

**OPTIMIZATION OF THE MANAGEMENT OF SEVERELY DAMAGED ASSETS
IN DKI JAKARTA PROVINCE****Fransisca Lola Mussilla, Nurliah Nurdin, Neneng Sri Rahayu**

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Keywords		Abstract
severely damaged assets, asset management, deletion		Asset replacement is carried out when the asset no longer supports government operations or public services, such as because it is obsolete, badly damaged, lost, or its economic useful life has expired. Assets that are no longer usable can be a burden in terms of benefits and finances if not immediately removed. This study discusses the management of badly damaged assets in the South Jakarta Administrative City which is still not optimal, and seeks strategies to improve the effectiveness of its management. The purpose of this study is to analyze obstacles and formulate strategies for managing badly damaged assets, with a focus on asset inventory and assessment, asset utilization, write-off methods, management performance evaluation, and asset information systems, using P.J. Barrett's theory. The study uses a qualitative descriptive method with document studies and interviews. The results of the study indicate that the write-off of Regional Property is in accordance with regulations, but there are still obstacles such as limited resources and the absence of a time limit for issuing write-off approvals, so that many badly damaged assets are still recorded as active. In addition, asset management is still manual because it is not supported by a technology-based information system, which causes the process to be slow. The recommended strategies include increasing the commitment of regional leaders, developing an integrated information system, improving the quality of human resources, and preparing regional regulations related to asset write-offs.

**INTRODUCTION**

The implementation of asset management is in accordance with the asset lifecycle. In general, the asset lifecycle is managed through four stages, namely: planning, acquisition, use, and sale/release. To achieve wealth management optimization, there must be four management phases associated with wealth managers and wealth users (Brunel, 2015; Lapetina Ribeiro Gomes, 2025). *Asset life cycle management* considers the economic life and useful life of an asset (Gao, 2023; Kelly et al., 2014). Theoretically, an asset has a better benefit aspect compared to its cost if it is used during its economic life. At the end of its useful life, the asset is no longer in use and will be replaced.

In the United Kingdom, there are rules regarding how state wealth costs are maintained and charged as long as state assets are used for the provision of public services (Fisher, 2022; Hanna, 2018; Howard, 1999). Therefore, asset management in the UK is more emphasized on private companies (Mardiasmo Sampford, C., & Barnes, P., 2012). Meanwhile, in other countries such as Ethiopia, there are four reasons related to the release of fixed assets. This is done when assets can no longer be used due to accidents or are old, obsolete due to inefficient technological developments, assets that are in excess and have been replaced, assets without ownership, or assets that fail in terms of applicable law. Regarding assets, there are six ways that can be done for the sale of assets, including: disposing, selling as they are, transferring to another agency in the form of gifts, burying or burning, dismantling or selling parts, dismantling and using assets as spare parts, and disposing of them (Aprilia Syaikat, Y., & Falatehan, A. F., 2019; Aryanto & Santoso, T., 2021; Rahman & Wideasanti, I., 2019).

Based on the Regional Fiscal Study by the Ministry of Finance in 2019, the Regional Government that has the largest economic resources in Jakarta is DKI Jakarta with a GDP value of IDR 2,840.83 trillion on the basis of applicable prices (ADHB) or IDR 1,838.50 trillion on the basis of constant prices (ADHK) in 2019 becoming the largest contributor to Jakarta's Gross Domestic Product (GDP) which is 17.67%, followed by East Java and West Java. With high fiscal independence in DKI Jakarta, increasing the realization of expenditure can be a stimulus for economic growth in DKI Jakarta Province, especially the realization of Capital Expenditure (Assets) which is a long-term government investment (Erlina & Hidajat, K., 2023; Ramadhan, 2022).

Regarding the management of severely damaged assets in Jakarta, the assets that are stopped from being used, even though they no longer provide economic or social benefits, still have economic value that can actually be realized as state revenue. The current condition based on the Overview of State Property Statement (LBMN) Balance Sheet Account data as of December 31, 2018 (*audited*) there are Fixed Assets and Intangible Assets (ATB) that are no longer used in government operations worth Rp 291 trillion. If it is assumed that the economic value of the asset is 1% of the asset value after taking into account the accumulated depreciation, it is predicted that the state will receive Rp 2.3 trillion sourced from assets sold or written off (www.djkn.kemenkeu, 2020).

Jakarta as the capital of the country is divided into five administrative cities and one administrative district. The highest need for local governments in managing regional assets is the South Jakarta Administrative City Regional Government. In the Financial Statements of the Regional Government of the South Jakarta Administrative City, every year there is an increase in assets that have suffered heavy damage. Based on data from the South Jakarta Administrative City Regional Asset Management Agency, the South Jakarta Administrative City has not completed the submission of proposals for the elimination of heavily damaged assets from the regional apparatus work unit from year to year with a value of Rp. 51,466,117,281.

Various efforts were made by the Regional Asset Management Agency to eliminate assets with heavy damage (Firdausy & Lutfi, A., 2021; Jatmiko Laras, T., & Wijayanti, A., 2020). In 2018, the Regional Asset Management Agency made efforts to improve data and secure assets through various measures, such as the recruitment of experts, the development of systems in the planning of goods needs, the updating of asset documents, data banks, reconciliation, and asset censuses, but the implementation was still not optimal. In DKI Jakarta, there is no clear system and procedure for the management of assets with heavy damage, and the preparation of regional regulations or regional head regulations referring to Permendagri Number 19 of 2016 has also not been carried out. In addition, the process of issuing an Asset Elimination Decree takes a long time, and the difference in organizational structure between

the Jakarta Provincial Government and the Regional Government affects the authority of the Governor as the Asset Manager in approving or rejecting asset write-off. There is no time limit for the issuance of a deletion approval letter, causing many heavily damaged assets to remain recorded in the Regional Apparatus Work Unit. In addition, proposing the asset limit value for a change of hands or sale requires a long appraisal due to the large number of assets and submissions. Asset management is also constrained by limited human resources, especially the role of the Auxiliary Goods Management who has an important task in recording heavily damaged assets. Another obstacle is that asset removal management is still done manually using Microsoft Office Excel (Putrianti & Zendrato, A., 2020; Syaukat Falehan, A. F., & Kusworini, I. A., 2018).

Through this in-depth study, the research will analyze related to the management of severely damaged assets at the South Jakarta Administrative City Level, DKI Jakarta Province and the management strategy of heavily damaged assets at the South Jakarta Administrative City Level, DKI Jakarta Province can be carried out more effectively and efficiently. The results of this study are expected to be able to contribute to the development of national development management, especially regional development management related to the management of assets that have been severely damaged. Thus, this research is expected to obtain results that are able to contribute positively to the DKI Jakarta Government, especially the Regional Asset Management Agency so that the management of heavily damaged assets at the South Jakarta Administrative City level can be more optimal (Salis Sulistyowati, & Harsasto, P., 2018).

The management of severely damaged assets in South Jakarta Administrative City remains suboptimal despite regulatory compliance with national asset disposal guidelines. Assets that are no longer functional continue to be recorded as active, causing administrative burdens, inefficiencies in space utilization, and lost economic value. Manual procedures, lack of a standardized elimination timeline, inadequate information systems, and insufficient human resources further complicate the effectiveness of asset disposal and inventory accuracy.

Effective public asset management is essential for ensuring fiscal responsibility, maximizing utility, and supporting sustainable development. In a region like DKI Jakarta, which contributes significantly to the national GDP and holds extensive public assets, mismanagement especially of damaged or idle assets can lead to financial loss and hinder infrastructure development. Unused but still-recorded assets not only burden inventory systems but also risk becoming liabilities in the form of maintenance costs and space inefficiencies.

Moreover, with Indonesia's increasing push toward digital governance and transparency, optimizing asset management practices including the elimination of unusable government property becomes a critical priority. The absence of integrated asset information systems and structured human capital dedicated to asset assessment reduces the ability to respond efficiently to asset degradation. Addressing these issues is vital for advancing governance reforms, improving accountability, and ensuring public value recovery from obsolete state-owned property.

Previous studies have emphasized the importance of asset lifecycle management in improving governance and financial transparency. Campbell (2011) highlighted how strategic decisions at every stage acquisition, use, and disposal can affect long-term public value. Mardiasmo et al. (2012) identified Indonesia's public asset management as a complex issue requiring structural reform, especially in terms of regulation and cross-sector coordination. These studies underscore the necessity of an integrated and systematic approach to state asset management.

Suwansyah (Suwansyah, 2021) examined public policy implementation in the disposal of government vehicles in Pekanbaru, noting that manual processes and weak inter-agency

coordination caused delays and data inconsistencies. Pratiwi et al. (Pratiwi Koeswara, H., & Ariany, R., n.d.) similarly found that poor inventory accuracy and lack of digital tools hindered regional asset management effectiveness in Bukittinggi. Their findings point to recurring administrative weaknesses across different regional governments in Indonesia.

Bukit (2018) conducted a case study in Jakarta's Education Office, where underutilized assets and delayed elimination decisions hampered efficiency. He recommended structured training for asset managers and implementation of IT-based inventory systems. Despite these recommendations, many agencies particularly at the city level still face similar issues today, revealing a persistent gap between policy formulation and execution.

While existing literature addresses public asset management challenges broadly, few studies have focused specifically on the elimination process of severely damaged assets at the city administration level, especially in a high-capacity governance area like DKI Jakarta. There is a lack of research examining the interaction between regulatory compliance, digital infrastructure limitations, and human resource constraints in asset elimination processes, particularly within decentralized local government structures.

This study introduces an integrative analysis of the elimination of severely damaged assets using a qualitative approach grounded in the PJ Barrett asset management framework. It combines regulatory review, stakeholder interviews, and institutional analysis to assess not only procedural compliance but also practical barriers in human resources and digital systems. The research provides specific policy strategies tailored for high-density urban governance contexts like South Jakarta.

The primary objective of this research is to analyze the current practices, challenges, and optimization strategies in the management of severely damaged assets within the South Jakarta Administrative City. It aims to identify procedural bottlenecks, evaluate the performance of existing management frameworks, and propose practical strategies for improving efficiency, data accuracy, and regulatory compliance in asset disposal.

This study is expected to provide actionable insights for local government agencies, particularly the Regional Asset Management Agency, in enhancing the efficiency and transparency of asset elimination processes. The findings contribute to the development of policy recommendations, digital tools, and human resource strategies that support good governance and sustainable public asset utilization. In broader terms, the research offers a replicable model for other urban centers facing similar asset management challenges.

METHOD

The method used in this study is a descriptive method with a qualitative approach. The purpose of descriptive research is to make a description, description or description in a systematic, factual and accurate manner about the facts, properties and relationships between the phenomena being investigated. This is in accordance with the opinion put forward by Irawan (2006) that descriptive research is "Research that aims to describe or explain something as it is". The data collection techniques used in this study are document reviews, interviews, and observations related to optimizing the management of severely damaged assets of DKI Jakarta Province at the South Jakarta Administrative City level. In conducting this interview, the author uses interview guidelines for key informants. In determining key informants, the author does it purposively, namely selected on the basis of certain characteristics or traits that are considered to have knowledge about optimizing the management of severely damaged assets of DKI Jakarta Province at the South Jakarta Administrative City level.

RESULTS AND DISCUSSION

The Cause of Severe Damage Asset Management Is Not Optimal at the South Jakarta Administrative City Level, DKI Jakarta Province.

The South Jakarta Administrative City Government is trying to suppress the increase in the number of heavily damaged assets by carrying out asset removal. Although many assets have been submitted for deletion, the absence of a Decree (SK) for Deletion has caused the number of heavily damaged assets to continue to increase. As a result, many assets in a severely damaged condition are still recorded in the SKPD's asset system. The management of heavily damaged assets aims to support the implementation of Regional Property management, which includes recording, inventory, and reporting. The bookkeeping process is carried out digitally to record the list of items owned. Inventory is carried out periodically to match the data of goods with existing records. If many items in the regional apparatus are in a damaged, unused, or expired condition, then these items become an administrative burden in recording. Additionally, inventory requires resources such as cost, time, and labor to identify and quantify unusable items. In the context of reporting, the existence of goods that are no longer of economic value actually lengthens the list of reports without providing significant benefits. To achieve effective management, it is necessary to analyze the strategy for the management of severely damaged assets in the DKI Jakarta Province area, especially in the South Jakarta Administrative City. The analysis includes aspects of physical inventory and asset valuation, asset utilization optimization analysis, asset elimination method analysis, management performance evaluation, and asset management information systems.

Physical Inventory and Asset Valuation

The initial stage in the management of assets that have suffered heavy damage begins through the physical inventory process carried out by the Goods Manager. The purpose of this stage is to identify assets that still have functions and relevance in supporting services. As conveyed by the Head of the Sub-Bid for Utilization, Elimination and Destruction of Regional Assets of the South Jakarta Administrative City, the management of Heavily Damaged Assets that are part of Regional Property whose condition can no longer be used as it should or has passed its useful life must refer to the provisions in Permendagri Number 19 of 2016 concerning Guidelines for the Management of Regional Property. In its implementation, the Goods Management collects data by matching the physical existence of the asset with the registration record, assessing its condition directly, and completing it with photo documentation and justification for deletion. In order to make the identification and grouping process more systematic, the Goods Management divides Regional Property into three categories based on their conditions, namely: assets in good condition, lightly damaged, and severely damaged.

Assets that are included in the category of severely damaged are items that are no longer intact, not functioning, and require major repairs that are no longer economical. This identification process allows the Goods Manager to determine whether the asset can still be utilized or should be removed from the inventory list. However, in practice, there are obstacles in terms of recording and removing heavily damaged assets. The Head of the Sub-Bid for Utilization, Elimination and Destruction of Regional Assets of the South Jakarta Administrative City stated that the main obstacle lies in the data mismatch between the assets proposed to be deleted and the actual data. This discrepancy includes the difference between the physical condition of the asset and the data listed in the proposed deletion, as well as the data on the Goods Inventory Card. This situation reflects a problem in the accuracy of the data, both physically and administratively, of the assets to be deleted. Therefore, it is necessary to carry out more careful verification before the removal is carried out.

In the asset valuation process, the State Wealth and Auction Service Office (KPKNL) has an important role in determining the fair market value of the assets to be deleted. This assessment includes taking photos, recording the specifications of the goods, and comparing them with the market prices of similar goods. The KPKNL team compares prices based on conditions, specifications, and types of goods to determine the right market value. This step is crucial so that there are no state losses due to the elimination of assets that do not match the true value. Although the process of removing heavily damaged assets is targeted to be completed within one semester, its implementation still faces obstacles such as data synchronization and limited storage space. The Goods Management hopes that the removal can be carried out in a more orderly and procedural manner. The KPKNL team hopes that the Goods Management can carry out the removal in accordance with applicable provisions so that there is no accumulation of goods in the warehouse.

From this description, it can be concluded that physical inventory and asset assessment activities by Goods Management in the South Jakarta Administrative City area are still not carried out optimally. The main challenges faced are the mismatch of asset data to be deleted with the information in the Goods Inventory Card, as well as process delays due to administrative and technical constraints. Therefore, there needs to be an improvement in the accuracy of recording, improved coordination between the regional apparatus and the South Jakarta Administrative City Regional Asset Management Agency, as well as strengthening the inventory system to support the smooth process of asset removal.

Analysis of Optimization of Fixed Asset Utilization

Efforts to optimize the use of fixed assets by Goods Administrators in the South Jakarta Administrative City area have been carried out through collaboration between the Regional Asset Management Agency Tribes, urban villages, and various other regional apparatus in the South Jakarta Administrative City area. Based on the results of interviews with informants, it is known that after the inventory process is carried out, the next step is to maximize the use of assets that are still feasible. One of the efforts carried out is to collect data on assets that are no longer used or known as *idle* assets to be then transferred to other agencies in need.

To optimize the use of assets, the South Jakarta Administrative City Regional Asset Management Agency continues to identify assets that are not used by regional apparatus. These assets can then be transferred to other agencies that need it in the context of carrying out official duties. This process is determined through a Decree of Use from the Governor. If there is no need from other agencies, the assets will be returned to the South Jakarta Administrative City Regional Asset Management Agency to be used by third parties through a cooperation scheme with the Jakarta Provincial Government. This indicates that the South Jakarta Administrative City Regional Asset Management Agency has carried out its role in ensuring that fixed assets can be used effectively by agencies that need them. If utilization by government agencies is not possible, then the option of utilization by a third party is an alternative regulated by an official mechanism.

Asset optimization is also carried out at the village level by considering the needs of residents. As conveyed by Pengurus Goods, the use of village assets considers the interests of the community. If there is no regional apparatus that needs it, the asset can be used by a third party based on a cooperation agreement. However, if the goods are under the control of the Goods User, then there needs to be a recommendation first. If approved, utilization will continue through the asset cooperation mechanism. Even though it has been running, the optimization process still encounters obstacles, especially related to the limited information about assets that can be cooperated, the high value of the cooperation that is set, and the use of assets without official approval or agreement. The challenges are the lack of information about

assets that can be cooperated, objections to the value of cooperation that is considered high, and the use of assets without permits or cooperation agreements from the Jakarta Provincial Government. Thus, even though the optimization process has been carried out, these obstacles need to be addressed so that *idle* assets can be utilized more optimally. One of the suggested solutions is to conduct regular monitoring of asset use and hold coordination meetings to review potential assets that have not been utilized. The strategy that needs to be implemented is periodic monitoring to ensure that assets are used according to the allocation. If assets are found that are not optimally utilized, it is necessary to conduct joint discussions and field reviews to assess the potential for optimization.

From the aspect of optimizing the use of fixed assets, it can be concluded that the success of optimizing fixed assets in the South Jakarta Administrative City area is highly dependent on the synergy between the local government and related agencies. Collaboration between mayors, sub-districts, and sub-districts is also an important factor in ensuring that asset utilization provides optimal benefits for the government and the community.

Asset Removal Method Analysis

The procedure for the elimination of severely damaged assets in the South Jakarta Administrative City has been carried out in accordance with the provisions of Permendagri Number 19 of 2016. However, its implementation still encounters various obstacles that have an impact on the effectiveness and efficiency of implementation. The initial stage of elimination begins with the submission of proposals by the Regional Apparatus Work Unit to the Governor and Regional Secretary, with a copy to the Head of the Regional Asset Management Agency. This proposal must be accompanied by complete supporting documents. After receiving the proposal, the Regional Asset Management Agency will examine and archive the document to ensure the completeness and suitability of the data. If they meet the requirements, the application is then submitted to an appraiser from a government agency or public appraisal official. The deletion submission begins with a proposal letter from the Regional Apparatus Work Unit to the Governor and Regional Secretary, accompanied by supporting documents and passed to the Head of the Regional Asset Management Agency.

This process illustrates the importance of administrative rigor to avoid errors in record-keeping. In terms of determining the value of assets to be removed, the approach used is the cost approach. This method estimates the value of assets by calculating the cost of acquiring or replacing assets at the time of valuation, then subtracting by physical, technical, and functional or economic depreciation. The cost approach is considered the most appropriate to provide an accurate estimate of asset value in accordance with real conditions in the field and government needs. Even though it has a systematic flow, the implementation of asset elimination is still faced with a number of challenges. There is still *a human error* that causes a data discrepancy between the assets proposed to be deleted and the data recorded on the Goods Inventory Card. In addition, difficulties also arise when the assets to be removed are not physically found, especially for high-value items. Another obstacle is the limited storage space for heavily damaged assets that cannot be removed immediately. This shows that limitations in the aspects of human resources and supporting facilities can hinder the process and accuracy of removal.

The accumulation of damaged assets that are not immediately followed up also has social and environmental impacts. Informants from non-governmental organizations revealed that items such as safes, typewriters, computers, printers, and old furniture have accumulated in warehouses over the years due to a lack of attention to the removal process. This results in office space being used to store damaged items that no longer have a function, thus disrupting the efficiency of space use.

The Regional Asset Management Agency seeks to develop an e-Transfer system to facilitate the proposal and supervision of the asset elimination process. This system is expected to reduce data errors between the proposed deletion and the data on the Goods Inventory Card. The implementation of this system is a strategic step to speed up processes, improve data accuracy, and support more orderly and transparent management of regional assets.

From this analysis, it can be concluded that even though the process of removing heavily damaged assets has followed formal provisions, there are still various operational obstacles such as data mismatches, process delays, and accumulation of unused goods. The presence of the e-Transfer system is expected to be a solution in realizing more efficient and accountable management of Regional Property.

Management Performance Evaluation

Assets are a component that is very vulnerable to abuse, so they need to be monitored consistently by superiors or work unit leaders. Supervision aims to ensure that the implementation of the work program takes place in accordance with applicable regulations. In the South Jakarta Administrative City, the supervision and control of regional assets still face various obstacles that reduce the effectiveness of their management. One of the main problems is that the supervision of regional assets is still largely limited to administrative aspects, such as recording and reporting on the condition of assets. The Goods Manager explained that after the procurement process, the goods were handed over to the goods management accompanied by minutes and contract documents. The goods manager is required to check the completeness of the minutes before receiving the goods. Although these administrative procedures have been implemented, active supervision of the condition and use of assets is still not optimal. Supervision is still carried out, including recalculation and checking the condition of assets every year. However, it does not include follow-up repairs to damaged assets. In addition, limited human resources are a significant obstacle.

The Goods User Proxy argues that even if the recording is done, there are often goods that are not recorded due to negligence. The shortage of labor has a major impact on the inventory process. Asset management has not yet involved experts. Goods managers are usually taken from internal employees of regional apparatus, not professionals in the field of asset management. This condition increases the potential for errors in recording and monitoring assets. This was strengthened by the statement of the Head of the Subdivision of Utilization, Elimination and Destruction of Regional Assets of the South Jakarta Administrative City who experienced a shortage of accounting personnel or asset experts. As a result, the tasks of supervision, coaching, and asset removal cannot be carried out optimally. Another significant obstacle is the lack of application of information technology in the asset management process.

Until now, there is no information technology-based asset management system, even at the agency level. The absence of a digital system hinders efficiency and accuracy in recording and deletion of assets. However, the emergence of the JakAset system brings hope for improved asset management in the future. Asset management within the Jakarta Provincial Government has not been optimal, one of which is because the information technology-based asset elimination submission system has not been implemented. With the existence of JakAasset, it is hoped that more systematic, transparent, and in accordance with the principles of *good governance will be created which* emphasizes accountability, transparency, and efficiency in the governance of public assets.

Overall, asset supervision and control in the South Jakarta Administrative City requires improvement in three main aspects: the addition of professionals, the use of adequate information technology, and the strengthening of active and comprehensive supervision procedures. This improvement effort is important to support more orderly and accountable management of regional assets in accordance with the provisions of the law.

Asset Management Information System

Based on the results of interviews with a number of informants, it can be concluded that the implementation of the Asset Management Information System by the Regional Asset Management Agency of the DKI Jakarta Provincial Government is still facing various obstacles, especially in supporting the process of effectively eliminating heavily damaged assets. Although the JakAset (<https://jakaset.jakarta.go.id/latest/front/>) portal is available, this system is not yet fully able to support the process of transferring and destroying Regional Property optimally. The JakAset system has provided comprehensive asset information and can be easily accessed by internal users. However, the effectiveness of this system is still in the spotlight, especially when it comes to the operational aspects of the asset disposal process. The deletion process in the asset management information system is currently still carried out manually (*Microsoft Excel*). There are several problems such as changes in the item code after being severely damaged, the absence of photos of the goods in the system, and the unavailability of a *track record* of the previous proposed deletion, causing double reporting. These findings indicate that the asset removal process still relies on manual systems, resulting in slow procedures and high risk of data errors. The absence of supporting features such as photos of goods, recording of deletion history, and consistency of item code data also makes it difficult for goods administrators to physically match assets with digital data.

Thus, although the JakAset system has provided progress in terms of information disclosure, further development is needed so that this system can support the entire asset management lifecycle, including the elimination and transfer stages. The integration of supporting features such as visual documentation of assets, history of proposed deletions, and automatic validation of changes in asset status are important aspects that need to be implemented in system updates. The information system for the management of heavily damaged assets is being developed, namely e-Transfer, but it is only limited to operational official vehicles and has not been able to monitor the status of the Governor's Decree and Regional Secretary which is the basis for auctions and removals.

The e-Transfer System is an information system for the management of heavily damaged assets that has just been developed and used in 2024, which is a new breakthrough so that proposed deletions are no longer carried out manually, which often results in data and format errors as a result of *human error*. Although e-Transfer is a step forward in the digitization of asset removal, its scope is still very limited. This system is not yet able to cover all types of severely damaged assets that require a removal process. Based on this, it can be seen that the Jakarta Provincial Government has taken strategic steps to improve the system by developing e-Transfer. However, the implementation of this system is still very new and has not been proven to be able to solve all existing problems.

In accordance with all the descriptions above, regarding the aspect of the asset management information system, the author considers that it is not optimal. The processing of fixed asset elimination data at the Regional Asset Management Agency of the DKI Jakarta Provincial Government uses *Microsoft Excel* so that there are still often difficulties or errors in data processing. The processing of asset deletion data begins with the Regional Apparatus Work Unit submitting a deletion proposal to the deletion team.

Strategies that Can Be Done so that the Management of Heavily Damaged Assets at the South Jakarta Administrative City Level of DKI Jakarta Province can run optimally

The process of abolishing Regional Property in the South Jakarta Administrative City is in accordance with Permendagri No. 19 of 2016. However, there are still significant obstacles, especially related to limited human resources and the lack of optimal use of information technology. The process of removing and transferring heavily damaged assets is still done manually, and the absence of a definite deadline in the issuance of a destruction approval letter causes many damaged assets to remain recorded in the system. This gap in asset management hinders the achievement of good governance. Therefore, strategic steps are needed to realize effective, efficient, transparent, accountable, and public-interest-oriented asset management in the following form:

Increase the commitment of regional heads in making integrity pacts and key performance indicators in performance agreements for Work Unit Heads in resolving damaged/lost/problematic Regional Property in their work units.

This strategy aims to increase the commitment of regional heads in resolving damaged, lost, or problematic BMDs. Efforts made include hearings and capacity building of regional heads related to asset management, especially in the elimination of heavily damaged assets. This strategy also proposes that the resolution of problematic BMDs be used as Key Performance Indicators (KPIs) in the performance agreement of regional apparatus heads. By making the settlement of problematic assets part of the IKU, it is hoped that there will be a strong structural and moral impetus to solve asset problems in a more serious and accountable manner. This step is in line with the direction of the Ministry of Finance to make the successful completion of BMD a *national pilot project*.

Building an asset information system that integrates all stages of asset management and is integrated with financial information systems accounting and e-budgeting

This strategy aims to overcome obstacles related to asset information integration by developing a comprehensive and integrated Asset Management Information System. This system is designed to accelerate and improve the efficiency of regional wealth management. The proposed efforts include the construction of additional systems such as the Regional Property Disposal Information System, the Auction Administration Information System, as well as integration with financial systems such as e-budgeting and government accounting systems. This system should cover the entire asset management lifecycle, including status, utilization, transfer, disposal, idle asset management, and supervision and control. This step is expected to be able to facilitate the auction and asset elimination process more efficiently and accountably, according to input from the South Jakarta Administrative City Regional Asset Management Agency.

The formation of human resources for regional asset assessors and the improvement of human resource capabilities for asset managers in BPAD and SKPD/UKPD.

This strategy aims to overcome human resource barriers in the management of Regional Property by forming professional asset appraisal human resources within the DKI Jakarta Provincial Government. The first step is the preparation of the organizational structure of regional asset assessors, supported by the preparation of regulations as the legal basis for the formation of the unit. Furthermore, competent employees in the fields of investment, law, and financial management are recruited, as well as the implementation of training according to the results of performance needs assessments. The second step is to increase the capacity of asset management human resources through capacity building activities such as seminars,

workshops, and training. This activity was carried out in the form of an analyst forum involving various stakeholders, both internal (PEMDA, BPAD, KPKNL, Ministry of Finance) and external (financial analysts, environmentalists, academics). This strategy is expected to increase professionalism and accountability in the overall management of regional assets.

Make regional regulations that regulate the elimination of assets with certain time, value and classification restrictions.

This strategy aims to overcome delays in the process of eliminating severely damaged Regional Property by encouraging the creation of regional regulations that set certain time, value, and classification limits in the process of asset removal. The way it is done is the preparation of central regulations as the basis for regional policies, which are implemented through communication and coordination across ministries such as the Ministry of Finance and the Ministry of Trade. The implementation of this strategy also requires collaboration with the media and academics to strengthen socialization, shape public opinion, and provide positive pressure so that asset elimination policies are more responsive. This approach is in line with the concept of policy advocacy which includes discussion, mobilization, and public awareness creation (LAN, 2015; Susanti, 2021).

CONCLUSION

Based on the analysis of the research results, it can be concluded that the management of severely damaged assets at the South Jakarta Administrative City level has not been running optimally due to several key obstacles. These include inconsistencies in physical inventory and asset valuation caused by human error, suboptimal optimization of idle asset usage due to limited asset visibility, and an inefficient asset elimination process that, although aligned with Permendagri No. 19 of 2016, lacks service standards and relies heavily on manual systems such as Microsoft Excel. The lack of an integrated asset management information system hinders accuracy and efficiency in asset removal procedures, increasing the risk of administrative errors. In terms of strategic response, the DKI Jakarta Provincial Government has begun addressing these challenges by promoting stronger leadership commitment, developing an integrated asset information system connected to e-budgeting, strengthening the capacity of asset assessor personnel, and preparing regional regulations on asset write-offs. For future researchers, it is recommended to explore comparative studies between regions with advanced digital asset management systems and those with manual practices to measure the impact of digitization on asset disposal efficiency. Additionally, further studies could assess the legal, institutional, and behavioral barriers that affect the implementation of asset removal policies across different government levels.

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