Evaluating the Effectiveness of Regional Asset Management Policies: A Case Study of Central Buton Regency

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ABSTRACT: This study aims to evaluate the effectiveness of the Regional Asset Management policy in the Central Buton Regency Government by focusing on the Matland Policy Implementation Model, which includes policy accuracy, implementation accuracy, target accuracy and environmental accuracy. The research method used is qualitative with data collection techniques through interviews, observations, and documentation. Data analysis techniques are carried out through data reduction, data presentation, and drawing conclusions. The results of the study show several important findings. First, positive policy accuracy, with Central Buton Regional Regulation Number 5 of 2018 formulated to overcome problems and support governance. Second, target accuracy is achieved, with appropriate interventions and low ambiguity, increasing the chances of successful implementation. Regional Asset Management Officials show a good response and readiness to implement the policy. Third, environmental accuracy shows positive dynamics through interactions between institutions and community involvement. Fourth, implementation accuracy is still not effective, as seen from the limited combination between the government and the community/private sector and the lack of privatization and the absence of contracting out. In addition, there are problems such as uncertified land and the low number of information boards. In conclusion, the accuracy of policies, accuracy of targets, and accuracy of the environment have been effective, but the accuracy of implementation has not been effective.

Keywords: Evaluation of Public Policy, Effectiveness of Policy Implementation, Management of Regional Property, Central Buton Regency

INTRODUCTION

Regional Property (BMD) is an important asset for local governments in organizing government and public services. Good and optimal management of BMD can help local governments achieve regional development goals, improve the quality of public services, and realize accountable and transparent governance. Local governments as autonomous regions have the authority to manage their facilities and infrastructure (Tamsir, 2018).

The management of local government facilities and infrastructure is regulated in Government Regulation (PP) Number 27 of 2014 concerning Management of State/Regional Property, which is then further explained in the Regulation of the Minister of Home Affairs (Permendagri) Number 19 of 2019 concerning Management of Regional Property (BMD)(Ihlanfeldt & Willardsen, 2014; Patrick & Mothorpe, 2017). With the existence of Permendagri Number 19 of 2016, it is hoped that it will be able to: (1) accommodate the dynamics of BMD management, (2) minimize multiple interpretations of BMD management, (3) emphasize the rights, obligations, responsibilities, and authorities of Users and Managers, and (4) have harmonization with other related regulations. This latest regulation can be the basis for broader arrangements to implement policies more flexibly in implementing BMD utilization and provide new schemes as alternatives in the context of utilizing BMD in infrastructure provision (Ode Herman et al., 2023).

However, the challenges in managing BMD in Central Buton Regency are quite significant. Based on an interview with the Head of Asset Management of the BPKAD of Central Buton Regency, it was revealed that there are severely damaged assets worth around 15 billion rupiah that are not being utilized properly. These assets include equipment, buildings, irrigation roads, and others that are currently not functioning. It is important to carry out maintenance so that these assets can be reused, or if this is not possible, the Regional Government can hold an auction to increase regional original income, thereby providing benefits to the community and optimizing the use of regional assets. In addition, there are a number of fixed assets that are still in good condition but are not being utilized optimally. Of the 29 market units, only 26 units are actively operating, and only 9 units generate levies. Likewise with the pier, of the total 21 active units, only 4 units contribute to levies. This condition shows that although these assets have great potential, their utilization is still hampered(Lemishko, 2018).

Regulation of the Minister of Home Affairs Number 19 of 2016 regulates the maintenance and utilization of regional assets. Severely damaged assets must be maintained so that they continue to function, and if not used, they can be utilized through rent, loan, utilization cooperation, or sale. Evaluation of assets such as markets and docks is needed to increase contributions to regional original income, so that these assets can function as a more optimal source of income.

Abandoned/stalled regional assets are mostly caused by the lack of synchronization of the asset needs planning system with the general regional government program activity planning or the BMD Needs Plan document is not in line with the Work Budget Plan (RKA) of the Regional Work Unit (SKPD) and the lack of maximum support from the Head of the Work Unit and Regional

Leadership for the implementation of asset management tasks. This is in line with research conducted by Aprilia et al., (2018)

Sumardi & Muchlis, (2017) explains that one of the problems in the management and preparation of the Regional Government Financial Report (LKPD) is regarding regional assets/BMD. Based on the Audit Result Report (LHP) of the Republic of Indonesia Audit Board (BPK-RI) on LKPD, the problems that often occur are the value of fixed assets presented in the balance sheet is not supported by adequate recording, the balance of fixed assets cannot be traced, the whereabouts of fixed assets are unknown, fixed assets are controlled by other parties, fixed assets are not supported by proof of ownership and others. So that the presentation on the balance sheet is not in accordance with the actual conditions and cannot be proven, and indicates the value of fixed assets whose truth cannot be believed.

There are several previous findings that are relevant to this topic. First, the results of research by Aditia et al., (2022) entitled "Measurement of the Effectiveness of Regional Property Management in the Housing and Settlement Area Service of Deli Serdang Regency". This research is motivated by the fact that regional assets/BMD must use conditions that are in accordance with the rules. Based on the form of asset regulation, inventory and evaluation are how asset management for each use of goods is more accountable and transparent, as a result assets can be optimized for use and utilization to support service functions. The purpose of the study was to determine how effective the management of regional assets is. The study used qualitative analysis and data collection techniques through interview methods, documentation, and internet searching. Based on the findings, it was found that the analysis of asset management of the Housing and Settlement Area Service of Deli Serdang Regency had not been carried out according to the rules and asset management had not been implemented properly as mandated by law. In addition, various obstacles were also found in asset management(Mamu & Allorante, 2020; Shi et al., 2022).

Furthermore, research conducted by Fitriyani & Yuliansyah (2016) on "Analysis of Fixed Asset Management of Local Government Based on Regulation of the Minister of Home Affairs Number 19 of 2016 (Case Study in the Administrative City of East Jakarta)". The purpose of the study was to determine the implementation of BMD/Fixed Asset Management in the Regional Government in DKI Jakarta and the results of the fixed asset management inventory administration, so that this study will later provide results on whether fixed asset management in the Regional Government in DKI Jakarta is in accordance with Regulation of the Minister of Home Affairs 19 of 2016 concerning BMD Management. So that it can be useful for Property Managers (BPAD DKI Jakarta) in an effort to maintain a WTP opinion. The study used a descriptive-qualitative approach. In collecting the data using observation, interviews, Literature Study, documentation, and internet searching. Data collection in this study was carried out with a review of existing literature. The results of this study indicate that Fixed Asset Management/BMD carried out by the Regional Government in DKI Jakarta as a whole has been carried out optimally. As regulated in the Regulation of the Minister of Home Affairs 19 of 2016. So far, the fixed asset management cycle of the DKI Jakarta regional government is still considered good compared to previous years. The results of the administration of the inventory of fixed asset management of the regional

government are still incomplete and there are still weaknesses in the BMD/Fixed Asset information system(Thomas Falk & Svensson, 2020).

The last research conducted by Rahman (2020), on "Analysis of BMD Management at the Riau Province BPKAD Office". The research was conducted at the Riau Province BPKAD. The purpose of this study was to analyze the management of regional assets and to determine the obstacles in the management of regional assets at the Riau Province BPKAD Office. The form or method used in this study is descriptive with qualitative analysis. While the data collection technique is carried out through observation, interview and documentation methods. Based on the research conducted, it can be obtained that the Analysis of BMD Management at the Riau Province BPKAD Office has been running well administratively, but in terms of implementation it is not yet complete. This is evidenced by the results of interviews with officials and employees at the Riau Province BPKAD Office.

Audit Result Report (LHP) of the Republic of Indonesia Audit Board (BPK-RI) on the Financial Report of the Central Buton Regency Government, there are Notes in the Financial Report (CaLK) that need to be followed up by the Central Buton Regency Government, based on the LHP on the Internal Control System and Compliance with Laws and Regulations Number 29.B/LHP/XIX.KDR/05/2022 dated May 20, 2022 which is an integral part of the LHP on the Central Buton Regency LKPD for the 2021 Fiscal Year, the BPK has revealed problems with Fixed Asset Administration in the Central Buton Regency Government, Inadequate, including: a. Security of Land Fixed Assets is not optimal; b. There are Land Fixed Assets worth IDR1.00; c. There is work to add asset value that has not been capitalized to the parent asset; d. Presentation of Accumulated Depreciation is inaccurate; e. There are Fixed Assets of Equipment and Machinery whose whereabouts cannot be shown; and f. Assets that are severely damaged and lost are still recorded in the List of Goods(Damanik & Marom, 2016; Falk & Svensson, 2020).

The above phenomenon shows that the Central Buton Regency Government in managing regional assets/BMD has not been optimal. Donald Van Meter and Carl Van Horn (Dwijowijoto, 2003) emphasized that: "policy implementation runs linearly from public policy, implementers, and public policy performance". This theory emphasizes the importance of interaction between various elements in the policy implementation process, which includes public policy itself, implementers, and the resulting policy performance. 1. Public policy; The formulated BMD management policy must be able to answer existing problems. Although this policy already exists and is designed by an authorized institution, the success of its implementation does not only depend on the policy document alone, but also on how the policy is understood and implemented by the implementers. 2. Implementors; Policy implementers have a key role in conveying and implementing policies effectively. The quality and capacity of human resources are important factors that influence policy implementation. If the implementers do not have sufficient understanding or do not receive adequate training, policy implementation will be hampered. 3. Policy Performance; The performance resulting from the BMD management policy must be evaluated periodically to ensure that the policy is running according to plan(Liu et al., 2023; Olowosegun et al., 2021).

Based on the explanation above, the researcher feels the need to conduct research on the evaluati of the effectiveness of regional asset management policies: a case study of Central Buton Regency by focusing on Matland's Ambiguity-Conflict Theory (policy accuracy, implementation accuracy, target accuracy and curve accuracy), to overcome various phenomena and problems faced, improve policy implementation, provide benefits to the government and society, and provide theoretical contributions(Gao et al., 2019).

METHOD

The research design used in this study is descriptive qualitative. Qualitative research is a type of research that focuses on understanding phenomena under study in-depth and comprehensively (Moleong, 2016). In this study, the researcher acts as the main instrument. This means that the researcher is the primary source of data in the study. The researcher serves as the data collector, data analyst, and data interpreter. The researcher must have the ability to collect data accurately and relevant to the research objectives. They must also be capable of analyzing data meticulously and objectively. Furthermore, the researcher needs to interpret data critically and creatively. Additionally, the researcher also builds rapport with the subjects to ensure more accurate and valid results, as gaining the trust of the subjects facilitates honest storytelling and minimizes errors in the research.

Data collection was carried out using three main methods: interviews, observation, and document analysis. Interviews were conducted directly with various informants involved in the implementation of the policy on the management of Regional Government Assets (Barang Milik Daerah, BMD). Informants were selected using purposive sampling, a technique that intentionally selects participants based on certain characteristics deemed relevant to the research (Sugiyono, 2013). This technique is widely used in qualitative research to identify individuals or groups considered most knowledgeable about the phenomena the researcher aims to explore. These individuals often have power and authority within the social situation or object of study, thus helping the researcher access data more easily.

The designated informants are as follows: (1) The Head of BPKAD (Regional Financial and Asset Management Agency) of Central Buton Regency as the Officer for Asset Management Administration in Central Buton Regency; (2) The Head of the Asset Division of BPKAD Central Buton Regency, who also serves as the Assistant Administrator for Asset Management and the Asset Manager of Central Buton Regency; (3) The Head of the Sub-Division for Inventory and Regional Asset Reporting; (4) Representatives from the Police Department as users of Regional Government Assets through loan mechanisms; (5) Providers/contractors in Central Buton Regency; and (5) Community leaders in Central Buton Regency.

Direct field observations allowed the researcher to gain a clearer picture of activities related to the implementation of BMD management policies. Furthermore, document analysis was conducted by reviewing relevant BMD reports to supplement data obtained from interviews and observations. Data analysis employed the interactive analysis model of Miles and Huberman (Sugiyono, 2013) consisting of three main stages: data reduction, data presentation, and data verification/conclusion drawing.

Data reduction was done by filtering information relevant and significant to the research objectives. The reduced data was then systematically presented to provide a comprehensive overview. Based on the analysis of the processed data, the researcher drew conclusions to answer the research questions holistically. To ensure the validity of the data, this study used the triangulation method by comparing data obtained from various sources, including primary data (interviews and observations) and secondary data (reports and related documents). Triangulation was performed to ensure that the research results accurately and comprehensively represent the phenomena under study.

The research was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Central Buton Regency. This location was chosen because of its strategic role in implementing BMD management, which is the focus of this research

RESULT AND DISCUSSION

Based on data collection, the following tendencies are shown:

1. Policy Accuracy

    The accuracy of the Regional Asset Management (BMD) policy in the Central Buton Regency Government is assessed through three criteria, namely the suitability of the policy to the problem to be solved, the formulation of policies that are in accordance with the character of the problem, and the authority of the institution formulating the policy. The results of the interview showed that this policy has succeeded in identifying the main problems, such as incomplete asset recording and weak supervision. The use of the Regional Asset Management Information System (SIMDA BMD) has increased the accuracy of asset data and transparency in management. In line with what was conveyed by Mardiasmo (2018) who argued that local governments need to use a comprehensive and reliable management information system as a tool for decision making. SIMDA BMD is an application used for desktop-offline BMD management.

    In the second assessment, the formulated policy was considered in accordance with the character of the existing problem. Several informants emphasized the importance of involving various parties in policy formulation, including conducting comparative studies to find best practices in asset management. Community involvement in the decision-making process is also important to increase the legitimacy and effectiveness of policies. The results of the document study show that Permendagri 19 of 2016, concerning Guidelines for Management of Regional Assets, is a very significant legal basis in the formation of Regional Regulation 5 of 2018. This Permendagri provides guidelines for regional governments to apply the principles of transparency, accountability, and efficiency in managing BMD. By referring to this central regulation, the Central Buton Regency Government can ensure that the formulated regional policies remain in line with national policies, while supporting the implementation of good governance principles. In addition, this regulation also strengthens the legal framework needed for comprehensive asset supervision and management. This policy seeks to increase public

participation and create good governance, in line with the principles of good governance identified by UNESCAP (2009).

The third assessment shows that this policy was formulated by BPKAD, an institution that has the authority to manage assets. Informants emphasized that the policy formulation process involved various stakeholders, indicating participation and collaboration. This indicates that the policy has been formulated by considering relevant aspects and in accordance with the institutional mission. Anderson (2014)explains that the public policy process begins with problem identification, where stakeholders must understand the existing issues and formulate appropriate policies to address them. In line with the explanation of Bovens et al (Christensen & Lagreid, 2017), which states that accountability includes responsibility to the public and other stakeholders. Overall, the researcher concluded that the BMD management policy in Central Buton Regency meets the three criteria for policy accuracy. Thus, the requirements for achieving effectiveness in BMD management have been met. This policy is expected to continue to be improved to address existing problems and ensure better asset management in the future.

2. Accuracy of Implementation

The second accuracy in BMD management in the Central Buton Regency Government focuses on policy implementation, which involves various actors, including the government, community, and private sector(Chriqui et al., 2023; Khanal, 2013; Nudzor, 2014). The results of interviews with informants indicate that the implementation of this policy is dominated by the government. However, there is recognition of the importance of private sector and community involvement in several aspects, especially in the management of commercial assets. Full privatization has not been implemented, but there is potential to consider this option for non-strategic assets(Markhayeva et al., 2023; Pradhan et al., 2017; Tresiana & Duadji, 2023).

There are challenges in implementing the policy, such as complicated bureaucracy that hinders cooperation between the government and the private sector. Although the government plays a major role, community and private involvement is considered important to improve the efficiency of asset management. Observations show that currently, the utilization of BMD is only limited to borrowing and renting, with other potential uses that have not been fully implemented. The results received from the utilization of BMD have not provided a significant contribution to increasing PAD (Regional Revenue) where the contribution received is below 1%, this condition is in line with research conducted by Nilla (2022) in the Analysis of the Utilization of Regional Property to Increase Regional Original Income (Study in Sarmi Regency) in its research explains that the Sarmi Regency Government's utilization of regional property is still not optimal because the management of BMD carried out still refers to Domestic Regulation Number 17 of 2004 and there are assets that have the potential to generate PAD through the utilization of assets that have not been made into Regional Regulations or Regent Regulations to determine usage rates(Drucker et al., 2020; Zhang, 2017).

The procedures and rules in BMD management in Central Buton Regency are generally followed well, but there are significant obstacles. Several informants noted that the lack of employee competence and limited accurate data are challenges in implementation. Employee

training efforts and asset re-registration are necessary steps to overcome this problem. In addition, better supervision and socialization are also expected to improve understanding and compliance with procedures.(Ahlers & Schubert, 2015; Gollata & Newig, 2017; Van Meter & Van Horn, 1975)

The Central Buton Regency Government uses Regent Regulation Number 13 of 2019 as a reference in managing BMD. Although it has received an Unqualified Opinion (WTP) from the Republic of Indonesia Audit Board, there are problems that indicate that asset management is not optimal. One of them is the low number of government lands that have been certified, where only around 30.81% have certificates.

Based on these conditions, the researcher concluded that the accuracy of the implementation of the BMD management policy has not been fully met. Although procedures and rules are followed, challenges in management, such as uncertified land and low information boards, indicate that implementation still needs improvement. Therefore, the researcher assumes that the requirements for achieving effectiveness in the accuracy of implementation have not been met.

3. Target Accuracy

The accuracy of the target in the Regional Asset Management (BMD) policy in the Central Buton Regency Government includes three important aspects: the suitability of the intervention target, readiness to intervene, and the nature of the intervention (new or updated). First, are the targets that are intervened in accordance with what is planned, is there overlap in other interventions, or does it not conflict with other policies? The policy intervention target is in accordance with the plan and is relevant to conditions in the field. The main focus of this policy includes management officials, third parties, and the community. Although there are several cases of overlapping policies between OPDs, good coordination through cross-OPD meetings has helped minimize duplication. One informant from BPKAD said that through the use of the Regional Asset Management Information System (SIMDA BMD), asset recording has become more structured and allows the identification of duplicate assets to be corrected immediately. The informant from the OPD also added that this coordination step succeeded in resolving most of the asset recording conflicts between OPDs, with a priority focus on strategic assets. This is in line with the policy implementation theory according to Matland (1995), which emphasizes that in situations of high conflict and low ambiguity, good coordination and communication are essential to avoid policy duplication and improve management efficiency. Second, is the target ready for intervention or not? Target readiness includes aspects of conflict or harmony as well as support or rejection from the policy target. BMD Management Officials showed a good readiness response, as seen from the achievement of the WTP (Fair Without Exception) opinion for seven consecutive years by the BPK-RI. However, one informant from the Inspectorate highlighted that this WTP predicate does not fully describe the perfect asset management conditions. There were still several assets that were not recorded according to physical conditions in the field, such as assets that had not been re-verified for more than three years. In addition, community involvement was considered to be still very minimal, as stated by community leaders in interviews that most residents did not understand the importance of regional asset management. This shows that further socialization

needs to be strengthened, especially to increase community support for the implementation of this policy. This opinion is in line with Bardach (Mechanic, 1978) who stated that policy implementation is often more complex than anticipated, thus requiring collaboration and active participation from all parties involved. Third, is the policy implementation intervention new or updating the implementation of previous policies? The BMD management policy is an update of the previous regulation, namely Permendagri 17 of 2007, which was adjusted to Permendagri 19 of 2016. This update includes the application of technology such as SIMDA BMD to improve the efficiency of asset management. However, interviews with several implementers at the OPD level showed that ambiguity regarding the nature of this policy still exists. Some implementers feel that this policy is completely new, while others see it as only an adjustment to the old policy. Informants from BPKAD stated that more intensive training and socialization are needed to clarify the objectives of the policy and improve the understanding of implementers. In addition, one informant highlighted that the asset reporting time had been significantly reduced from two weeks to less than one week after the implementation of the new system. This opinion is in line with Grindle (2004), who stated that good policies must be responsive to community needs and encourage active participation from stakeholders. In addition, (Folke et al. (2005) added that adaptive policies are able to learn and develop according to new challenges that arise, as seen in the update of this BMD management policy. The results of the study showed that the implementation of the BMD management policy in Central Buton Regency followed Permendagri 19 of 2016, which was an update of the previous regulation. This policy succeeded in improving the efficiency and coordination aspects between OPDs, although there were still several obstacles, such as low community involvement and ambiguity among implementers. Based on interviews with several parties, this policy was considered relevant and had great potential to be more effective if accompanied by strengthening ongoing socialization and training.

Overall, the researcher concluded that the BMD management policy in the Central Buton Regency Government meets three criteria for target accuracy, namely conformity with the plan, readiness for intervention, and the nature of the policy as an update. Thus, the requirements for achieving effectiveness in terms of target accuracy have been met. This policy can be relied on to support better regional asset management in the future.

4. Environmental Accuracy

Environmental accuracy in the policy of managing Regional Property (BMD) in Central Buton Regency includes two main aspects, namely interaction between institutions and public perception.

First, the interaction between institutions formulating and implementing policies shows positive dynamics. Coordination between BPKAD as the institution formulating the policy and OPD as the policy implementer takes place well through discussion forums, coordination meetings, and reconciliation in the preparation of the Regional Government Financial Report (LKPD). For example, the results of an interview with one of the BPKAD informants showed that asset reconciliation over the past three years has helped resolve 90% of data differences between OPDs. Challenges in the form of differences in perception and priorities between OPDs still exist, especially in terms of strategic asset allocation, but can be overcome through

discussion mechanisms and mutual agreements. For example, in 2022, differences in asset allocation in the form of vacant land for the education and health sectors were resolved through a cross-OPD coordination forum.

In this context, the Ambiguity-Conflict Model theory by Matland (1995) is relevant to explain the dynamics of interaction between institutions. Unclear priorities often lead to conflict, especially when the assets managed have strategic value or involve many stakeholders. Therefore, more intensive communication and clarity of the roles of each institution are needed to reduce ambiguity and ensure optimal management.

Second, public perception of BMD management policies is generally positive. Transparency through the e-BMD application is appreciated by the public because it facilitates access to information related to asset management. One community informant said that e-BMD gives the community more trust in the local government, especially regarding the accountability of public facility management. The most effective form of community involvement is through the Development Planning Deliberation (Musrenbang) forum, as a forum for preparing national and regional development plans, an annual agenda implemented by village, sub-district, city, provincial, and national governments is considered effective in involving the community in decision-making. Where the community can submit proposals related to the need for public facilities. For example, the proposal to optimize empty land into green open space submitted at the 2021 Musrenbang has been realized by the local government the following year. The informant said that this kind of involvement increases the community's sense of ownership of the policy, so that they are more active in maintaining the facilities that have been built.

However, challenges still exist in increasing public understanding of the importance of maintaining public facilities. Some people show skepticism regarding the potential for misuse of assets. This, according to one community leader, occurred due to the lack of socialization about the asset management process, especially in terms of reporting mechanisms and budget use. Informants from the Inspectorate also added that some people do not understand the importance of asset certification, which can hinder the administrative asset management process. The involvement of the private sector is also considered suboptimal, especially in supporting the use of regional assets for long-term investment.

Prasetyawan et al. (2021) stated that community involvement in decision-making increases the legitimacy of public policies and the effectiveness of their implementation. The Central Buton Regency Government can take advantage of the Musrenbang moment to educate the public about the importance of their role in maintaining public facilities and supporting asset management policies. Thus, public perception of the policy is not only positive, but also proactive in supporting its implementation.

The case study above shows that community involvement through Musrenbang, as well as reconciliation between OPDs, has a real impact on the effectiveness of asset management policies in Central Buton Regency. For example, one of the problems related to the certification of government-owned land involving several parties was successfully resolved in 2023 by involving related OPDs and community leaders.

Based on Matland (1995) policy implementation theory, successful policy implementation must include functional principles, legal certainty, transparency, efficiency, and accountability. Community involvement, both in Musrenbang and in asset monitoring, has been shown to increase policy legitimacy, while interaction between institutions supports implementation efficiency. To ensure continued effectiveness, more intensive socialization to the community is needed as well as efforts to involve the private sector to optimize assets that support regional development.

Overall, the researcher concluded that the BMD management policy in Central Buton Regency has met the criteria of environmental appropriateness, both through dynamic inter-agency interactions and positive public perception. By strengthening cross-OPD coordination, expanding community involvement, and optimizing the role of the private sector, the effectiveness of policy implementation can be further improved.

CONCLUSION

The implementation of the Regional Property Management (BMD) policy in Central Buton Regency shows positive results in terms of policy accuracy, targets, and the environment. The policy is well formulated Buton Tengah Regional Regulation Number 5 of 2018 as a derivative of Home Affairs Ministerial Regulation Number 19 of 2016, providing clear guidelines to improve accountability and effectiveness of asset management. Policy targets are also achieved with appropriate focus and good readiness from management officials. Interaction between policy-making and implementing institutions, as well as community involvement through the Musrenbang forum, supports the legitimacy of the policy. However, the accuracy of implementation is still not optimal, with obstacles such as limited implementation of privatization and contracting out, uncertified land, and lack of asset information boards. To improve the implementation phase, the government is advised to develop a strategic plan to implement privatization and contracting out, by formulating transparent policies and creating incentives for private investors. Additional training for ASN, especially BMD management officials, is needed to improve competence in asset management, such as lease management and infrastructure provision cooperation. In addition, more intensive socialization to the community needs to be carried out to increase understanding and support for regional asset management policies, so that public skepticism can be minimized.

Subsequent researchers can focus on in-depth analysis of the inhibiting factors for policy implementation, including administrative, technical, and financial aspects. Comparative studies with other regions that have successfully implemented cooperation with the private sector can provide relevant insights to improve BMD management in Central Buton Regency. Through these steps, BMD management policies can be more optimal, support sustainable regional development, and increase public income and services.

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