

Research Article

Smart Strategies for Managing Regional Assets: Best Practices in Increase Local Revenue

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Abstract.

This study aims to analyze the optimization of asset management consisting of the process of planning, implementing, and supervising regional property. The research method uses a qualitative approach with a phenomenological orientation. The data obtained from the study were analyzed using interactive models. The results showed weaknesses in the stages of planning, implementation, and supervision of assets. Therefore, the strategy to increase regional original revenue (PAD) through the optimization of regional property (BMD), the Gorontalo Provincial Government can take a series of innovation-oriented actions including: 1) A comprehensive asset audit of all assets owned including land, buildings, facilities, and inventory. This audit should include an assessment of the value, condition, and potential reuse. 2) Development of an asset management plan. 3) Involving private parties and communities to identify opportunities for cooperation in asset management. 4) Utilization of software technology to help monitor inventory, maintenance, and sustainability of assets. 5) Data-driven asset management by identifying new trends, market needs, and revenue potential to aid smarter decision-making processes related to asset utilization. 6) Promotion and marketing of assets that can be carried out by regional apparatus organizations (OPD) if they have facilities that can be leased or used commercially to help increase revenue. 7) Improved policies and regulations including procedures for leasing, maintaining, and reusing assets, as clear and flexible policies can support innovation and better asset utilization. The weakness in this study is mainly localisation, which is related to areas that predominantly prioritize local cultural values as the main foundation in their interaction with the surrounding environment. This is due to limitations in consideration of cultural variations that may exist outside the scope of those regions in this study. Therefore, the results of this study require careful consideration when applied in areas that have different cultural diversity or backgrounds.

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1. Introduction

Policies to improve fiscal capacity in developed countries are carried out by encouraging local governments to manage revenues, expenditures, and debts efficiently. Countries with good fiscal capabilities adopt various practices to increase local revenues to encourage local development and public services. [1]. In some regions apply local taxes such as property tax, sales tax, income tax on the income of companies and individuals located in the region. [2]. In addition, the practice of utilizing natural resources is also carried out such as oil, gas, or minerals so that local governments can receive royalties or profit sharing from the exploitation of these resources. In some areas of Latin America, tourism taxes and revenues from public services such as education, health, and transportation are also sources of revenue for local governments.

Studies on the weakness of governments in maximizing fiscal revenues have been the focus of attention of many researchers and academics in recent decades. [3]) asserts that the Venezuelan state is a striking example of a country that has experienced failures in managing fiscal policies that have resulted in the country experiencing an economic crisis caused by a combination of factors such as poor oil revenues, high inflation, and widespread corruption. [4] The Greek state experienced a serious debt crisis in 2009 caused by high government spending, low tax revenue, and manipulation of fiscal data [5] The country of Zimbabwe has experienced hyperinflation and serious economic crisis since the beginning of the 21st century due to government spending that is not proportional to the amount of income, poor agrarian reform, and unstable monetary policy. The Argentine state experienced an economic crisis in 2001 which according to Bambaci, J., Saront, T., & Tommasi, M. [6] was caused by currency devaluation, high foreign debt, and political instability resulted in Argentina being unable to maximize its fiscal policy.

Meanwhile, various countries have also managed to maximize their fiscal revenues and survive in the midst of the global economic crisis by maximizing the assets owned by their regions. Wong, P. W. [7] compared China's pro-cyclical fiscal policies during the global economic crisis in 2008, China's response to a massive fiscal stimulus package including significant government spending to fuel economic growth in the face of global demand. Van Ingen, C., Wait, R., & Kleynhans, E. [8] who mentioned the Norwegian Government yang mempunyai system pajak yang progresif yang membantu revenue management and infrastructure development. Singapore has relatively low taxes to support business growth and investment, successfully building significant reserves of funds and allocating them to strategic projects in infrastructure development. Lee, K. F.

([9] Australia has a diverse and flexible tax system by successfully utilizing revenues from natural resources such as mining and natural gas to support the national economy Sainsbury, T., & Breunig, R. [10]

The characteristics of Australia which has large and diverse natural resource reserves should be utilized by the Government of Indonesia by encouraging local governments to maximize the potential of their natural resources to maximize regional revenues. This research focuses on fiscal policies that support development at the local level. This condition occurs in the Gorontalo Provincial Government which in recent years has reduced the General Allocation Fund (DAU) and Special Allocation Fund (DAK) policies which resulted in local governments deficit in revenue. Assets are a key element that is needed by an organization in order to operate sustainably. Research conducted by ([11] that using cross-sectional surveys among key actors in the public procurement process three key success factors have been identified, namely strategic asset management, strategic planning of asset disposal, and asset disposal mechanisms; the impact on the success of asset disposal.

Effective and efficient use of public resources and preventing misuse of things that can harm the organization, regional asset management requires coordination among various organizations and institutions. Institutional structure, and especially the level of decentralization, determine which solutions will be tried and chosen [12] and dynamics in organizations as research ([13] that there are three reasons for acceptance in organizations, namely neutral, organizational diversity, and historical. Transparency and accountability in local asset management are essential to ensure better public services and long-term economic growth. Achieving management accountability requires implementing local cultural values [14]. It should be noted that there are barriers that currently characterize the field of transparency and accountability [15]). Organizational commitment to a consistent framework over time [16]. It is necessary to pay attention to the purpose of accountability [17]. The existing statements are very relevant to asset management issues, especially in the context of regional or government asset management.

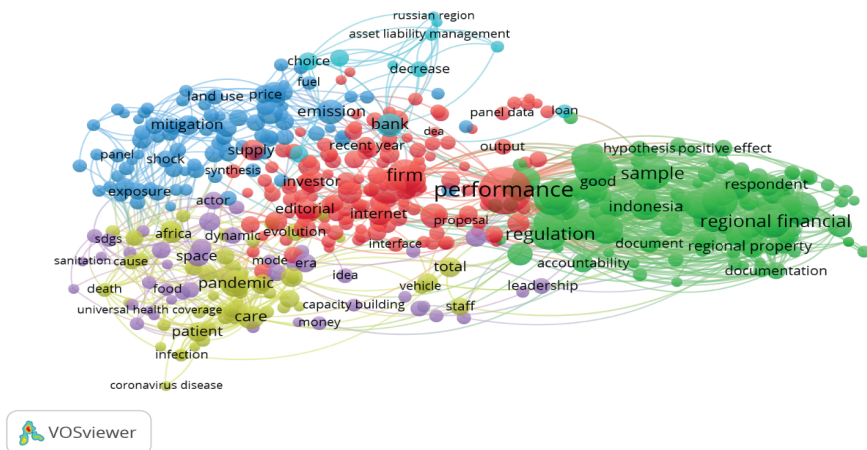
One form of implementation of *good governance* principles, where the demands of the community in the course of reform, is the creation of an adequate, informative, transparent, and accountable regional wealth management system. In good management, benefits must be evenly distributed, the principles of *Good governance* must be followed, and public services must be the main orientation in community service ([18]. *Good governance* is a fundamental framework for effective asset management. The importance of developing synergies and networks among various stakeholders [19]

Management of assets such as government-owned land, hence the need for planning, recording and counting, maintenance and supervision [20]. The management of regional assets or property requires special attention because this can contribute significantly to an increase in the value of regional assets from year to year. Its significance in proper and productive asset management, with the principles of efficiency and effectiveness, is expected to unlock funding potential for regional development, in line with the objectives of regional autonomy.

Regional autonomy is a clear delegation of authority from the central government to regional governments, which reduces the role of the central government at the regional level. Local governments must carry out their duties with professionalism, transparency, accountability, efficiency, and effectiveness. Not only that, the government must also be able to make rapid changes by utilizing technology such as research from [21] on the Fourth Industrial Revolution (RI4) that incorporates technology. Research identifies four main streams in Public Sector Innovation, namely: (1) the nature of public sector innovation; (2) innovation strategy and capacity; (3) adoption and dissemination of innovations; and (4) the implementation and impact of innovation.

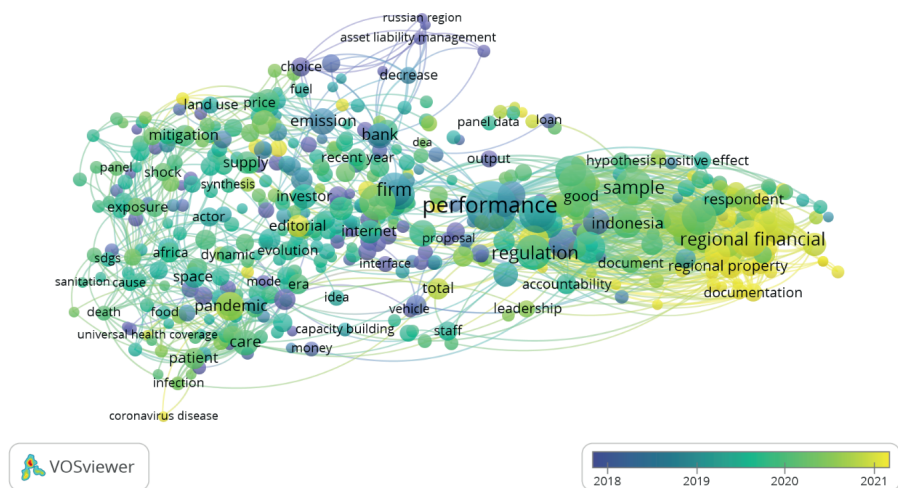
Based on mapping topics on asset management strategies using the results of Vosviewer system analysis consisting of Network Visualization, Overlay Visualization, Density Visualization analysis. The results of this analysis have each function where Network Visualization has a function to see the relationship between one network and another network, while the function of Overlay Visualization is publication based on the year of publication, then the results of the analysis are seen from Density Visualization which has a function to see the density of scientific publications nationally and even internationally. The use of the vosviewer application system is supported by the use of publish or perish which helps in collect published and indexed journals with google scholar, crossref, PubMed, OpenAlex, and Semantic Scholar. Journals collected using *regional asset management* keywords with the number of articles limited to the last five years from 2019 to 2023. The following mapping results can be seen in the following image:

Asset management has undergone a significant evolution, initially static, and then becoming more dynamic, proactive, and strategic. Nevertheless, it is still not fully known and widely developed in society. Basically, the goal of asset management is to achieve a balance between costs, opportunities, and risks in achieving organizational goals through asset performance. In the last three years, the central government through the Ministry of Finance has encouraged the optimization of this asset management as an effort to support development financing in Indonesia. This situation requires preparation,



Source: Processed by Researchers (Vosviewer) Journal 2019-2023

Figure 1: Asset Management Strategy Mapping with the Network Visualization view model.

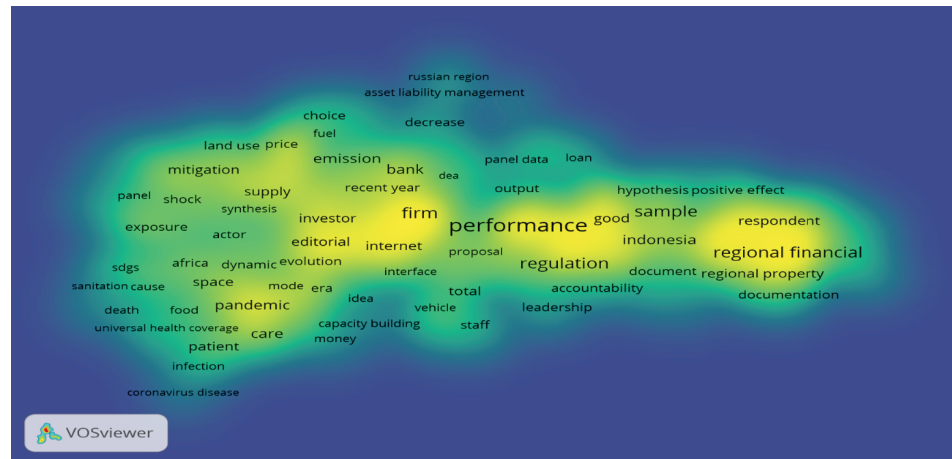


Source: Processed by Researchers (Vosviewer) Journal 2019-2023

Figure 2: Results of Asset Management Strategy mapping with Overlay Visualization view model.

especially for local governments that still face a number of challenges in management Regional Property, which is reflected in the results of the inspection by the Audit Board.

As for asset management, restructuring actions are needed as research conducted by [22]. We all know that restructuring is a process of change or adjustment made to an organization, company, or other entity with the aim of increasing efficiency, productivity, or overall performance. As for research by (Deutsch et al., 2020) which found that the use of a relatively simple Scattered Response Index is effective enough to analyze problems of poverty, inequality, and social welfare. This means that there is no need to



Source: Processed by Researchers (Vosviewer) Journal 2019-2023

Figure 3: Results of Asset Management Strategy mapping with Overlay Visualization view model.

involve very complex or expensive metode of collecting and analyzing asset data for the purpose.

Some literature that discusses asset management has been widely researched by previous researchers. Conditions that occur in developing and developed countries, the study of asset management discusses managerial practices and infrastructure conditions as expressed by ([23]; while improving the efficiency of State Asset management is also expressed by [24]; which emphasizes that asset privatization in developed countries is obtained from local and foreign investors. Besides that Koziel et al., 2021; highlights about innovative data quality management of company performance evaluation and [25]; Highlight the performance of organizations in maintaining infrastructure at the operational level as part of their maturity in asset management practices. The relevant study was conducted by ([26]; which highlights the country's asset protection policy by banking institutions, so that formulates the asset management model managed by the state and banking as a continuum between active and passive.

In Indonesia, the study of asset management as well as research discussing management systems discusses system management in the process of inventory of goods as research conducted by [27]; study on the effect of asset management and intellectual capital on financial performance by [28]; Furthermore, studies on improving the quality of financial statements as conducted by [17] study on asset management from the point of view of good governance [29]; and research seen from asset management as a form of governance implementation, a literature study conducted by [30]. However, there is still little study about Management Optimization (management) from the process of planning, implementing and supervising Regional Owned Entities to increase Regional

Original Revenue, even though Regional Owned Entities are managed by optimal can contribute to an increase in Local Original Revenue receipts.

From the previous literature review, there are 2 things that have not been explored in previous studies, namely how the management of regional property in terms of the asset management cycle in accordance with the opinion expressed by Mardiasmo starting from planning, implementation and supervision in order to increase Regional Original Revenue. To fill the gap in existing research and see how much potential Regional Owned Entities have to contribute to increasing local original income, this study will discuss Smart Strategies for Managing Regional Assets in terms of Best Practices to Increase Local Original Income.

Why is this necessary to conduct research, because the information obtained from the Gorontalo Provincial Finance Agency, continuously received Unqualified Fair Opinions from the Audit Board 8 times starting from 2013 to 2020. Despite receiving an Unqualified Fair Opinion and an award from the Ministry of Finance, the financial statements of the Gorontalo Provincial Government always record records from the Audit Board, especially related to the management of regional assets whose value continues to increase every year.

2. Metode

In this study, we adopted a descriptive qualitative approach with a phenomenological orientation. Moleong suggests a phenomenological approach that suggests researchers must understand the meaning of events and their relation to people in certain situations. Data collected through the observation method, Sugiyono suggested that the observation method in research could use participatory observation. Researchers observe symptoms or processes that occur in situations that actually occur in the field. This direct observation is carried out to optimize data on Regional Asset Management and the factors that influence it; in-depth interview according to Maleong stated that interviews are a way carried out by researchers to explore in-depth information to informants based on the focus of research; and documentation using the Documentation method, researchers will obtain document sources derived from the Examination Results Report, Audit Board on Local Government Audited Local Government Financial Statements.

Data analysis uses interactive models that involve data reduction steps, data presentation, and conclusions. This research was carried out within the Gorontalo Provincial

Government and the work units under it, commonly referred to as the Regional Apparatus Work Unit. Since becoming a province in 2000, the assets of the Gorontalo Provincial Government have continued to increase significantly every year. Over the past eight years, the Gorontalo Provincial Government has managed to obtain the highest financial achievement recognition from the Audit Board by receiving Unqualified Fair Opinions on an ongoing basis.

The data analysis method in this study uses an interactive model, where analysis is carried out continuously on the data that has been collected before accommodating data and after the data is collected as a whole. Data analysis is not only done after all data is collected, but also during ongoing data collection. This approach allows researchers to gain an initial understanding of the data they collect, identify possible patterns or findings, and make adjustments in data collection based on the results of the initial analysis. This helps improve the overall accuracy and relevance of the study. As stated by Miles and Huberman (1992: 15-19) that the process of data analysis in research is carried out continuously and, along with the process of data collection.

3. Results and Discussion

3.1. RESULTS

3.1.1. Regional Property Planning

To assess the planning conditions of regional property in the environment

Gorontalo Provincial Government, researchers have conducted interviews with several respondents who are directly involved in this activity. The respondents came from the Asset Field at the Regional Finance Agency, where the Head of the Asset Planning and Evaluation Section explained as follows:

“The Regional Property Needs Planning Process (RKBMD) is the first step in the management of Regional Property (BMD), in accordance with Permendagri Number 19 of 2016. At this stage, each Regional Apparatus Organization (OPD) must prepare a proposal for the needs of Regional Property which is then submitted to the Regional Secretary, who acts as the BMD Manager. Approved proposals will be included in the budget of the Governing Apparatus Organization (OPD) in the next Fiscal Year.”
(Interview, October 8, 2021).

A similar opinion was also expressed by the Goods User Administration Officer at the Gorontalo Provincial Finance Agency, who explained that:

“The Regional Property Needs Plan (RKBMD) is a proposal from the Regional Equipment Organization (OPD) which includes the SKPD Regional Property (BMD) needs plan, which will then be submitted for budgeting and implementation in the next fiscal year.” (Interview, October 11, 2021).

There are several problems in the planning mechanism, among others, as revealed by the Head of the Sub-Division of Planning and Asset Evaluation in the Asset Sector, stating that:

“Regarding the coordination of the asset sector with the Daerah Equipment Organization (OPD) in the review of the RKBMD, so far it has only been attended by the management of user goods, without being accompanied by the administration officer of the user of goods”. (interview, October 8, 2021).

This condition was reinforced by the US as an auditor at the Gorontalo Provincial Inspectorate, who said that:

“According to the results of our review in the management of Regional Property, it was found that planning is still not optimal, especially related to coordination and timeliness according to regulations”. (interview, December 1, 2021)

From the series of interview statements above, there are weaknesses in planning and managing assets which include lack of accurate data and information. In addition, the inability to assess the value of assets is also a problem for the Gorontalo Provincial government, making it difficult to determine accurate asset values, especially if these assets have special characteristics. Even though the process of planning the needs of Regional Property (BMD), Budgeting, and Procurement of Regional Property aims to increase Regional Original Revenue (PAD), there are several aspects that need to be considered. These aspects include timeliness in submitting proposals and planning for optimization of Regional Property. Before procuring Regional Property (BMD), careful planning should be carried out. This involves identifying needs, assessing the economic value of Regional Property (BMD) held, as well as analyzing the potential revenue that can be generated from the procurement. Because good planning will help ensure that the Regional Property (BMD) held has high economic value and can contribute maximally to Regional Original Revenue (PAD)

4. Implementation of Regional Property Management

In addition to the planning aspect, the basic principle that is no less important in the management of Regional Property is the implementation stage. Regionally owned wealth must be managed optimally by adhering to the principles of efficiency, effectiveness,

transparency, and public accountability. In the author’s interview with AD as Head of Asset Planning and Evaluation Section, it was explained that:

“For optimal management of Regional Property in increasing PAD, SKPD should have started proposing RKBMD Utilization from the planning stage. With the proposed RKBMD utilization, the Regional Apparatus Organization has been able to identify potential assets for utilization in accordance with BMD management regulations”. **(Interview, October 8, 2021)**

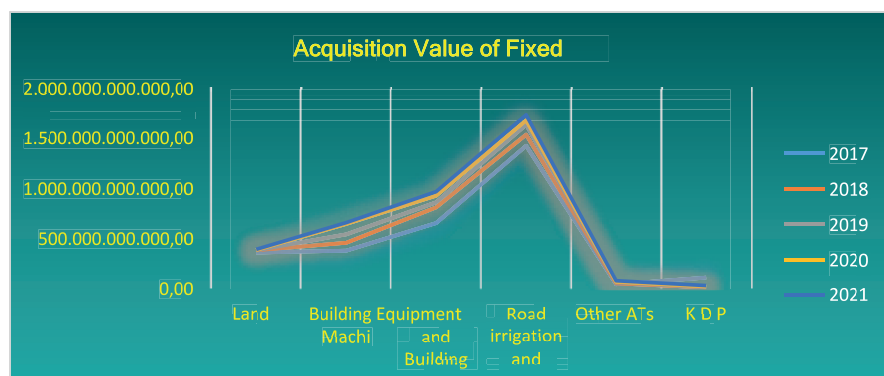
This is also confirmed by the Head of the Sub-Division of Asset Structuring, Control and Reporting Area I who stated that:

“Most agencies that have land and building assets have not been able to contribute through utilization, there are only grants to other agencies. In addition, the Department also does not have data related to assets that can be optimized”. **(Interview, October 4, 2021).**

The same opinion was expressed by the Head of the Area II Asset Structuring, Control and Reporting Sub-Division who stated that:

“Utilization by way of rent is the right step for local governments to increase local original income through optimizing BMD, so there needs to be a policy from the leadership, in this case the regional head”. **(Interview, October 6, 2021).**

The following graph is the result of a recap of asset values contained in all Regional Apparatus Organizations in Gorontalo Province:



Source: Gorontalo Provincial Finance Agency in 2021

Figure 4: Value of Fixed Assets of Gorontalo Provincial Government in 2017-2021.

These assets are distributed in 28 Regional Apparatus Organizations within the Gorontalo Provincial Government, which are managed by property management officials area in each Regional Device Organization. The data obtained show that the distribution of these assets varies depending on the characteristics of management in each agency. The chart above shows a decrease in the acquisition value of fixed assets from 2017

to 2021. The cause of the decline in land assets is caused by natural conditions such as floods and other significant damage resulting in a decrease in asset acquisition. The decline in machine tool assets is due to depreciation of use, wear, and irrelevance of technology resulting in a decrease in asset value. Meanwhile, the decline in the value of building and building assets was caused by assets not being maintained properly so that their condition worsened. In road, irrigation, and network assets, there is a decrease in asset value due to benefits felt by interested parties. It is important for the Regional Government of Gorontalo Province to monitor and maintain assets regularly, as well as follow good asset management practices in order to reduce the value of asset acquisition.

From the series of interview statements and data contained above, there are weaknesses in the implementation of assets that cause a decrease in selling value, depreciation, and even improper budget allocation. In addition, the lack of employee expertise in assessing the assets of the Gorontalo Provincial Government is also an obstacle. Changes in regulations or policies are also obstacles that can make assets not meet the new standard because they require additional budget to comply with the regulation.

5. Supervision of Local Property

In addition to the planning and implementation aspects in the management of Regional Property, the supervision aspect is also very important to pay attention to, especially in an effort to increase Regional Original Revenue. In the author's interview with the Head of the Regional Finance Agency (BKD) as the Goods Administration Officer related to the supervision of Regional Property within the Gorontalo Provincial Government, it was stated that:

"In accordance with the mandate of Permendagri number 19 of 2016, related to the supervision and control of BMD is the responsibility of the User of Goods, namely the Head of SKPD". (Interview, October 3, 2021)

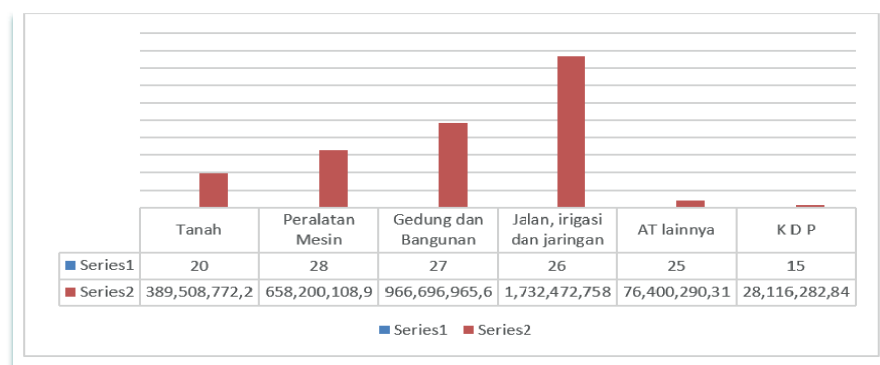
From the results of the information obtained by the author, not all Heads of Regional Equipment Organizations as Users of Goods know in detail the assets recorded in the SKPD KIB and information information on these assets is known, ini according to the explanation by the head of the Gorontalo Provincial Training Agency, that:

"The obstacle we face in supervising and controlling assets in the Regional Apparatus Organization is that the inventory we have carried out has not been maximized, because this service is a fraction of the Civil Service Agency which used to be the Gorontalo provincial Civil Service and Training Agency, besides that many assets

recorded in the KIB have not been clear ownership information”. (Interview, November 8, 2021)

Regarding the supervision strategy implemented by the Gorontalo Provincial Inspectorate as revealed by SG as the Gorontalo Provincial Inspector, namely:

“Regarding the current strategy, namely maximizing the role and function of the inspectorate in terms of supervision related to the management of Regional Property, through periodic checks on the management of Regional Property in accordance with regulations within the Gorontalo provincial government”. (Interview, December 1, 2021)



Source: Gorontalo Provincial Finance Agency in 2021

Figure 5: Distribution of Fixed Assets in OPD of Gorontalo Provincial Government Until December 31, 2021.

Each Regional Apparatus Organization only proposes a Regional Property Needs Plan (RKBM) limited to maintenance and procurement, so that BMD needs do not maximize the utilization of assets controlled by the Regional Apparatus Organization. The plan to optimize assets effectively and efficiently has not been implemented optimally. The findings described in graph 2 above show that the dominant Regional Apparatus Organization (OPD) focuses solely on asset maintenance and pengadaan goods without considering broader asset utilization strategies. The limitations of this view can hinder the development of innovative business models to increase the acquisition of Local Original Revenue (PAD). Meanwhile, Regional Apparatus Organizations (OPD) are not fully aware of the potential utilization of assets owned which may have a much greater value if utilized effectively. In addition, the lack of private and community involvement in asset management can open up new opportunities that are more innovative and diverse. This lack of engagement clearly hinders the exploration of new ideas and strategic partnerships.

From the series of interview statements and data contained above, there are weaknesses in the supervision of assets owned by the Gorontalo Provincial Government caused by a shortage of staff who have expertise in asset management, marketing,

or developing cooperation with private partners that are less than optimal. In addition, some local government regulations and policies may limit the flexibility of Regional Apparatus Organizations (OPDs) in managing and utilizing their assets. Rigid and inflexible regulations can hinder innovation and experimentation of different business models to increase Local Original Revenue (PAD) generation.

6. DISCUSSION

Regional asset management involves several stages, namely planning, implementation, and supervision. Asset management planning is carried out to produce reliable information in managing local government finances with the aim of increasing efficiency, effectiveness, and added value in asset management itself. Thus, there is a need to improve regional asset management, especially in terms of better planning, diversification of asset utilization, and more effective supervision to maximize the value and benefits of regional assets. Each Regional Apparatus Organization only focuses on the Regional Property Needs Plan limited to maintenance and procurement. In addition, the supervision carried out by the Regional Apparatus Work Unit in the management of Regional Property has not reached the maximum level.

Previous research studies revealed by Matthews, H. L., & Nagel, R. [31] explained the inability of local governments in long-term planning that only focuses on short-term planning to meet the demands of urgent needs. If drawn on the locus of this research study, the Regional Government of Gorontalo Province needs to increase capacity staf, Improve transparency, involve communities in the planning process, adopt information technology that can help manage and monitor assets more efficiently. In addition, cooperation between local governments, non-governmental organizations, and the private sector is also important to strengthen holistic asset management.

Regional asset management in Carry out by going through several stages in this stage of planning, implementation, and supervision. There are weaknesses at the planning stage in the management of regional property including ineffective resource management which includes the procurement, use, and maintenance of regional property. The impact is that government entities lose the ability to optimize the use of those resources. Furthermore, the implementation of Regional Property management illustrates the obstacles in optimizing the utilization of these assets. In addition, the results showed that there was asymmetric behavior seen when local governments received smaller General Allocation Funds compared to the previous period, which then had an impact on decreasing government spending. The supervision system only

involves internal supervision by local governments, while external parties cannot be supervised due to limited authority given to the work unit. One way to achieve the goal of regional autonomy can be done by regional financial management should encourage regions to be independent in maximizing their regional sources of income, because regional expenditure revenues have allocation functions, distribution functions, and stabilization functions.

Basically, asset management has objectives in terms of planning to achieve optimal asset life and developing preventive maintenance activities, strategic asset management, strategic planning for asset disposal, and choice of asset disposal mechanism are very important supporting factors [11], the development of web-based geographic information systems for asset management is also part of the following. very important (Hari Ginardi et al., 2017). There are political and socio-economic factors that affect the capacity of Local Government as for problems in asset management, namely lack of appropriate property units/departments, lack of expertise, lack of appropriate strategies, lack of proper management procedures and lack of use of information technology. The management of sustainability value is very important in managing asset integrity. In this context, it is very important to pay attention to asset management so that it can optimize use of regional assets.

The results show that there is a need for improvement in regional asset management by improving planning, diversifying asset utilization, and more effective supervision to maximize the value and benefits of regional assets. Research by Steinmetz & Weiss et al., 2023 conducted in Sydney Australia that there is a unique collaboration between local government, multidisciplinary university academic teams, designers and street furniture manufacturers on assets. In addition, research [17] the importance of asset information management, where the results of the study show a well-structured information management process information management process allows to access the data needed, in the right format, and allows the development of cross-domain Asset Management services.

To overcome these problems, attention is needed to all stages of regional asset management, not just focusing on the process of planning, implementation, and supervision. However, the need for coordination, this is because coordination (Hulunga) in accordance with findings in the field also needs to be considered. The application of this concept in regional asset management is very important because Hulunga includes internalization of local wisdom values, such as cooperation, compliance, responsibility, deliberation, and care/commitment. It is important to note that by applying the Hulunga

principle, the management of regional property can be carried out properly. In addition, by paying attention to all these aspects, local governments can ensure that the management of regional assets becomes more effective, efficient, and sustainable, and can provide positive benefits to the community and can contribute to overall regional development.

7. Conclusion

There are weaknesses at the planning stage of local property management, which include lack of effectiveness in managing resources, including procurement, use, and maintenance. The impact is the loss of the ability of government entities to optimize the utilization of these resources. The implementation of Regional Property management faces obstacles in efforts to optimize asset utilization. In addition, the results of the study revealed asymmetric behavior when local governments received a smaller General Allocation Fund than before, which had an impact on decreasing government spending. The current supervision system is limited to internal supervision by local governments, while external parties cannot be supervised due to limited authority given to the work unit. Coordination, known as *Hulunga*, is an important aspect that needs to be considered in the management of regional property. This is because coordination in accordance with findings in the field also needs to be considered to improve effectiveness and efficiency in regional asset management.

By combining relevant theories and research metode, this research can provide a better understanding of the management of local property, identify existing problems, and provide a solid basis for better decision making in improving the management of these assets. It can also provide a foundation for better policy change and have a positive impact on the communities served by local governments. Relevant theories include the concepts of planning, execution, and supervision. With the combination of data and information, this study can provide concrete evidence about the management of local property and its impact on the community.

To increase Local Original Revenue (PAD) through the optimization of Regional Property (BMD), the Gorontalo Provincial Government can take a series of innovation-oriented actions including: 1) A comprehensive asset audit of all assets owned including land, buildings, facilities, and inventory. This audit should include an assessment of the value, condition, and potential reuse; 2) development of an asset management plan; 3) involving private parties and communities to identify opportunities for cooperation in asset management; 4) utilization of software technology to help monitor inventory,

maintenance, and sustainability of assets; 5) data-driven asset management by identifying new trends, market needs, and revenue potential to aid smarter decision-making processes related to asset utilization; 6) promotion and marketing of assets that can be carried out by Regional Apparatus Organizations (OPD) if they have facilities that can be leased or used commercially to help increase revenue; 7) Improved policies and regulations including procedures for leasing, maintaining, and reusing assets, as clear and flexible policies can support innovation and better asset utilization.

The weakness in this study is mainly localistic, which is related to areas that predominantly prioritize local cultural values as the main foundation in their interaction with the surrounding environment. This is due to limitations in consideration of cultural variations that may exist outside the scope of those regions in this study. Therefore, the results of this study require careful consideration when applied in areas that have different cultural diversity or backgrounds.

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