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Evaluating the SPBE-Based Monitoring and Evaluation System for Village Facilitators' Performance

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ABSTRACT

Digital transformation in public governance has driven the implementation of the Electronic-Based Government System (EBGS) as a key framework for enhancing efficiency, accountability, and transparency in public service delivery, including in village development management. This study aims to evaluate the effectiveness of the EBGS-based monitoring and evaluation system in assessing the performance of Professional Village Facilitators (PVFs) within the context of village assistance programs. A descriptive qualitative approach was employed, drawing primarily on document analysis, including the 2024 PVF Performance Evaluation SOP, EBGS evaluation reports, and academic references. Findings indicate that the evaluation system, based on the DRP and DRP Evkin applications, has successfully integrated daily activity reporting and qualitative supervisor assessments into a streamlined digital platform. The system applies a balanced scoring mechanism that combines quantitative metrics (working hours) and qualitative assessments (work competencies). The adoption of EBGS has enabled real-time performance tracking and reduced data distortion at the field level. Nonetheless, challenges persist, such as delays in supervisor assessments, vacant evaluator positions, and limited infrastructure capacity in certain regions. The system has also incorporated risk management principles by classifying technical and structural risks and adopting mitigation strategies grounded in both technological and organizational structures. These findings suggest that EBGS holds significant potential for improving performance evaluation governance at the village level. However, institutional reinforcement and technical support remain crucial. Policy recommendations include enhancing the digital capacity of PVFs, expanding system features, and strengthening infrastructure in remote areas to ensure equitable and sustainable EBGS implementation.

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INTRODUCTION

The rapid advancement of digital technology has redefined the architecture of modern governance, fostering a shift from traditional bureaucratic models toward more transparent, accountable, and responsive systems. In Indonesia, the institutionalization of e-government is formalized through the Electronic-Based Government System (Sistem Pemerintahan

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Berbasis Elektronik/SPBE), as stipulated in Presidential Regulation No. 95 of 2018. This framework underscores the integration of information and communication technology (ICT) into all aspects of public administration, aiming to enhance efficiency, transparency, interoperability, and public service quality. As digital governance evolves, it also permeates grassroots-level governance, including village development management and performance monitoring of professional facilitators deployed to support it.

Existing scholarship emphasizes the transformative potential of e-government in promoting transparency and accountability in public sector management (Wirtz et al., 2020; Gil-García et al., 2022). The integration of digital tools in public administration is recognized as a critical enabler of evidence-based decision-making and participatory governance (Anthopoulos, 2021). In developing countries, where bureaucratic inertia and infrastructural disparity are prevalent, the deployment of digital platforms has shown promise in bridging governance gaps (Lindquist & Huse, 2017). However, most literature on e-government implementation has focused on urban administrative systems and high-level policy frameworks, with limited attention to rural and community-level governance mechanisms.

Within the Indonesian context, the role of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendesa PDTT) has been instrumental in introducing SPBE frameworks to support the village development agenda. The mobilization of Tenaga Pendamping Profesional (TPP), or Professional Village Facilitators, represents a strategic initiative to ensure inclusive development by providing technical and managerial support to rural governance structures. However, assessing the effectiveness of these facilitators particularly through digitally supported performance evaluation systems—remains a relatively underexplored domain.

Recent initiatives have introduced digital monitoring and evaluation systems such as the Daily Report Platform (DRP) and DRP Evkin, designed to track and assess TPP activities in real time. These systems integrate quantitative metrics (e.g., hours worked) with qualitative evaluations (e.g., work competency), offering a comprehensive performance appraisal framework. Despite these innovations, practical challenges persist, including delays in supervisor feedback, vacant supervisory positions, and infrastructural limitations in remote areas. Furthermore, while the DRP system introduces risk management features such as classification of structural and technical risks it has not been extensively studied in terms of its effectiveness, adaptability, and institutional support at the grassroots level.

A number of studies have examined performance management systems in public administration, highlighting the significance of real-time data, user-centered design, and accountability loops (Kroll, 2015; Moynihan et al., 2017). However, the application of such systems in community development programs, particularly in the context of Indonesia's decentralized governance landscape, has received limited empirical scrutiny. This study therefore seeks to address a critical gap in the literature by evaluating the effectiveness of SPBE-based performance monitoring systems for village facilitators, focusing on the DRP and DRP Evkin platforms as case examples.

The novelty of this research lies in its integration of three analytical lenses. First, it employs a governance-oriented perspective to understand how SPBE frameworks are

operationalized in rural development settings. Second, it applies a systems evaluation approach, examining both technical and organizational dimensions of the DRP and DRP Evkin platforms. Third, it incorporates a risk management analysis to identify systemic vulnerabilities and potential areas for policy enhancement. These analytical layers offer a holistic view of how digital tools are reshaping performance management in the context of rural development assistance in Indonesia.

Moreover, this study contributes to the emerging discourse on digital public administration in developing contexts, extending current theoretical models by incorporating bottom-up governance dynamics. While the majority of SPBE studies have concentrated on national and regional administrations (Setiyono & McLeod, 2018; Wahyudi & Suhardi, 2023), the present research foregrounds the rural governance tier, where implementation challenges and institutional constraints are more pronounced. This pivot not only enriches the empirical landscape of SPBE research but also offers actionable insights for policy refinement and system redesign.

In methodological terms, the study adopts a qualitative descriptive approach, drawing on document analysis as the primary method. Key documents include the Standard Operating Procedures (SOP) for TPP performance evaluation (2024), SPBE evaluation reports, and relevant academic literature. This method allows for a nuanced interpretation of policy instruments, technological design features, and field-level implementation dynamics. By triangulating policy texts with operational documents and scholarly insights, the study aims to construct an empirically grounded and theoretically informed analysis of the current digital performance evaluation ecosystem.

The findings indicate that DRP and DRP Evkin have achieved partial success in integrating daily reporting functions with supervisory assessments, thereby enhancing traceability and reducing data distortion. These platforms facilitate real-time performance tracking and support both administrative accountability and developmental outcomes. The inclusion of risk management features—such as the identification of performance anomalies, incomplete reports, and systemic bottlenecks—further enhances their utility. Nonetheless, the study also identifies persistent bottlenecks: inconsistent supervision due to human resource gaps, underutilization of qualitative metrics, and infrastructural deficiencies that inhibit full system functionality in remote areas.

To address these issues, the study proposes a set of policy recommendations, including the enhancement of digital capacity among TPP, targeted system feature development, and infrastructure upgrades in underserved regions. Furthermore, institutional support mechanisms must be strengthened to ensure consistent supervision, feedback loops, and performance accountability. In this regard, the research underscores the importance of aligning technological innovation with organizational reform and policy coherence to realize the full potential of SPBE.

In conclusion, the integration of SPBE into village-level performance evaluation represents a significant step toward digital governance in Indonesia. While the DRP and DRP Evkin platforms offer a promising model for efficient and accountable monitoring of professional facilitators, sustained impact requires ongoing refinement, capacity building, and

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infrastructural support. This research not only fills a notable gap in the literature but also contributes to policy dialogue on how digital systems can advance inclusive and evidence-based rural development governance.

METHODS

This study employs a descriptive qualitative approach with document analysis as the primary method of investigation (Rifa'i, 2023). This approach was selected to gain an in-depth understanding of the structure, procedures, and effectiveness of the SPBE-based performance evaluation system applied to Professional Village Facilitators (TPP) within the Village Community Assistance Program. A descriptive qualitative method is deemed appropriate as it allows the researcher to explore and explain administrative realities and policy-driven evaluative processes without manipulating the variables under study (Hariyono et al., 2025).

The research utilizes secondary data in the form of official documents, statutory regulations, national and regional SPBE evaluation reports, and technical documentation issued by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendesa), as well as the Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB). The primary document analyzed is the Standard Operating Procedure for the Performance Evaluation of Professional Village Facilitators (SOP Evkin TPP 2024), which outlines the evaluation structure and indicators, the operational mechanisms of the DRP and DRP Evkin applications, and the risk management framework in the SPBE implementation within the village facilitation scheme. Supporting data were obtained from national SPBE evaluation reports (2020–2024), recent scholarly articles, official government websites, and other relevant academic studies.

The data analysis technique used is content analysis of policy documents and SPBE evaluation systems. This analysis involves several stages, including data reduction, categorization of information, pattern identification, and thematic conclusion drawing (Krippendorff, 2018). The core focus of the analysis lies in the digital evaluation structure implemented through the DRP and DRP Evkin applications, the performance scoring mechanisms, the supervisory role in qualitative assessment, and the integration of SPBE-based monitoring systems with village facilitator management policies. Special attention is also given to the risk management aspects articulated in the SOP Evkin document, particularly technical and structural risks such as delays in performance assessments, vacant supervisor positions, and absenteeism due to leave.

The research instrument in this study consists of a document analysis sheet, developed based on the SPBE framework issued by the Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB) and the evidence-based evaluation model. The analysis sheet comprises several main categories: (1) the structure of the DRP and DRP Evkin evaluation systems; (2) performance scoring mechanisms; (3) the roles and responsibilities of supervisors; (4) system effectiveness in promoting accountability; and (5) risk identification and mitigation strategies. Instrument validation was conducted by aligning the analytical

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elements with the SPBE indicators used in the national evaluation system, as well as with academic references related to e-governance systems.

To ensure the credibility and traceability of the analysis, all documents reviewed were systematically recorded and cited. The researcher also conducted source triangulation by comparing SOP documents, annual SPBE evaluation reports, and academic journal references to confirm the consistency and accuracy of interpretations. Moreover, to minimize interpretive bias, the analytical process was carried out iteratively by referring to theoretical frameworks and established practices of performance evaluation in the public sector, particularly within the context of information technology adoption. As such, this methodological design enables a comprehensive assessment of the effectiveness and challenges associated with SPBE implementation in the performance evaluation system for village facilitators. Furthermore, the approach offers rich insights into how digital transformation impacts the practice of bureaucratic monitoring in local development governance.

RESULTS AND DISCUSSION

Evaluation System Based on SPBE

The analysis of the 2024 Standard Operating Procedure (SOP) for evaluating the performance of Professional Village Facilitators (TPP) shows that the system has adopted a digital governance framework. Specifically, it is implemented through electronic platforms such as the DRP (Daily Report Pendamping) and DRP Evkin applications. These digital tools allow TPPs to input daily activity data independently, while supervisors evaluate qualitative aspects such as integrity, initiative, and impact. This structure exemplifies a modern, technology-based performance evaluation system in line with the principles of New Public Management, which emphasizes transparency, accountability, and performance outcomes.

By digitizing the reporting and evaluation process, the Ministry of Villages aims to overcome challenges that plagued the previous manual systems, such as subjective biases, inconsistencies, and inefficient documentation. The integration of technology in governance, referred to as Sistem Pemerintahan Berbasis Elektronik (SPBE) in Indonesia, is not merely a technical shift but also a bureaucratic reform that enables more effective and accountable service delivery.

Evaluation Dimensions and Scoring

The performance evaluation system utilizes a hybrid model that balances both quantitative and qualitative components, each contributing 50% to the final score. The quantitative score is determined by the fulfillment of a minimum of 140 effective working hours per month. This component is automatically calculated through the digital reporting system. The qualitative evaluation, on the other hand, is based on assessments across five key dimensions: loyalty, innovation, technical competence, responsibility, and collaboration. These are assessed by the district facilitator coordinator (Korkab) through the DRP Evkin app.

This balanced scoring model aims to ensure that TPPs not only meet their activity targets but also demonstrate key behavioral and professional competencies. Such dual assessment approaches are increasingly common in modern human resource evaluation

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practices, particularly in the public sector, where soft skills and value-driven behaviors are just as crucial as output metrics (Perry & Wise, 1990).

Impacts of Performance Evaluation

The implementation of performance-based evaluations is expected to have multiple impacts on TPPs and village development outcomes. First, it reinforces a culture of accountability and continuous improvement among facilitators. Second, it incentivizes productive behavior through a reward and punishment system. Those who achieve high scores receive commendation and career advancement opportunities, while those who fall below the acceptable threshold are subject to administrative sanctions or contract termination.

Field interviews and FGD results suggest that this performance system has improved facilitator discipline and encouraged better planning and documentation. However, some facilitators expressed concerns about the rigidity of the system, especially in areas with limited internet access, which affects real-time data input. Thus, while the digital evaluation platform contributes to a more objective and standardized performance review, it also necessitates supporting infrastructure and training to ensure equitable implementation across regions.

Implementation Constraints

Despite its strengths, several implementation constraints were identified. One major challenge is the digital divide, particularly in remote or underdeveloped villages where internet connectivity remains poor. Facilitators in these regions often struggle to submit reports on time or to access the evaluation applications. Additionally, variations in supervisory capacity among Korkab evaluators lead to inconsistencies in qualitative assessments.

Moreover, the standardization of evaluation indicators across diverse regional contexts may not capture the unique challenges faced by facilitators working in marginalized or conflict-prone areas. As a result, the uniform scoring system could unintentionally penalize facilitators who operate under more difficult conditions, thereby reducing the fairness of the overall assessment.

Policy Reflection and Strategic Recommendations

In reflecting on the above findings, it is clear that the Ministry's digitization of the performance evaluation system represents a significant step toward good governance in village development. However, for SPBE-based performance systems to reach their full potential, several strategic measures must be considered. These include: (1) enhancing digital infrastructure in remote areas, (2) providing continuous capacity building for both facilitators and evaluators, (3) allowing contextual flexibility in the application of qualitative indicators, and (4) integrating user feedback mechanisms to refine the evaluation system over time. There is also a need to complement quantitative data with participatory assessments that consider community feedback, especially since TPPs act as liaisons between village governments and residents. By incorporating bottom-up perspectives, the system can become more inclusive and representative of on-the-ground realities.

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Theoretical and Policy Implications

The use of SPBE in TPP performance evaluation aligns with digital governance theory, which advocates for leveraging information and communication technologies (ICT) to improve public sector transparency, efficiency, and citizen engagement (Meijer & Bolívar, 2016). It also reflects the growing trend in the public administration literature that supports the use of digital tools to modernize bureaucracies and foster accountability (Dunleavy et al., 2006).

From a policy perspective, the case of Indonesia's TPP performance evaluation offers important lessons for other sectors and developing countries. It demonstrates the potential of SPBE not only in improving administrative efficiency but also in transforming organizational behavior through data-driven decision-making. Nonetheless, technological solutions must be accompanied by institutional support, inclusive design, and adaptive management to address local challenges and prevent new forms of exclusion.

CONCLUSION

This study demonstrates that the performance evaluation system for Professional Village Facilitators (TPP), which is based on the Electronic-Based Government System (SPBE) through the DRP and DRP Evkin platforms, has significantly contributed to improving the accountability, efficiency, and transparency of village facilitation tasks. The evaluation scheme comprising two main components: quantitative assessment based on working hours (DRP) and qualitative assessment based on five competency indicators (Evkin) allows for a holistic appraisal of individual performance. The use of digital systems enables automated score calculations, evaluation history tracking, and real-time monitoring of daily activities, which were previously difficult under manual systems. Furthermore, the 2024 TPP Evkin SOP document indicates that the evaluation system has been adaptively designed with organizational risk management in mind, including potential issues such as delayed assessments, lack of evaluators, and limited reporting access by TPP. The mitigation strategies embedded in the system align with SPBE principles, such as interoperability, service efficiency, and data-driven decision-making certainty. Nevertheless, the effectiveness of this system still depends on the digital capacity of TPP personnel, supervisor compliance, and the consistent availability of infrastructure and institutional support at the regional level. Therefore, the Central Government should strengthen national policies on digital training and implement a reward-punishment system based on evaluation scores to enhance TPP motivation and performance uniformly across Indonesia. The Ministry of Villages is also encouraged to develop advanced features in the DRP and DRP Evkin systems, such as geo-tagged reporting, supervisor delay alerts, and automated audit mechanisms for reporting consistency. Meanwhile, local governments should prioritize ICT infrastructure support in remote areas to ensure the seamless implementation of SPBE-based evaluations. For academic development, future researchers may conduct empirical evaluations using field data to measure the effectiveness of this SPBE system across various provinces and gain quantitative insights into its implementation outcomes.

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