknesses that affect effectiveness implementation activities. Identification internal factors are carried out for know condition what actually happened in implementation of monitoring and evaluation of development programs area.

Strength

1. Regional budget realization is relatively high.
2. The SAKIP value of Kampar Regency is in the very high category.
3. Monitoring and evaluation have been carried out routinely.
4. There is support from local government in implementing development control.

Weakness

1. Coordination and reporting between OPDs has not been running optimally.
2. Limited human resources in implementing monitoring and evaluation.
3. The use of information technology is still not optimal.
4. There is still a gap between the target and budget realization.
5. The evaluation focuses more on administration and budget absorption.

Based on these internal factors can known that implementation of monitoring and evaluation in Kampar Regency has own sufficient basis Good in support control development area. However, it is still there is a number of weaknesses that need to be addressed be improved

so that the implementation of monitoring and evaluation can walk more effective and capable support improvement performance development area optimally.

Table 3. IFAS

Internal Factors	Weight	Rating	Score
Strength			
Regional budget realization is relatively high	0.15	4	0.60
The SAKIP value for Kampar Regency is in the very high category	0.20	4	0.80
Monitoring and evaluation have been carried out routinely	0.15	3	0.45
There is support from local government in implementing development control	0.10	3	0.30
Subtotal Strength	**0.60**		**2.15**
Weakness			
Coordination and reporting between OPDs has not been running optimally	0.12	2	0.24
Limited human resources in implementing monitoring and evaluation	0.10	2	0.20
The use of information technology is still not optimal	0.08	2	0.16
There is still a gap between the target and budget realization	0.06	2	0.12
Evaluation focuses more on administration and budget absorption	0.04	1	0.04
Subtotal Weaknesses	**0.40**		**0.76**
Total	**1.00**		**2.91**

Source: Data processed by researchers, 2026.

Based on results IFAS analysis obtained total score of 2.91. This value show that internal conditions in implementation of monitoring and evaluation of development programs the area in Kampar Regency is in a fairly good position good. This means that the factor the power possessed organization Still more big compared to factor existing weaknesses.

Factor strength obtained a total score of 2.15. Strength the biggest found in the SAKIP value of Kampar Regency which is in the very high category. This is show that government area has own system accountability running performance with good. Besides that, level realization high budget also shows that part large development programs can implemented in accordance with plans that have been determined. Implementation of monitoring and evaluation carried out in a way routine as well as existence support government area participate become factor supporters in control development area.

On the other hand, the factor weakness get score 0.76. The most visible problem is coordination and reporting between OPDs that have not running optimally. Condition This cause delay conveying data and influencing the monitoring process as well program evaluation. In addition that, limitations source Power humans and utilization technology information that has not been maximum also becomes obstacle in implementation of monitoring and evaluation.

In a way overall, results analysis This show that implementation of monitoring and evaluation development areas in Kampar Regency have walk Enough good. However, still required repair especially in the aspect coordination, improvement quality source Power human beings, and strengthening system information for the implementation of monitoring and evaluation can walk more effective.

Identification Factor External

Implementation of monitoring and evaluation development areas are also influenced by factors from outside organization. Factors external the can give impact positive and negative

to effectiveness implementation of monitoring and evaluation. The existence of opportunity can utilized For increase quality control development, while threat become challenges that need to be overcome faced so that the implementation of monitoring and evaluation still walk with Good.

Opportunity

1. Development technology increasing information support system reporting and data processing.
2. The existence of government policies regarding strengthening accountability and bureaucratic reform.
3. Increasing public demands for transparency in regional development.
4. Support for cooperation between agencies in implementing regional development.

Threat

1. Change regulations government that often changed.
2. Budget limitations in supporting monitoring and evaluation activities.
3. The increasing complexity of development programs.
4. Differences in the quality of data and reports from each OPD.

From the condition the can seen that implementation of monitoring and evaluation in Kampar Regency has opportunity for develop through utilization technology and strengthening system accountability. However, various challenge like change policies and limitations budget still need attention to the implementation of monitoring and evaluation can walk more effective and consistent.

Table 4. EFAS

Factor External	Weight	Rating	Score
Opportunity			
The development of information technology that supports reporting and data processing systems	0.20	4	0.80
The existence of government policies regarding strengthening accountability and bureaucratic reform	0.15	4	0.60
Increasing public demands for transparency in regional development	0.10	3	0.30
Support for cooperation between agencies in implementing regional development	0.10	3	0.30
Subtotal Opportunities	**0.55**		**2.00**
Threat			
Frequent changes in government regulations	0.15	2	0.30
Budget limitations in supporting monitoring and evaluation	0.12	2	0.24
The increasing complexity of development programs	0.10	2	0.20
Differences in the quality of data and reports from each OPD	0.08	1	0.08
Threat Subtotal	**0.45**		**0.82**
Total	**1.00**		**2.82**

Source: Data processed by researchers, 2026.

Based on results EFAS analysis obtained total score of 2.82. This value show that condition external in implementation of monitoring and evaluation of development programs the area in Kampar Regency is in a fairly good position support. This means that the opportunities that are available Still more big compared to threats faced in implementation of monitoring and evaluation.

Factor opportunity get a total score of 2.00. Chances the biggest originate from development technology increasing information support system reporting and data processing. Conditions This give convenience in the monitoring and evaluation process Because delivery information can done more fast and efficient. Besides that, the existence policy government about strengthening accountability and bureaucratic reform also become encouragement in increase quality control development area. Increasing demands public to transparency development participate push government area for increase quality of monitoring and evaluation of development programs.

Temporary that, factor threat get score of 0.82. A sufficient threat influential is change regulations government that often changed so that influence the program implementation process and adjustments policies in the region. In addition that, limitations budget also becomes constraint in support implementation of monitoring and evaluation in a way maximum. The increasing complexity of development programs increase as well as difference data quality between OPDs is also an issue challenge in the control process development area.

In a way overall, results EFAS analysis shows that condition external Still give enough opportunities big for improvement effectiveness of monitoring and evaluation in Kampar Regency. However, Thus, the government area still need anticipate various existing threats so that the implementation of monitoring and evaluation can walk more optimal and capable support achievement development area in a way effective.

Internal/External Factors	Opportunity	Threat
	SO Strategy	**ST Strategy**
Strength	1. Utilise development technology information for increase monitoring and evaluation system. 2. Optimizing SAKIP achievements and support government area in support bureaucratic reform. 3. Increase transparency implementation development through system more reporting open.	1. Strengthen program coordination and control for face change regulations government. 2. Increase routine monitoring of quality to ensure program implementation remains walk effective in the middle limitations budget. 3. Utilise monitoring system that has been walk for overcome complexity of development programs area.
	WO Strategy	**WT Strategy**
Weakness	1. Increase utilization technology information For repair system reporting and coordination between OPDs. 2. Utilise bureaucratic reform policy For increase capacity source Power man. 3. Develop digital- based monitoring system for increase effectiveness program evaluation.	1. Increase quality source Power man in implementation of monitoring and evaluation. 2. Strengthen data integration and coordination between OPDs for reduce error reporting. 3. Do monitoring and evaluation in a way more directed so that limitations budget No hinder implementation of monitoring and evaluation.

Source: Data processed by researchers, 2026.

Discussion

Implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat general has walk Enough good. That is seen from height level realization budget areas and achievements

SAKIP value is in the very high category. Condition This show that government area has own system control capable development support implementation of the program according to with planning that has been set.

Monitoring and evaluation carried out in a way routine be one of factor important in guard implementation development still walk according to target. Monitoring activities help government area know development program implementation, while evaluation used For evaluate level success activities that have been implemented. With the existence of monitoring and evaluation, the government area can more fast know obstacles that occur in the field as well as do repair to programs that have not been running optimally.

Although Thus, the results study show that implementation of monitoring and evaluation Still face a number of obstacles. The most visible problems is coordination and reporting between OPDs that have not running optimally. Delays delivery report causing the data processing and program evaluation process to become not enough maximum. Besides that, the difference inter- data quality device area also influences accuracy monitoring and evaluation results.

Limitations source Power man participate become constraint in implementation of monitoring and evaluation. Number limited staff as well as ability technical matters that have not been evenly cause implementation supervision field Not yet can done in a way comprehensive. On the other hand, the utilization of technology information in monitoring and evaluation systems are also still not optimal so that part of the reporting process Still done manually.

Based on results SWOT analysis, internal conditions show that Kampar Regency has strength in the form of height achievements performance area, support government regions, and the implementation of monitoring that has been carried out walk in a way routine. Meanwhile that, development technology information and bureaucratic reform policies become opportunities that can be utilized For increase quality of monitoring and evaluation development area.

However Thus, there are a number of necessary threats noticed, such as change regulations government, limitations budget, and increasing complexity of development programs area. If No anticipated with good condition the can influence effectiveness implementation of monitoring and evaluation.

Therefore that, is necessary effort repair in a way sustainable, especially in the aspect of coordination between OPDs, increase quality source Power humans, as well as strengthening system information digital- based. This step it is important that the implementation of monitoring and evaluation No only focused on administration and absorption budget, but also able to evaluate benefits of development programs to public in a way more real. With Thus, monitoring and evaluation can functioning more effective as base in taking decisions and improvements quality development areas in Kampar Regency.

Policy Implications

Based on results research, implementation of monitoring and evaluation of development programs areas in Kampar Regency are still need a number of repairs to function control development can walk more effective. Therefore that, is necessary step capable policies strengthen implementation of monitoring and evaluation, both from aspect coordination, resources Power humans, as well as system data management. The implications policies that can done is as following:

1. Improve coordination and reporting systems between OPDs so that the monitoring and evaluation process runs more effectively and on time.
2. Improving the quality of human resources through training and technical guidance in the field of monitoring and evaluation of regional development.

3. Developing an information technology-based monitoring and evaluation system to support fast and accurate data processing and reporting.
4. Strengthening supervision of the implementation of development programs so that the implementation of activities is in accordance with targets and planning.
5. Directing the implementation of evaluation not only on administration and budget absorption, but also on the results and benefits of the program for the community.
6. Increase the use of evaluation results as a basis for decision-making and improving regional development policies.

CONCLUSION

1. Based on results research, implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat has walk Enough good. That is seen from level realization budget relative area tall as well as achievements SAKIP value is in the very high category. Condition This show that function control development area has implemented as part from effort increase accountability performance government area.
2. Implementation of monitoring and evaluation done in a way routine For see development program development as well as know level achievement activities that have been implemented. However in implementation Still found a number of obstacles, such as coordination and reporting between OPDs that are not optimal, limitations source Power humans, as well as utilization technology information that is still Not yet maximum. Besides that, the evaluation process Still more Lots focused on administration and absorption budget compared to evaluation to benefits of the program for public.
3. The results of the SWOT analysis show that Kampar Regency has sufficient strength and opportunities big in support implementation of monitoring and evaluation development area. However, it is still there is necessary weaknesses and threats attention to the implementation of monitoring and evaluation can walk more effective.
4. With Thus, it is necessary strengthening coordination between device area, improvement quality source Power humans, as well as development monitoring and evaluation system based technology information. The steps it is important that monitoring and evaluation No only become activity administrative, but also capable become base in increase quality development areas and services to public.

Suggestion

Based on results research that has been done, there is some suggestions that can submitted as effort improvement effectiveness implementation of monitoring and evaluation of development programs area in the Development Administration Section of the Kampar Regency Regional Secretariat.

1. Development Administration Section of the Kampar Regency Regional Secretariat needs to strengthen coordination and communication with all over Organization Regional Apparatus (OPD), in particular in delivery report implementation of development programs. Better coordination structured and sustainable expected capable increase accuracy time, consistency, and quality of data used in the monitoring and evaluation process.
2. Improvement competence source Power man need become attention through organization education, training, and guidance technical in a way periodically in the field of monitoring and evaluation development. This step expected can increase ability apparatus in do analysis, data management, and compilation recommendation more policies quality.
3. Government area need optimize utilization technology information with develop integrated monitoring and evaluation system between device region. Digitalization system reporting

and data processing will support provision information which are more fast, accurate, transparent and easy accessible as base taking decision.

4. Implementation evaluation should No only aspect - oriented administrative and level absorption budget, but also geared towards measurement outcomes and impacts of development programs to welfare society. With Thus, the results evaluation can give a clearer picture comprehensive about success implementation of development programs area.
5. Monitoring and evaluation results need utilized in a way more optimal as base compilation policy, improvement planning, as well as taking decisions in the period development next. Utilization results evaluation in a way sustainable will push creation of governance better governance effective, accountable, and improvement - oriented quality service public.
6. For researchers Next, it is recommended For develop study This with use approach quantitative or method mixed methods, as well *as* expand object research on several device area or government area others. Besides that, research next can add variables like digital transformation, governance government, culture organization, as well as quality service public to obtain greater understanding comprehensive about factors that influence effectiveness implementation of monitoring and evaluation of development programs area.

The suggestion arranged based on results research that shows that effectiveness of monitoring and evaluation has is in the category Enough good, but Still need strengthening of aspects coordination, quality source Power humans, utilization technology information, as well as orientation further evaluation emphasize on results and benefits development for public.

REFERENCES

Audit Board Finance Republic of Indonesia. (2022). *Report on the Results of the Audit of Regional Government Performance.* Jakarta: Bpk Ri.

Dunn, W. N. (2016). *Public Policy Analysis: An Integrated Approach* (6th Ed.). New York: Routledge.

Ministry of Empowerment State Apparatus and Bureaucratic Reform Republic of Indonesia. (2014). *Regulation of the Minister of Administrative and Bureaucratic Reform Number 53 of 2014 Concerning Technical Instructions for Performance Agreements, Performance Reporting and Procedures for Reviewing Agency Performance Reports Government.* Jakarta: Ministry of Administrative and Bureaucratic Reform.

Kasmawati, K., Siregar, IF, Munika, R., & Rahmawati, R. (2024). Growth and Collaboration in Sustainable Finance Literature: Bibliometric Analysis. *Journal of Law and Sustainable Development, 12* (1), 01-26.

Ministry of Empowerment State Apparatus and Bureaucratic Reform Republic of Indonesia. (2020). *Guidelines System Agency Performance Accountability Government (Sakip).* Jakarta: Kemenpanrb.

Kusek, J. Z., & Rist, R. C. (2014). *Ten Steps To A Results-Based Monitoring And Evaluation System.* Washington, DC: World Bank.

Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd Ed.). Thousand Oaks: Sage Publications.

Government Kampar Regency. (2023). *Report Realization Kampar Regency Budget (Apbd) 2019–2023. Kampar*: Regional Secretariat.

Government Kampar Regency. (2025). *Report Evaluation Sakip Kampar Regency 2021–2025.* Kampar: Regional Secretariat.

Rangkuti, F. (2016). SWOT *Analysis: A Dissecting Technique Case Business.* Jakarta: Pt Gramedia Pustaka Utama.

Yeneda, S., Marantika, A., & Kasmawati, K. (2026). The Influence of Human Resources, Accountability, and Organizational Commitment on Budget Performance with Leadership Style as a Moderating Variable. *Al-Isyraq: Journal of Islamic Guidance, Counseling, and Counseling, 9* (1), 71-96.

Widodo, J. (2018). *Analysis Policy Public: Concepts and Applications*. Malang: Bayumedia Publishing.