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Systematic Analysis and Theoretical Mapping of Leadership Performance Measurement of Acting Regional Heads

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Abstract: This article aims to review the literature on the leadership effectiveness of Acting Regional Heads within the context of local government governance. The study employs a Systematic Literature Review (SLR) method based on PRISMA 2020 guidelines, involving processes of identification, screening, eligibility assessment, and the selection of studies for analysis. The research corpus comprises 37 articles from two sources: 26 obtained via the Scopus database and 11 additional articles from non-Scopus sources that met the selection criteria. The review reveals that existing literature on Acting Regional Head leadership predominantly focuses on personal characteristics, leadership styles, and administrative aspects. Conversely, studies linking leadership to public service outputs and outcomes, as well as regional development achievements, remain limited. The analysis also indicates that political factors and institutional contexts are crucial to understanding the leadership effectiveness of Acting Regional Heads. These findings highlight the need to distinguish between leadership evaluation and leadership performance evaluation, despite their interconnectedness. This study proposes an evaluation framework that integrates administrative indicators, public service quality, and development achievements to serve as a basis for measuring the performance of Acting Regional Heads in a more quantifiable and accountable manner.

Keywords: Acting Regional Head, Governance, Local Leadership, Performance Evaluation, Systematic Literature Review.

INTRODUCTION

In designing research on the implementation of the evaluation of Acting Regional Heads, concepts, theories, and literature related to the research implementation are required. This will serve as the basis and application of theory in this study. The use of relevant literature and theoretical concepts helps to obtain competent and high-quality data. The process used in this research is a systematic literature review (SLR).

Lusiana and Suryani (2014) explain that systematic literature review is a term used to refer to a particular research methodology or research and development carried out to collect and evaluate research related to a predetermined focus.

Furthermore, Barricelli et al (2019) stated that research using SLR is used to achieve various objectives. Among them are to identify, review, evaluate, and interpret all available research on predetermined topics and phenomena, and with predetermined research questions. Systematic literature review is a scientific method in conducting research that uses structured literature with in-depth and measurable data sources according to the topic discussed. The aim is to gain knowledge of data regarding the references obtained that can be used as references, in order to deepen the analysis of the implementation of the research conducted.

Page et al (2021) explain that to ensure a transparent, replicable, and scientifically sound literature review process, this study employed several strategic steps to select information sources, such as search strategies, article selection criteria, and data collection and analysis. The 2020 Preferred Reporting Items for Systematic Reviews (PRISMA) guidelines were used. The need for valid evaluation instruments for Acting Regional Heads is crucial amidst the political transition period following the simultaneous elections. To develop a robust evaluation framework, a Systematic Literature Review (SLR) approach was used. In line with the thinking of Petticrew and Roberts (2008) and Kitchenham (2007), the SLR method was implemented to provide comprehensive, structured insights and avoid researcher subjectivity. The manuscript screening steps were guided by the 2020 PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol (Barricelli, 2019).

The implementation of regional governance by Acting Regional Heads in recent years has demonstrated an increasing need for a more measurable and accountable performance evaluation system. However, to date, the assessment mechanism for Acting Regional Heads still relies primarily on administrative reports and general indicators of governance that have not been specifically designed to measure the effectiveness of interim leadership. This situation has given rise to criticism regarding the limited objectivity of evaluation, particularly because performance assessments have not been fully based on public service achievements, governance quality, and regional development outcomes. On the academic side, previous research has predominantly discussed aspects of authority, legality of appointment, and the political dynamics of Acting Regional Heads, while studies on leadership performance measurement models are still relatively limited and scattered across various theoretical approaches. Based on this gap, this study presents novelty through a systematic analysis and theoretical mapping of the measurement of leadership performance of Acting Regional Heads using the Systematic Literature Review (SLR) approach, with the aim of building a conceptual basis for the development of more objective, standardized, and relevant evaluation instruments for regional governance in Indonesia.

METHODS

This research method uses a Systematic Literature Review (SLR) approach with reference to the PRISMA 2020 protocol to ensure the literature search and selection process is carried out systematically and transparently. Before the article selection stage is carried out, the research first determines the search keywords arranged based on a combination of the main research concepts, namely "acting regional head", "interim regional leadership", "local government leadership", "leadership performance", "performance measurement", and "regional governance", along with variations of relevant terms in the Scopus database to expand the reach of appropriate literature. The obtained articles are then selected through the stages of identification, screening, eligibility checks, and final determination according to predetermined inclusion and exclusion criteria. After the articles are selected, the research applies thematic analysis through a process of coding, grouping themes, and interpreting conceptual patterns to identify theoretical trends, measurement indicators, and approaches to evaluating the leadership performance of Acting Regional Heads in various previous studies.

In this context, the PRISMA diagram is not only used to display the number of articles at each selection stage, but is also designed to be more informative and easy to read to be able to transparently show the flow of literature screening and the reasons for article exclusion, thereby increasing the validity and replicability of the research.

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The manuscript search was conducted on the Scopus database (<https://www.scopus.com/>) using a special combination of keywords: TITLE-ABS-KEY ("Regional Head" OR "local government" OR "regional head elections" OR "leadership") AND ("leadership performance" OR "leadership performance measurement" OR "leadership performance measurement instruments and processes" OR "quality of leadership performance") The search limitation was emphasized on the field of Social Sciences in the format of English-language scientific journal articles that had been published in final form. The initial extraction results obtained a total of 508 articles (n = 508). With the results of the search for quite a lot of articles, they will be reviewed in depth by determining the protocol that will be used as criteria.

Based on the 2020 PRISMA systematic literature review guidelines, the obtained articles (n=508) were selected through five stages. The first stage was based on the year of publication after 2014 and the social sciences as the initial filter (IC1 and IC2), resulting in a total of 142 articles (n=142). The second step was carried out by selecting based on document type, namely articles (IC3, EC3), resulting in a total of 112 selected articles. Furthermore, criteria for language use and source type (IC4, IC5, EC4, EC5) resulted in 111 articles. IC6 and EC6 resulted in 107 articles that have been published. The next step was related to the open access of the articles (IC7 and EC7), resulting in 42 articles. The fifth step carried out is, by conducting identification and analysis based on the scientific articles that can be seen from the review of the title and abstract of 42 articles (IC8) and obtained as many as 26 articles (the review process was carried out one by one manually with the help of the Mendeley Desktop application with version 1.19.8). the final stage, the total documents were then filtered carefully and carefully with the aim of being adjusted to the theme of the implementation of leadership evaluation based on personal opinions (IC9 and EC9). Furthermore, there were 26 document articles added to research articles that had been carried out previously but were not included in Scopus (11 articles taken from the relevant period from 1997 to 2014), then producing a total of 37 articles, which were reviewed in depth (with descriptive analysis and thematic analysis stages) which aimed to be able to answer questions from research obtained from the results of reviews in databases and the results of similar research that had been carried out previously.

RESULTS AND DISCUSSION

According to Bogdan in Hardani, et al. (2020:161-162) that data analysis is the process of systematically searching and organizing data that has been obtained from the results of interviews, field notes, and other materials so that it can be easily understood and the findings can also be informed to others. Muhadjir (1998) also added that data analysis is a form of effort in systematically searching and organizing the results of observations, interviews and other results to increase the researcher's understanding of the case to be studied and present them in findings for others. Meanwhile, Moleong (2002:103) explains that data analysis is a process to measure the sequence of data, identify it into a form of pattern, category and basic description. The data analysis stage is carried out to analyze the data that has been obtained,

to produce and understand the data to be used in the research carried out with several stages carried out which are integrated with the activities in data collection until the conclusions are obtained.

Based on 26 document articles added to research articles that have been conducted previously but not included in Scopus (11 articles). That from outside Scopus data there are those related to leadership performance evaluation published from 1997, then articles on leadership performance evaluation experienced development from 2000-2014 as many as 5 articles. After 2014, it shows that there are 31 articles discussing leadership performance evaluation. With this, it shows that leadership performance evaluation is claimed to have experienced quite significant development in the course of a government that also experiences developments adapting to the dynamics of community demands. From a number of articles, data also obtained that the United States is the most productive country producing articles related to leadership performance evaluation with a total of 10 articles (27.03%), followed by the United Kingdom and Malaysia with 9 articles each (24.32%), then Australia 4 articles (10.81%), South Africa 3 articles (8.11%). Meanwhile, in terms of the level of analysis, research conducted on local government is the most researched level (9 articles), followed by central government (7 articles), leadership in the private sector (6 articles) and analysis of other leadership performance evaluations (10 articles), and (5 articles) which are not specified because they only analyze secondary data and practical comparisons.

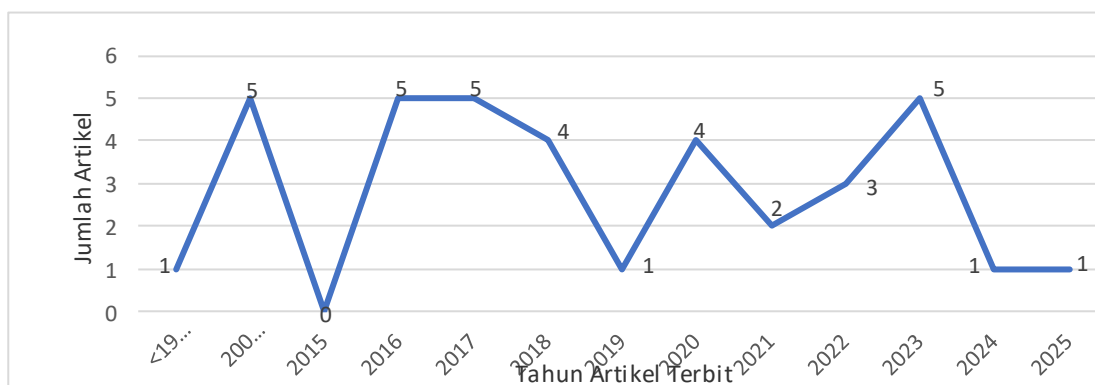


Figure 1. Article Production over time, Source: author

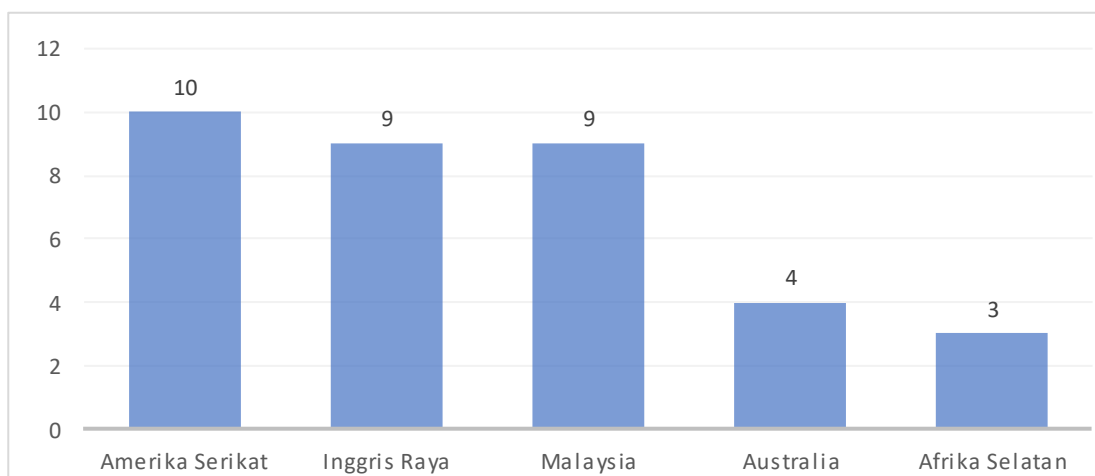


Figure 2. Geographical Context Article Division, Source: author.

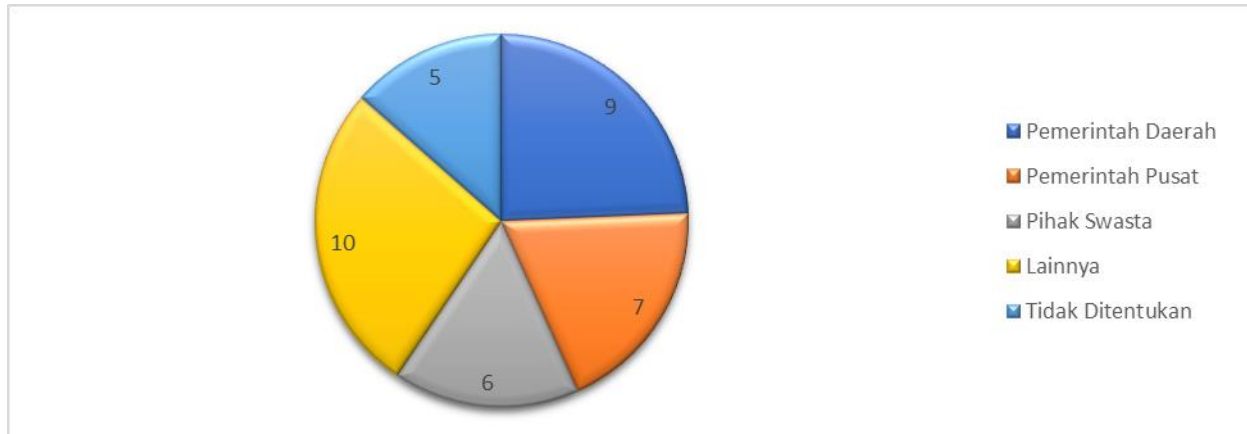


Figure 3. Distribution Based on Analysis, Source: Author

The 37 articles obtained came from 21 different journals. Table 1 lists journals that published more than one article. The journal with the most related articles was Local Government Studies, which produced five (out of 37) manuscripts related to leadership performance evaluation.

Table 1. Distribution of Articles among Journals

Journal	Publisher	SJR 2024	Number of Articles	Percentage
Local Government Study	Routledge	0,769	4	10.81
Project Leadership and Society	Elseiver Ltd.	0,904	3	8.11
Risk, Hazard, and Crisis in Public Policy	John Wiley and Sons Inc	0,575	2	5.41
British Journal of Politics and International Relations	SAGE Publications Inc.	1,187	2	5.41
Bank and Bank System	LLC CPC Business Perspectives	N/A	2	5.41
Administratie si management Public	Lippincott Williams and Wilkins	0,364	2	5.41
Journal of Risk	Routledge	0,634	2	5.41
Politic and Governance	Cogitatio Press	0,804	2	5.41
Public Administration Review	Cogitatio Press	N/A	2	5.41
Sustainability	MDPI	0,688	2	5.41
International Journal of Learning, Teaching and Educational	Society for Research and Knowledge Management	0,316	2	5.41
Military Psychology	Routledge	0,692	2	5.41
Asian Social Science	Canadian Center of Science and Education	N/A	1	2.70
Public Relations Review	Elsevier Ltd	1,352	1	2.70
Academic Medicine	Lippincott Williams and Wilkins	1,446	1	2.70
Asia Pacific Education Review	Springer Netherlands	0,911	1	2.70
Asian Journal of University Education	UiTM Press	0,415	1	2.70
Australian Journal of Political Science	Routledge	0,576	1	2.70
Contemporary Politics	Routledge	0,877	1	2.70
International Journal of Educational Management	Emerald Group Holdings Ltd.	0,680	1	2.70
Journal of Organizational Behavior	John Wiley and Sons Ltd	3,862	1	2.70
Research in Comparative and International Educaion	SAGE Publications Inc.	N/A	1	2.70

Source: Author

Following an audit and the standardization of extracted data from the 37 studies comprising the research corpus, each article was assigned a unique identifier and classified according to consistently applied methodological approaches and research foci. Regarding methodology, the studies were classified as follows: 28 qualitative studies (75.68%), 8 quantitative studies (21.62%), and 1 mixed-methods study (2.70%), totaling 37 studies (100%). In terms of research focus, 18 studies (48.65%) addressed performance evaluation, 11 (29.73%) focused on public policy, 6 (16.22%) examined leadership performance, and 2 (5.41%) addressed governance, again totaling 37 studies (100%). This classification served as the basis for the descriptive synthesis, ensuring alignment among the extracted data, tables, and narrative descriptions. Consequently, interpretations regarding methodological trends and research foci are grounded in the verified study counts, while observations on publication patterns are limited by the specific characteristics of the available corpus. An evidence matrix containing study identifiers, publication sources, methods, research foci, and extraction results was utilized to support the analysis, ensuring transparency and process traceability.

Based on the research objectives, there are 7 groups of research objectives originating from 37 articles, where articles aimed at evaluating leadership performance have the largest number, namely 15 articles (40.54%), then factors that influence leadership performance are 9 articles (24.32%), assessing/measuring leadership style are 4 articles (10.81), then the effectiveness of leadership performance and leadership performance development each amount to 3 articles (8.11%), then employee performance measurement is 2 articles (5.41%), and articles aimed at policy forecasting consist of 1 article (2.70%).

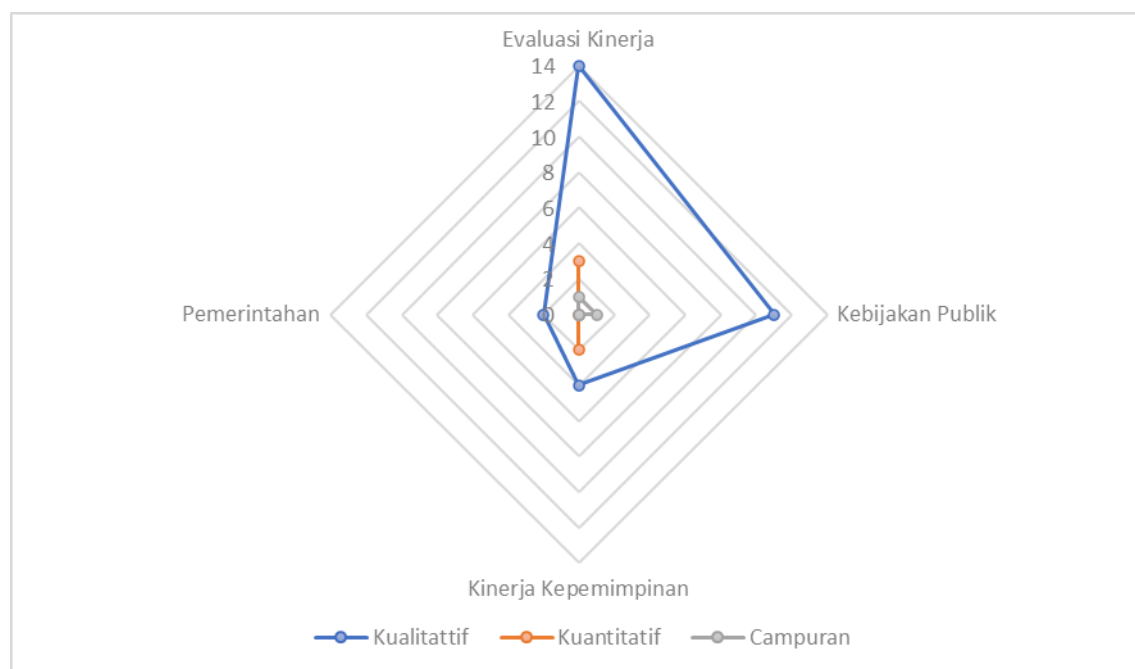


Figure 4. Number of Articles by Research Type. Source: Author

Table 2. Purpose of Writing Articles

No	Purpose of the Article	Amount	Article
1	Leadership Performance Evaluation	15	Al Mamun dkk. (2023), Burnett & Schellhorn (2016), Byrne dkk (2017), English & Ehrich (2020), Ewart & Cook (2025), Ghasemy dkk. (2017), Ghasemy dkk. (2018), Ghasemy dkk. (2017), Han & Papa (2024), Helms dkk. (2019), Muller (2016), Nordmo dkk. (2022), Hart (2011), Okwuokei & Ayesuma (2023), Webb & Blandin (2006)
2	Factors that influence leadership performance	9	Asgharinajib dkk. (2023), Chalupik & Atkins (2020), Choi & Schnurr (2014), Choi & Schnurr (2016), Haricharan (2022),

No	Purpose of the Article	Amount	Article
			Mukonoweshuro dkk. (2016), Varma dkk. (2020), Vu dkk. (2020), Janovac dkk. (2023)
3	Assessing/measuring leadership style	4	Herring (2023), Alli Besl (2018), Tamba & Pratt (2018), Van Wart (2003)
4	Effectiveness of leadership performance	3	Koh & O'Higgins (2018), Diliani (2017), Madachian dkk. (2017)
5	Leadership performance development	3	Nordmo dkk. (2022), Strangio (2022), Field & Judith (1997)
6	Employee performance measurement	2	Byrne C dkk. (2017), Loughlin & Sanangura (2021)
7	Public policy forecasting	1	Aguinis dkk. (2023)
Source: Author			

In the analysis conducted, it was found that there are aspects that influence the implementation of leadership performance evaluation, namely aspects of 1) Government System, 2) Leadership Style, 3) Character and Personality of the Leader, 4) Technical and Managerial Competence, and 5) Political System. Madachian et al (2017) stated that effective leadership is the main analysis of the success or failure of an organization by examining the factors that lead to the success of the organization. Effective leadership is very important and influential in an organization. Furthermore, Janovac et al (2023) stated that effectiveness in the leadership process is influenced by many factors. One of the factors is referring to the characteristics of the leader, his abilities and skills in implementing optimal decisions. Burnett and Schellhorn (2016) also stated that the ability of a leader as a symbol of top management has an obligation to be able to take a proactive position, so that it can show voluntary commitment, and direct the organization towards the real goals of the organization he leads. Varma et al. (2020) explained in their research on former US President Barack Obama that leadership values include responsibility, accountability, empathy, sympathy, trust, positive public relations and reconciliation, and visionary leadership. The study stated that a leader should not appear weak when apologizing to his or her community.

Aguinis et al (2023) stated that in leadership performance, a leader must be able to predict policies or conduct thought experiments before implementing a policy in a community environment. Al Mamun et al (2023) stated that leadership performance must have the characteristics of responsibility, accountability, analytical thinking, and emotional intelligence. Vu (2020) in their research conducted in the United States, explained that in measuring leadership effectiveness, there is a need for government sector reform, namely by implementing leadership performance evaluations. Strangio (2022) explained that the purpose of leadership evaluation is to support the development of leaders to be more adaptive and reflective, increase public legitimacy through transparency and accountability processes, and encourage improvements in policy and governance with systematic feedback. Effective leadership is a combination of problem-solving skills, the ability to garner support, and a commitment to ethics and accountability. Furthermore, Webb and Blandin (2006) stated that the ability of a government organization to be able to evaluate and reward a form of executive performance is important if the performance system is realistically expected to be able to encourage the successful implementation of the strategic goals and objectives of an organization. Byrne et al (2017) in their research on the Prime Minister of the United Kingdom conducted an in-depth analysis of David Cameron's leadership (2010-2016) using Stephen Skowronek's "political time" approach. This approach assesses the performance of prime ministers based on their relationship with the existing political system and the structural challenges they face.

Tamba and Pratt (2018) explain that leadership performance measurement can be measured through the leadership style process carried out by a leader in leading his

organization. Alli Besl (2018) measures leadership performance using an approach that focuses on influence and non-traditional indicators that are more relevant to top-level leaders. Furthermore, Alli Besl (2018) measures performance by including: 1) successful management data, 2) social media engagement, and 3) feedback data. Meanwhile, Okwuokei and Ayesuma (2023) state that performance measurement (especially in the context of leadership) is based on key dimensions and indicators, namely: 1) leadership evaluation criteria, 2) organizational performance indicators, 3) evaluation methods, and 4) evaluation based on leadership style. Performance measurement is carried out based on leadership competencies, tangible results with the aim of developing leadership, subordinate satisfaction, and achieving the goals of the organization being led.

Herring (2023) in his research explains that performance measurement is carried out based on the Kirkpartick evaluation framework modified by Philipps, this performance measurement is based on a 6-level training evaluation framework covering aspects of reaction, learning, application, organizational impact, and ROI, and also begins with an analysis of individual and organizational needs, which consists of: 1) needs analysis, 2) participant reaction and satisfaction, 3) learning, 4) implementation in the workplace, 5) organizational impact, and 6) return on investment (ROI). Van Wart (2003) states that the ideal dimensions of administrative leadership performance include: technical effectiveness, human resource development, organizational alignment with the environment, public service ethics, and transactional-transformational balance. Van Wart further explains that leadership performance should be evaluated not only from administrative efficiency, but also from adaptive capabilities, ethics and change leadership. An integrated model is needed to conduct a more systematic evaluation. Hart (2011) adds that leadership is in a democratic system, where leaders must be accountable. Evaluation helps maintain public trust, especially when leaders have significant decision-making authority on behalf of the community. If evaluations are carried out systematically and consistently, leaders will carry out their duties more carefully and transparently, allowing the organization to function effectively without personal influence from the leader. This improved performance will increase public trust and ensure the proper functioning of the organizational system, free from suspicion from various parties and the community (Nordmo et al., 2022).

Table 3. aspects that influence the evaluation of leadership performance

Aspect	Dimensions	Factors in Performance Evaluation
Government system	Succession Management Data	Number of promotions, salary involvement
	Organizational Performance Indicators	Efficiency, effectiveness, relevance, feasibility
	Leadership Performance Analysis	Conducted prior to the assessment, including self-assessment based on the NHS Leadership Qualities Framework (LQF), motivations and expectations of participants and managers.
	Government Structure	The extent to which authority rests with the central or regional governments influences the leadership capacity to make policies and take decisions.
	Principles of Good Governance	Transparency, Accountability, Public Participation
	Regulations and Policies	How much authority does a leader have to formulate or change policies.
		Leader performance is also evaluated based on compliance with applicable legal regulations.
	Bureaucratic System	The effectiveness of a leader is greatly influenced by the quality and support of the bureaucracy below him.
	Electoral System and Legitimacy	Whether the leader is elected directly or through a representative system, and how is the public's legitimacy towards him.

Aspect	Dimensions	Factors in Performance Evaluation
Political System	Support (Support) – Accepted Leadership	Leadership supported by stakeholders: the people, supervisory officials, work partners, and other institutions.
	Evaluation methods	Team feedback, self-assessment, task reporting, engagement and satisfaction surveys, actual performance data
	Internal social media engagement	Number of original posts, replies to other posts
Competence and Managerial Systems	Leadership Evaluation Criteria	Competence, strategic thinking, communication, decision making, team building, adaptability
	Technical effectiveness	Leaders are able to produce output that is efficient, legal, and in accordance with the mandate.
	Leaders are able to produce output that is efficient, legal, and in accordance with the mandate.	Focus on material development, training and staff motivation.
	Alignment of the organization with the environment	Adaptation to policy, social, economic changes.
	Impact	Leadership that brings real results: solving collective problems intelligently, efficiently, and with a future orientation.
Character and personality	Trustworthiness (Trust) – Accountable Leadership	Institutionally and ethically responsible leadership.
	Public service ethics	Moral responsibility, public service, transparency, and fairness.
	Transactional-transformational balance	Able to manage operations and lead long-term change.
Leadership style	Evaluation Based on Leadership Style	Engaging collaboration, organizational learning, and innovation in public policy.
		Passive, authoritarian, transactional, servant leadership, authentic leadership.

Mapping regarding the implementation of leadership evaluation based on related sources. From the analysis that has been done, several definitions are obtained such as "leadership performance evaluation" and "leadership evaluation". The terminological meaning of "leadership performance evaluation" defined by experts is a form of assessment carried out systematically on the performance results of a leader that can be measured by predetermined indicators, which aims to assess whether a leader can run his organization in achieving its goals (Byrne et al. (2017), English & Ehrich (2020), Ewart & Cook (2025), Ghasemy et al. (2017), Ghasemy et al. (2018)). Then the meaning of "leadership evaluation" defined by experts has the meaning that the implementation of the assessment is carried out on an organizational leader by assessing the characteristics, style and way a leader leads his subordinates (Alli Besl (2018), Tamba & Pratt (2018), Van Wart (2003).

Table 4. Dimensions of Leadership Evaluation with Leadership Performance Evaluation

Aspect	Leadership Evaluation	Leadership Performance Evaluation
Focus	Assessing the personality of a leader	Menilai hasil kerja dari organisasi yang dipimpin
Scope	Assess leadership style, leadership ethics, influence on the organization, and personal abilities of the leader.	Berfokus untuk mengukur dalam pencapaian tujuan dari organisasi
Objective	Aims to assess the effectiveness of a leader and assess the potential of a leader.	Mengukur sejauh mana keberhasilan dari seorang pemimpin dalam menjalankan tugas dan fungsi dari organisasi
General Indicators	Managerial skills, Leadership style, Ability to socialize with members	Achieving organizational targets, Effectiveness of work results from the led team, Decision making in the organization, Organizational productivity in

Aspect	Leadership Evaluation	Leadership Performance Evaluation
		achieving goals
Nature of Evaluation	Qualitative and descriptive	Qualitative, quantitative and results-based

Related to the research to be conducted, related to leadership evaluation, Herring (2023) and Alli Besl (2018) recommend that in leadership evaluation, the goal is "who and how" a leader can lead his subordinates and influence them to be able to follow the direction of the leader to achieve the goals set by the leader. Furthermore, Ewart & Cook (2025) and Ghasemy et al (2017) explain that in carrying out leadership performance evaluation, the goal is "what results" are obtained from the organization he leads. These two things complement each other, a leader may have a good leadership style, but not necessarily have good performance and vice versa.

Based on research conducted by (Han & Papa (2024), Helms et al. (2019), Muller (2016), Nordmo et al (2022)), it is stated that it is important to carry out leadership performance evaluations which aim to assess whether a leader is able to bring his organization to achieve the goals that have been set. Furthermore (Hart (2011), Okwuokei & Ayesuma (2023), Webb & Blandin (2006)) state that in implementing leadership performance evaluations, it is necessary to establish systematic and measurable indicators in the implementation of the assessment so that leadership performance assessments can be carried out optimally, and the evaluation results issued can be used as policy making for a better organization. The process of planning, implementing, and evaluating leadership performance must be carried out in a measurable manner and determined with standard provisions so as to produce excellent performance evaluation results.

CONCLUSION

International literature findings from this study cannot be directly generalized to Acting Regional Heads (Pj) in Indonesia, as some of the analyzed studies originate from different organizational and institutional contexts. Consequently, the transferability of findings is limited to constructs sharing conceptual equivalence such as transitional leadership, legitimacy, accountability, oversight, decision-making, and the continuity of public services. Literature directly addressing appointed regional leaders or interim officials is treated as direct evidence, whereas research concerning corporations, universities, schools, military leadership, national governments, and international organizations serves as analogical evidence to enrich the conceptual framework. In the Indonesian context, this equivalence must be situated within the legal framework governing the status and accountability of Acting Regional Heads. Ministry of Home Affairs Regulation Number 4 of 2023 stipulates that Acting Governors are appointed by the President, while Acting Regents and Acting Mayors are Civil Servants (ASN) holding "primary high-leadership" positions; the regulation also mandates the submission of accountability reports at least every three months. Performance evaluations are conducted by the Minister based on guidance, oversight, and accountability reports including the potential assignment of the Inspectorate General, alongside relevant units, to conduct evaluations under specific circumstances. Thus, this mechanism provides a relevant administrative basis for linking the construct of transitional leadership to the performance evaluation of Acting Regional Heads; however, it cannot serve as proof that all characteristics of transitional leadership found in international literature automatically apply to Acting Regional Heads in Indonesia.

Based on this synthesis, the evaluation framework proposed in this study is positioned as a conceptual proposal rather than an empirically validated model. The framework is structured around several dimensions with traceable data sources: administrative and reporting compliance, the quality of public service delivery, development program

achievements, the effectiveness of government coordination, and accountability in the exercise of authority. Evaluation falls under the authority of the Minister in accordance with Minister of Home Affairs Regulation Number 4 of 2023 supported by guidance and oversight activities and, where necessary, the execution of the evaluation by the Inspectorate General in collaboration with relevant units. Each indicator requires an operational definition, verifiable data sources, pre-determined benchmarks, a measurement period, and a transparently stated weighting mechanism. Data may be drawn from the accountability reports of Acting Regional Heads, regional planning and performance documents, public service data, oversight reports, and relevant development documents. To mitigate subjectivity, the assessment process must incorporate evidence verification, documentation of the rationale behind scores, a distinction between performance facts and evaluative judgments, and a mechanism for clarifying evaluation results. Safeguards against political bias can be established through the use of pre-defined indicators, uniform standards of evidence, and the traceability of every evaluation decision. Finally, the framework requires validation through case studies of Acting Regional Heads in Indonesia and inter-regional comparative analysis before it can be declared a valid evaluation instrument suitable for widespread application.

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