

FINANCE | RESEARCH ARTICLE

# Safeguarding Regional Government Assets (Barang Milik Daerah) in Teluk Bintuni Regency: A SWOT-Based Strategy for Administration and Inventory Management

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## ABSTRACT

This study aims to analyze the administration and inventory management of Regional Government Assets (Barang Milik Daerah/BMD) in Teluk Bintuni Regency and to formulate effective safeguarding strategies. The research employs a qualitative descriptive approach involving asset management officials from the Regional Financial and Asset Management Agency (BPKAD), Regional Secretariat (SETDA), and Regional Apparatus Organizations (OPDs). Data were analyzed using SWOT analysis supported by IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices to evaluate internal strengths–weaknesses and external opportunities–threats. The findings show that BMD management is in a relatively strong internal condition (IFAS score = 3.29, indicating above-average internal capacity), supported by regulatory frameworks, the use of information systems, leadership commitment, and trained personnel. However, weaknesses persist, including inconsistent data updates, weak internal supervision, and uneven human resource capacity, which may affect governance quality. From an external perspective, opportunities such as digitalization initiatives and increased accountability demands can be leveraged to improve asset management. The SWOT analysis places the strategy in Quadrant I (growth-oriented strategy), indicating that strengths can be optimized to capture available opportunities. Recommended strategies include strengthening regulations, accelerating digitalization of asset systems, improving human resource capacity through collaboration, standardizing data updating mechanisms, and enhancing cross-OPD supervision. Practically, these findings provide policy-relevant recommendations for local governments to improve transparency, accountability, and efficiency in asset management. The implementation of these strategies is expected to support more sustainable and accountable BMD governance, particularly in developing regional contexts.

**Keywords:** Regional Government Assets, BMD, Administration, Inventory Management, SWOT Analysis.

**JEL Code:** H83, H11, M15, O18, R58

## I. Introduction

Regional Government Assets (Barang Milik Daerah/BMD) constitute a part of public wealth that holds strategic value in supporting regional governance and public service delivery. Regional assets such as land,



buildings, official vehicles, infrastructure, and operational equipment not only function as administrative facilities but also serve as key instruments in achieving development and public welfare. Therefore, orderly, effective, efficient, transparent, and accountable management of BMD represents an important indicator of the quality of regional governance (Abdul, 2019). Normatively, the management of BMD is regulated under Government Regulation Number 27 of 2014 as amended by Government Regulation Number 28 of 2020 concerning the Management of State/Regional Property. These regulations stipulate that BMD management includes needs planning, procurement, utilization, safeguarding, maintenance, valuation, transfer, disposal, administration, as well as supervision and control. Furthermore, Minister of Home Affairs Regulation Number 47 of 2021 provides more technical guidance on bookkeeping, inventory, reporting, and administrative, physical, and legal safeguarding of BMD. At the regional level, the Government of Teluk Bintuni Regency has enacted Regional Regulation Number 13 of 2020 as the operational framework for BMD management. To improve clarity, this study focuses specifically on the administration and inventory aspects as key control mechanisms in safeguarding BMD.

Although a comprehensive regulatory framework is in place, practical implementation across various regions indicates that major issues often arise in the administration and inventory aspects. Discrepancies between administrative records and the physical condition of assets, delays in data updates, weak internal supervision, and incomplete legal documentation remain recurring findings in audit reports. These conditions affect the accuracy of regional financial reporting, increase the risk of asset loss or misappropriation, and weaken public accountability. Thus, the central problem addressed in this study is the gap between regulatory standards and actual implementation in BMD administration and inventory management, particularly in ensuring accurate data, effective supervision, and legal certainty of assets. Previous studies have demonstrated that effective asset management significantly influences the optimization of fixed asset utilization in local governments (Baitanu & Wiagustini, 2021; Umbora et al., 2018). Systematic inventory processes and effective supervision have been shown to improve asset utilization efficiency. Other research highlights the importance of technology-based inventory systems in enhancing data accuracy and reporting speed (Sakban et al., 2024; Wambrauw & Halim, 2020). In addition, recent studies published in the Golden Ratio of Finance Management journal emphasize that weaknesses in asset administration, financial management practices, and internal control systems can significantly affect the quality of public financial governance and decision-making processes (Mediaty et al., 2024; Idrus, 2024; Tanggisalu, 2022). However, most existing studies focus primarily on administrative evaluation or the impact of asset management on utilization optimization, while research specifically addressing safeguarding strategies for BMD in the context of administration and inventory using internal–external strategic analysis remains limited.

Two main research gaps can be identified. First, there is a lack of studies integrating descriptive qualitative analysis with a strategic approach (SWOT analysis) to comprehensively formulate BMD safeguarding strategies. Second, there is limited in-depth empirical research examining safeguarding strategies within regions characterized by unique geographical conditions and institutional capacities, such as Teluk Bintuni Regency. This study addresses these gaps by combining qualitative analysis with SWOT-based strategic formulation to produce context-specific recommendations. Teluk Bintuni Regency, as one of the developing regions in Papua Barat Province, has experienced a significant increase in the number and value of regional assets in recent years, in line with accelerated regional development. While this increase reflects development progress, it simultaneously demands strengthened administrative and inventory systems to ensure that the growing assets are managed in an orderly and secure manner. Based on field findings and interviews with asset management officials, several issues persist, including partially manual record-keeping systems, irregular data updates, suboptimal inter-OPD coordination in reporting, and incomplete legal documentation for certain land and building assets. These conditions indicate that BMD safeguarding has not yet been fully effective and may pose administrative and legal risks.

From a theoretical perspective, this study adopts the concepts of Good Governance and New Public Management (NPM) as its conceptual framework. Good Governance in this study refers to a governance approach that emphasizes accountability, transparency, effectiveness, efficiency, and the rule of law in

managing public resources. In the context of BMD, these principles require accurate recording, transparent reporting, legal certainty of ownership, and accountable asset utilization. Meanwhile, New Public Management (NPM) is defined as an approach that promotes the adoption of modern managerial practices, performance orientation, efficiency, and the use of information technology in public sector management. In BMD management, NPM encourages the use of integrated systems, measurable performance indicators, and efficient administrative processes. The integration of these approaches is relevant, as safeguarding BMD requires not only administrative compliance but also managerial transformation and performance-based system strengthening. Based on this background, this study aims to analyze the administration and inventory conditions of Regional Government Assets in Teluk Bintuni Regency and to formulate appropriate safeguarding strategies through internal and external factor analysis using the SWOT approach. The contribution of this research lies in providing a strategic framework that integrates governance theory and practical asset management challenges, particularly in developing regions. This research is expected to contribute theoretically to the development of public asset management literature and practically by providing strategic recommendations for the Government of Teluk Bintuni Regency.

## II. Literature Review and Hypothesis Development

### 2.1. Good Governance in the Management of Regional Government Assets (BMD)

The concept of Good Governance positions governance as a process of managing public resources that involves relationships and interactions among government, the private sector, and society. According to the United Nations Development Programme (UNDP, 1997), governance is defined as “the exercise of economic, political, and administrative authority to manage a country’s affairs at all levels,” emphasizing decision-making mechanisms and implementation processes that involve multiple stakeholders. This definition highlights that governance does not solely rely on state actors but requires cross-stakeholder synergy (Dwiyanto, 2017). In this context, the government acts not only as a dominant authority but also as a facilitator that creates an enabling environment for participation, transparency, and accountability. Governance can also be understood as a system oriented toward solving public problems through two main dimensions: (1) accountability structures and the distribution of roles among actors, and (2) processes involving actual mechanisms and interactions among stakeholders (Alijoyo, 2004). This perspective is particularly relevant to BMD management, as safeguarding regional assets requires clear institutional roles, effective coordination, and standardized procedures across organizational units.

UNDP (as cited in Sedarmayanti, 2010) further categorizes governance into three domains: (a) political governance, (b) economic governance, and (c) administrative governance. Administrative governance is the most relevant domain in this study, as it directly relates to asset administration, inventory systems, reporting mechanisms, and safeguarding practices that determine data accuracy, legal certainty, and asset security. The principles of Good Governance such as participation, rule of law, transparency, effectiveness efficiency, accountability, and strategic vision (LAN, 2003) serve as normative and evaluative frameworks for assessing BMD safeguarding. For instance, accountability requires that all assets be properly recorded and reported; transparency demands accessible and traceable asset information; the rule of law requires complete legal ownership documentation; and effectiveness–efficiency requires timely and cost-efficient inventory and data updates. Thus, Good Governance provides both the conceptual foundation and evaluative criteria for improving BMD safeguarding practices.

### 2.2. New Public Management as a Reform Framework for Asset Management

To complement the normative perspective of Good Governance, this study adopts New Public Management (NPM) as a managerial reform framework that emphasizes efficiency, performance, and innovation in public sector management. New Public Management (NPM) is a public administration approach

that encourages the adoption of modern managerial practices commonly used in the private sector to enhance performance, efficiency, and accountability in public services. Emerging strongly in the 1980s, NPM responded to criticisms of public bureaucracy as slow, inefficient, and overly procedural.

Hood (1991) identifies core characteristics of NPM, including: (1) professional management in the public sector, (2) performance standards and measurement, (3) focus on outputs and outcomes, (4) disaggregation of public units for responsiveness, (5) performance-based incentives, (6) adoption of private-sector management techniques, and (7) discipline and cost control. In the context of BMD management, these characteristics translate into performance-based asset administration, accurate and timely reporting, efficient maintenance practices, and the optimization of asset utilization. NPM often manifests through three strategies: reorganization, decentralization, and innovation. Reorganization involves restructuring administrative size, costs, and objectives; decentralization brings service units closer to citizens; innovation emphasizes process and technological renewal. In BMD safeguarding, NPM is reflected in the use of asset management information systems (e.g., SIMDA BMD), the establishment of measurable performance indicators (such as reporting timeliness and reconciliation accuracy), and the adoption of digital technologies to reduce manual errors and improve data traceability. Thus, NPM provides a reform-oriented perspective that shifts asset management from administrative compliance toward efficient, measurable, and performance-based governance practices.

### 2.3. Asset Management: Lifecycle, Strategic Importance, and Public Sector Accountability

Asset management is a systematic approach to managing assets throughout their lifecycle—from planning and acquisition to utilization, maintenance, and disposal—with the objective of maximizing value and contribution to organizational goals (Rahayu, 2021). This concept highlights that assets are not merely accounting objects but strategic resources that support service delivery and public value creation. The Government of South Australia (as cited in Hidayat, 2012) defines asset management as a process that manages service demand while directing acquisition, utilization, and disposal to maximize service delivery under risk and cost control. Danylo and Lemer (as cited in Hidayat, 2012) further emphasize efficient and equitable resource allocation when organizational goals compete. Asset management has evolved from static → dynamic → strategic stages (Siregar, 2004). The static stage focuses on operational costs; the dynamic stage emphasizes audits, valuation, control systems, and information systems; while the strategic stage positions assets as instruments generating economic and social benefits. In the context of regional governments in Indonesia, this evolution is critical, as increasing asset values and complexity require a shift toward strategic, technology-based, and performance-oriented asset management systems.

### 2.4. Government Assets and Regional Government Assets (BMD)

According to Government Regulation No. 71 of 2010 concerning Government Accounting Standards, assets are economic resources controlled or owned by the government as a result of past events and expected to provide future economic or social benefits. In local governments, fixed assets—such as land, equipment, buildings, infrastructure, and construction in progress—constitute a significant component. Regional Government Assets (BMD) refer to all goods/assets acquired through the Regional Budget (APBD) or other lawful sources (Permendagri 17/2007; PP 27/2014). The significance of BMD is particularly relevant in Indonesia, where regional governments face challenges related to asset legality, data accuracy, audit findings, and accountability. Therefore, accurate data, legal certainty, and physical security are fundamental governance requirements.

## 2.5. Administration and Inventory as Control and Safeguarding Instruments

Permendagri No. 19 of 2016 defines administration as encompassing bookkeeping, inventory, and reporting of BMD. Functionally, administration serves as an internal control mechanism ensuring accurate asset data aligned with financial reporting. Bookkeeping involves recording BMD in inventory lists according to classification codes.

- a. Inventory includes physical verification of assets and legal verification of ownership documentation.
- b. Reporting is conducted periodically and supports the preparation of regional financial statements.

In this study, administration and inventory are conceptualized not merely as routine administrative activities but as core safeguarding instruments that ensure administrative, physical, and legal protection of assets. Weak bookkeeping, inaccurate inventory, and delayed reporting undermine these safeguarding mechanisms.

## 2.6. SWOT Analysis as a Strategy Formulation Approach

SWOT analysis identifies internal (Strengths, Weaknesses) and external (Opportunities, Threats) factors to formulate strategies (Rangkuti, 2017; Fahmi, 2014). This approach is particularly relevant for public sector asset management, as it allows decision-makers to systematically evaluate internal capacities and external pressures in formulating practical and context-specific strategies. In BMD safeguarding, SWOT helps identify regulatory strengths, managerial weaknesses, digitalization opportunities, and legal or audit-related threats. Through IFAS (internal) and EFAS (external) matrices, weighted scoring produces strategic priorities, leading to SO, WO, ST, and WT strategies tailored to contextual needs.

## 2.7. Research Framework

The research framework positions BMD safeguarding as influenced by the quality of administration and inventory. Good Governance provides normative values, NPM encourages managerial reform and innovation, and SWOT serves as a strategic mapping tool to formulate safeguarding strategies suitable for Teluk Bintuni Regency. This framework is expected to generate practical policy recommendations that can improve asset governance, particularly in regions facing administrative, technological, and institutional challenges.

## 2.8. Previous Studies and Research Gap

Previous studies highlight administration, inventory, information systems, and human resources as dominant factors in BMD safeguarding quality. Sondakh et al. (2023) found that although regulatory compliance exists, system limitations and reporting delays remain significant challenges. Zulkifli and Winarko (2019) showed that bookkeeping and reporting significantly influence safeguarding effectiveness, while inventory alone may be insufficient. Salsabila and Irianto (2023) identified persistent human resource and documentation constraints despite regulatory compliance. Patontongan et al. (2020) revealed that manual bookkeeping and inadequate inventory labeling reduce data reliability. Wambrauw and Halim (2020) emphasized system integration challenges and limited human resource capacity. Sanjaya (2019) linked BMD management to regional revenue optimization and service quality. Although these studies provide valuable insights, most focus on evaluating administrative performance rather than developing comprehensive safeguarding strategies. In addition, few studies critically integrate governance theory, NPM perspectives, and SWOT-based strategic analysis in a single framework. Therefore, this study contributes by integrating qualitative analysis with SWOT-based strategy formulation to address both internal weaknesses and external

challenges in BMD management, particularly in the context of developing regions such as Teluk Bintuni Regency.

### III. Research Method

This study employs a qualitative approach with a descriptive case study design. In this study, safeguarding strategies refer to a set of planned actions and policy interventions aimed at ensuring the administrative, physical, and legal security of Regional Government Assets (Barang Milik Daerah/BMD), including accurate recording, inventory control, legal documentation, and supervision mechanisms. This definition is provided at the outset to avoid ambiguity in the interpretation of the term throughout the study. This design was selected because the research focuses on an in-depth understanding of safeguarding strategies for Regional Government Assets (Barang Milik Daerah/BMD) in the aspects of administration and inventory, including policy dynamics, actors, procedures, implementation constraints, and organizational and regional contexts. The qualitative approach is appropriate as it allows the exploration of complex institutional practices, behavioral patterns, and contextual challenges that cannot be adequately captured through quantitative methods (Creswell & Creswell, 2018; Miles et al., 2018).

The research was conducted within the Government of Teluk Bintuni Regency, Papua Barat Province, with the primary asset management unit being the Regional Financial and Asset Management Agency (BPKAD) and several Regional Apparatus Organizations (OPDs) as asset users. Teluk Bintuni Regency was selected due to the increase in both the number and value of regional assets in recent years, which necessitates strengthened safeguarding, administrative, and inventory systems. This context represents typical challenges faced by developing regional governments in Indonesia, particularly in eastern regions, where institutional capacity, geographical conditions, and technological readiness may vary significantly. The study was conducted over a two-month period, covering the following stages: (1) field data collection, (2) data verification and triangulation, (3) qualitative analysis and strategy formulation, and (4) preparation of the research report.

#### 3.1. Research Focus and Unit of Analysis

The focus of this study is safeguarding strategies for BMD in the aspects of administration and inventory, which include:

- a. Administrative practices (bookkeeping, inventory, reporting, reconciliation, and the use of applications/SIMDA BMD);
- b. Administrative, physical, and legal safeguarding mechanisms (ownership documentation, labeling/codification, supervision, control, and follow-up of audit findings);
- c. Internal and external factors affecting effectiveness (human resources, information systems, standard operating procedures, coordination, geographical conditions, budget support, policy environment, and legal risks).

These focus areas are selected to provide a comprehensive understanding of how safeguarding strategies are implemented and how they contribute to improving governance quality in regional asset management. The units of analysis in this study are:

- a. BPKAD as the regional asset manager;
- b. OPDs as asset users or authorized asset holders;
- c. Administrative systems and documents (KIB/KIR, DBP/DBKP, semester and annual reports, handover reports, legal documents, and audit documentation).

### 3.2. Types and Sources of Data

This study utilizes both primary and secondary data.

#### a. Primary Data

Primary data were obtained through:

- 1) In-depth interviews with key informants involved in BMD management;
- 2) Field observations of recording processes, labeling, document storage, and inventory practices;
- 3) Focus group discussions (FGDs) or structured consultations to map SWOT factors and conduct IFAS/EFAS weighting (when necessary).

#### b. Secondary Data

Secondary data were obtained from:

- 1) Regulations (e.g., Regional Regulation No. 13 of 2020; Permendagri No. 47 of 2021; PP No. 27 of 2014);
- 2) Regional asset reports and inventory summaries;
- 3) Audit reports (BPK findings);
- 4) Relevant academic literature.

### 3.3. Informant Selection Technique

Informants were selected using purposive sampling based on the following criteria direct involvement in BMD administration, inventory, or safeguarding; understanding of operational processes and policies; experience and/or authority within relevant work units. To ensure data validity and minimize selection bias, informants were selected from multiple organizational levels and functional roles, including policymakers, technical staff, and system operators. This variation allows triangulation of perspectives and reduces the dominance of a single viewpoint. Key informants include SIMDA BMD operators, asset management officials, asset custodians within OPDs, administrative officers, and asset division officials within BPKAD.

### 3.4. Data Collection Techniques

Data were collected through in-depth interviews, structured questionnaires, observation, and documentation studies. Interviews and questionnaires were used to explore administrative processes, inventory practices, safeguarding mechanisms, constraints, coordination, reporting practices, and to support SWOT, IFAS, and EFAS scoring. Observations examined actual asset management practices such as asset registration, labeling, document storage, and system utilization, while documentation studies were used to verify data and strengthen triangulation. Data were analyzed using the interactive qualitative analysis model of Miles, Huberman, and Saldaña (2018), consisting of data condensation, data display, and conclusion drawing and verification to identify patterns, relationships, and institutional practices related to BMD safeguarding.

SWOT analysis was used to formulate safeguarding strategies by identifying internal and external factors, developing IFAS and EFAS matrices, and formulating appropriate strategies based on the results. This framework integrates qualitative findings with strategic decision-making tools to produce actionable and context-based policy recommendations.

### 3.5. Data Validity

To ensure data validity, the study applied source triangulation, technique triangulation, member checking, and an audit trail. The study also followed research ethics principles by obtaining informed consent, maintaining informant confidentiality, and limiting data use to academic purposes.

### 3.6. Research Ethics

This study adheres to research ethics principles by ensuring informed consent, maintaining informant confidentiality, and limiting data usage for academic purposes.

### 3.7. Research Limitations

This study is limited to the Government of Teluk Bintuni Regency and focuses specifically on administration and inventory aspects of BMD safeguarding. Therefore, the findings may not be fully generalizable to other regions with different institutional capacities, geographical conditions, and levels of technological readiness. However, the results provide important insights that can be adapted to similar regional government contexts in Indonesia.

### 3.8. Significance of the Study

The findings of this study are expected to contribute to both theory and practice. Theoretically, this research enriches the literature on public sector asset management by integrating qualitative analysis with SWOT-based strategic formulation. Practically, the study provides policy-relevant recommendations that can support regional governments in improving accountability, efficiency, and sustainability in asset management, particularly in developing regions.

## IV. Result and Discussion

### 4.1. Result

#### a. Description of the Research Object

This study employs qualitative descriptive analysis, internal and external factor analysis, and SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to formulate strategies for strengthening the administration and inventory management of Regional Government Assets (Barang Milik Daerah/BMD) in Teluk Bintuni Regency. Qualitative descriptive analysis is used to explain phenomena systematically based on data in the form of oral and written statements from informants. Internal analysis is directed at identifying strengths that can be maximized and weaknesses that must be anticipated, while external analysis aims to explore opportunities that can be utilized and threats that need to be mitigated. Furthermore, the combined results of internal and external factors are analyzed through the SWOT Matrix to generate alternative strategies that are relevant and applicable for the regional government.

Informants were selected from a relevant population to obtain primary data through direct interviews, namely employees involved in the management of BMD at the Regional Financial and Asset Management Agency (BPKAD) and the Regional Secretariat (SETDA). In addition to interviews, this study also uses questionnaires (based on interview findings) containing statements regarding aspects of strengths, weaknesses, opportunities, and threats. Interviews were conducted directly and systematically using a sequence of questions according to the research instrument. The selection of the interview method is intended to obtain in-depth and contextual information, thereby strengthening the strategic analysis at the IFAS, EFAS, and SWOT stages.

b. Administration and Inventory of Regional Government Assets (BMD) in Teluk Bintuni Regency

The research collected data through direct interviews with relevant parties (BPKAD, SETDA, and OPD). A summary of the findings based on four informants is presented as follows. Informant I (Staff of the Regional Asset Management Division at BPKAD) emphasized a fundamental problem in the form of discrepancies between asset data recorded in the system and the actual conditions in the field, as well as the persistence of manual recording practices.

(27/5, 13.26) Ws "...Many of the data in the system no longer correspond to the actual conditions in the field... The recording process is still largely manual..."

This finding indicates that the quality of asset administration is not yet fully supported by up-to-date data. Manual systems increase the risk of input errors, data loss, delays in updates, and ultimately weaken the basis for decision-making related to asset utilization, maintenance, and disposal. Therefore, the issue that arises is not merely technical but also relates to governance and internal policy in asset management. Informant II (Asset Management Official at SETDA) emphasized weak coordination among OPDs and issues related to asset legality (land/buildings that have not yet been certified).

(28/5, 11.00) FA "...Coordination among OPDs... is still lacking... many lands and buildings have not yet been certified... asset security... also from the legal aspect."

This indicates an information gap between asset users (OPD) and asset managers (BPKAD), as well as a high juridical risk due to weak proof of ownership. The safeguarding of regional assets is not sufficient through administrative and physical measures alone but must also be complemented by legal protection (certification and legal documentation). Informant III (Technical staff of a Technical Office/OPD) indicated that inventory activities are still reactive (conducted mainly during audits), accompanied by limited competent human resources.

(29/5, 10.20) AT "...inventory activities are sometimes only carried out when there is an audit... lack of staff... new assets... are not immediately recorded..."

These findings reflect that inventory management has not yet become a routine work culture. As a result, new assets may go unrecorded, data overlaps may occur, and administrative continuity is disrupted. Periodic training and assistance are therefore required to ensure that competencies and perceptions across OPDs are aligned. Informant IV (Asset Administration Officer at BPKAD) highlighted the growth of regional assets that has not been matched by system modernization, as well as the urgency of establishing a centralized digital system.

(30/5, 09.20) JE "...The number of regional assets continues to increase... but the system has not changed much... many asset records are still managed manually using Excel..."

In conclusion, the growth of assets increases the complexity of monitoring, reporting, and utilization. Without an integrated system, data is difficult to access in real time, is vulnerable to loss, and hinders transparency. Therefore, digital transformation becomes a strategic necessity rather than merely an option. Overall, the four informants consistently describe the main challenges in the administration and inventory management of regional assets: manual recording practices, irregular data updates, weak coordination in reporting, inadequate asset legality, limited human resources and training, and suboptimal use of information technology. These findings form the basis for assessing internal and external factors in the IFAS, EFAS, and SWOT analyses.

c. Strategy for the Administration and Inventory of Regional Government Assets (BMD) in Teluk Bintuni Regency

1) Identification of SWOT Factors (Internal–External)

This study employs SWOT analysis to map the strategic conditions of asset administration and inventory management. The internal factors (strengths–weaknesses) and external factors (opportunities–threats) are compiled based on observations and interview results.

a) Strengths

- S1 Regulations on the safeguarding and management of BMD (Minister of Home Affairs Regulations/Regional Regent Regulations) are clear and implemented.
- S2 Human resources understand the procedures for safeguarding and inventorying BMD.
- S3 The SIMDA BMD system is used consistently.
- S4 Leadership actively supervises the implementation of BMD safeguarding.

b) Weaknesses

- W1 BMD data (location, condition, ownership) is not yet fully accurate and is rarely updated.
- W2 Inventory and safeguarding reports are often submitted late.
- W3 Technical training for human resources is rarely conducted, and capacity is uneven.
- W4 Safeguarding SOPs are not consistently implemented across all OPDs.

c) Opportunities

- O1 Support from the central government in the form of funding and digitalization initiatives has begun to be received.
- O2 External collaboration (private sector/universities) is beginning to be explored.
- O3 Modern technologies (such as QR Codes and GIS) are beginning to be implemented.
- O4 The BPK audit serves as a driver for improving governance and accountability.

d) Threats

- T1 The risk of asset loss or misappropriation still occurs.
- T2 Staff rotations disrupt data completeness and the continuity of inventory processes.
- T3 Violations (e.g., unauthorized borrowing of assets) are not strictly sanctioned.
- T4 Budget limitations for asset management and maintenance.

d. IFAS and EFAS Analysis

To strengthen the objectivity of the SWOT analysis, the researcher developed a questionnaire completed by four key respondents (based on their positions and understanding of the issues). The importance weight was rated on a scale of 1–4 (not important–very important). The ratings for positive factors (Strengths and Opportunities) were assessed on a scale of 1–4 (poor–very good), while the ratings for negative factors (Weaknesses and Threats) were assessed from very difficult to overcome to very easy to overcome.

**Table 1. Internal Factor Analysis Summary (IFAS) Matrix**

Internal Factors	Weight (a)	Rating (b)	Weighted Score (a×b)
<b>Strengths (S)</b>			
S1 Availability of BMD management regulations	0.144	3.75	0.54
S2 Asset management human resources have been trained	0.103	3.25	0.33
S3 Availability of a BMD information system	0.134	3.25	0.44
S4 Strong support from regional leadership	0.124	3.50	0.43
<b>Subtotal Strengths</b>			<b>1.74</b>
<b>Weaknesses (W)</b>			
W1 BMD data is rarely updated	0.103	3.25	0.33
W2 Internal supervision is still weak	0.124	2.75	0.34
W3 Limited and insufficiently trained human resources	0.144	3.25	0.47
W4 Uneven understanding across OPDs	0.124	3.25	0.40
<b>Subtotal Weaknesses</b>			<b>1.55</b>
<b>Total IFAS</b>			<b>3.29</b>

An IFAS score of 3.29 (>2.5) indicates that the internal condition of the Teluk Bintuni Regency Government is relatively strong. Therefore, strategies can focus on optimizing existing strengths to address the remaining weaknesses.

**Table 2. External Factor Analysis Summary (EFAS) Matrix**

External Factors	Weight (a)	Rating (b)	Weighted Score (a×b)
<b>Opportunities (O)</b>			
O1 Central government support for digitalization	0.125	3.25	0.41
O2 Opportunities for external collaboration	0.146	2.50	0.37
O3 Access to asset management technology	0.115	2.75	0.32
O4 Accountability encouragement from BPK audits	0.156	3.25	0.51
<b>Subtotal Opportunities</b>			<b>1.59</b>
<b>Threats (T)</b>			
T1 High risk of asset loss	0.115	3.25	0.37
T2 Staff rotation disrupts data continuity	0.125	2.50	0.31
T3 Weak sanctions for violations	0.104	3.25	0.34
T4 Limited budget for asset management	0.115	2.75	0.32
<b>Subtotal Threats</b>			<b>1.34</b>
<b>Total EFAS</b>			<b>2.94</b>

An EFAS score of 2.94 (>2.5) indicates that the local government is relatively capable of utilizing opportunities and minimizing threats. Based on the results:

- 1) Strengths = 1.74 and Weaknesses = 1.55 → difference = 0.19
- 2) Opportunities = 1.59 and Threats = 1.34 → difference = 0.25

The coordinate (0.19; 0.25) places the strategy in Quadrant I, indicating a very favorable condition. Therefore, the appropriate strategy is aggressive (growth-oriented), which emphasizes maximizing strengths to capture available opportunities.

e. Reconstructed SWOT Matrix (Neat, Uniform, and Coded)

**Table 3. SWOT Matrix for the Administration and Inventory of Regional Government Assets (BMD) in Teluk Bintuni Regency**

	<b>OPPORTUNITIES (O)</b>	<b>THREATS (T)</b>
	O1 Central government support for digitalization • O2 External collaboration • O3 Technology (QR/GIS) • O4 BPK accountability pressure	T1 Risk of asset loss • T2 Staff rotation • T3 Weak sanctions • T4 Limited budget
<b>STRENGTHS (S)</b>	<b>SO Strategies (S–O)</b>	<b>ST Strategies (S–T)</b>
S1 Clear regulations • S2 HR understands procedures • S3 Consistent SIMDA usage • S4 Leadership support	SO1 Optimizing regulations (S1) to strengthen accountability and follow-up to BPK audit recommendations (O4). SO2 Utilizing the SIMDA BMD system (S3) to integrate with central government digitalization programs (O1). SO3 Strengthening HR capacity (S2) through external collaboration (O2). SO4 Leveraging leadership support (S4) to accelerate the adoption of asset management technology (O3).	ST1 Strengthening regulations and sanction enforcement (S1) to reduce asset loss or misappropriation (T1, T3). ST2 Optimizing SIMDA (S3) to maintain secure and stable asset data despite staff rotation (T2). ST3 Utilizing leadership support (S4) to ensure budget prioritization for asset safeguarding and maintenance (T4). ST4 Involving competent HR (S2) in strengthening internal supervision to mitigate asset loss (T1).
<b>WEAKNESSES (W)</b>	<b>WO Strategies (W–O)</b>	<b>WT Strategies (W–T)</b>
W1 Data rarely updated • W2 Reporting delays • W3 Limited training/HR • W4 SOP inconsistently implemented	WO1 Using BPK audit recommendations (O4) as a trigger for routine and measurable asset data updates (W1). WO2 Utilizing external collaboration (O2) to address HR competency gaps through training and mentoring (W3). WO3 Leveraging central digitalization support (O1) to strengthen reporting monitoring and internal supervision (W2). WO4 Applying QR/GIS technology (O3) to improve location accuracy and standardize inventory procedures across OPDs (W4).	WT1 Establishing standardized mechanisms for data updates and asset handovers to prevent losses and mitigate staff rotation impacts (W1; T1, T2). WT2 Forming cross-OPD supervision teams to address weak oversight and respond to weak sanction enforcement (W2, W4; T3). WT3 Maximizing low-cost internal training based on needs to reduce dependence on large budgets (W3; T4). WT4 Prioritizing essential and high-risk assets for monitoring and maintenance under limited HR and budget condi

4.2. Discussion

The IFAS score (3.29) and EFAS score (2.94) produce a strategic coordinate of (0.19; 0.25), which falls within Quadrant I. This position indicates that Teluk Bintuni Regency possesses relatively dominant internal

strengths and available external opportunities. Therefore, the recommended strategy is to maximize strengths in order to seize opportunities. Substantively, this strategy focuses on strengthening regulations and the BMD information system to support accountability, particularly in the follow-up of BPK audit findings, accelerating digitalization through central government support, and enhancing human resource capacity through external cooperation. However, since several important weaknesses remain, such as data updates, supervision, and SOP consistency, complementary strategies are still necessary to ensure that digital transformation is supported by accurate data, effective supervision, and a consistent inventory management culture across all OPDs. These findings are consistent with previous studies that emphasize the importance of institutional capacity and administrative systems in regional asset management. Sondakh et al. (2023) found that although regulatory compliance exists, weaknesses in reporting systems and delays in asset administration remain significant challenges. Similarly, Patontongan et al. (2020) highlighted that manual bookkeeping and inadequate inventory systems reduce the reliability of asset data. These findings align with the conditions in Teluk Bintuni Regency, where manual recording practices and outdated data still persist.

The research findings indicate that the practice of BMD management in Teluk Bintuni Regency is moving toward strengthening the principles of Good Governance and the New Public Management (NPM) paradigm, although it has not yet reached an optimal stage. From a Good Governance perspective, the regulatory framework and the encouragement from BPK audits support the principles of accountability and the rule of law, while the need for digitalization and data integration strengthens transparency. From the perspective of New Public Management (NPM), the use of the SIMDA BMD system and the push for a centralized digital system support efficiency and performance oriented management. This finding is in line with Wambrauw and Halim (2020), who emphasized that the effectiveness of asset management information systems depends not only on system availability but also on human resource capacity and organizational commitment. In addition, Zulkifli and Winarko (2019) demonstrated that bookkeeping and reporting significantly influence asset safeguarding effectiveness, indicating that administrative accuracy plays a crucial role in strengthening governance quality.

Nevertheless, several implementation gaps remain, particularly in the form of weak data updates, lack of reporting discipline, and unequal human resource competencies. These weaknesses are also supported by Salsabila and Irianto (2023), who found that limitations in human resources and incomplete documentation continue to hinder optimal asset administration despite the existence of regulatory frameworks. This suggests that regulatory compliance alone is not sufficient without strengthening operational capacity and supervision mechanisms. Therefore, the strategies formulated through the SWOT analysis emphasize that asset management reform must be carried out through a combination of strengthening systems and regulatory frameworks, continuous human resource capacity development, and standardization of procedures and cross OPD supervision. This study contributes to the literature by demonstrating that effective asset safeguarding requires alignment between governance principles, managerial reforms, and strategic planning approaches.

Compared to previous studies, this research provides additional value by integrating qualitative field findings with strategic analysis, resulting in more actionable policy recommendations. While earlier studies tend to focus on identifying administrative weaknesses, this study links those weaknesses to specific strategies based on internal and external factors. In practical terms, these findings highlight that regional governments, particularly in developing regions, must prioritize digital transformation, strengthen institutional coordination, and invest in human resource development to improve asset governance. If these weaknesses are not addressed, they may lead to increased audit findings, inefficiencies in asset utilization, and reduced public trust in government accountability.

## V. Conclusion

Based on the research findings, the administration and inventory management of Regional Government Assets (BMD) in Teluk Bintuni Regency show relatively strong internal conditions, as reflected in the total IFAS Matrix score of 3.29, which is above the average value. These strengths are mainly supported by

the availability of clear and implemented regulations on BMD management, the presence of asset management personnel who have received basic training, the utilization of the BMD information system (SIMDA BMD) for asset recording, and the support of regional leadership in supervising asset management. However, field findings also confirm several significant weaknesses, including inconsistent and not fully accurate asset data updates, internal supervision that has not been optimally implemented across all OPDs, limitations in both the number and competency distribution of asset management personnel, and the inconsistent implementation of asset safeguarding SOPs. These weaknesses may negatively affect the reliability of financial reporting, increase the risk of asset misappropriation, and weaken overall governance quality if not addressed systematically.

In addition, the EFAS Matrix result of 2.94 indicates that the Government of Teluk Bintuni Regency is fairly capable of responding to the external environment by utilizing opportunities while mitigating potential threats. The calculation of the internal factor difference ( $S-W = 0.19$ ) and the external factor difference ( $O-T = 0.25$ ) forms the coordinate (0.19; 0.25), placing the strategic position in Quadrant I of the SWOT Matrix. This position reflects a favorable situation in which internal strengths can be optimized to seize external opportunities. Therefore, the primary strategic direction recommended is an aggressive growth-oriented strategy (SO), which includes strengthening regulations and the BMD information system to improve accountability and support digitalization, enhancing human resource capacity through external collaboration, and maximizing the role of regional leadership in expanding access to technology, strengthening supervision, and ensuring budget prioritization for asset management. This finding also confirms the relevance of Good Governance and New Public Management (NPM) principles, where accountability, transparency, efficiency, and performance-based management are essential in strengthening public asset governance.

At the same time, supporting strategies are still necessary to address weaknesses and mitigate risks, particularly through establishing standardized mechanisms for data updates, strengthening cross-OPD supervision, and evenly developing human resource capacity so that BMD management practices become more modern, accountable, and sustainable. These strategic recommendations not only address internal operational challenges but also contribute to improving institutional capacity and governance practices in regional asset management.

The Government of Teluk Bintuni Regency needs to prioritize improving the quality of BMD data through measurable and standardized periodic updates, including strengthening asset handover procedures to ensure data continuity during staff rotations. Strengthening internal supervision should also be carried out through the establishment of cross-OPD monitoring teams with clear mandates and measurable performance indicators, integrated with the BMD information system. This approach will help prevent reporting delays, discrepancies in asset conditions, and potential misappropriation at an early stage. Furthermore, the capacity development of asset management personnel should focus on continuous training and more evenly distributed technical assistance, not limited to specific officers. External collaboration opportunities with universities, training institutions, and private sector partners can be utilized to bridge competency gaps and accelerate the adoption of technologies such as QR codes and Geographic Information Systems (GIS). Finally, the support of regional leadership should be optimized not only in terms of supervision but also in ensuring adequate budget allocation for digitalization initiatives, maintenance of priority assets, and strengthening internal control systems, so that BMD governance can operate more effectively, efficiently, transparently, and accountably in accordance with good governance principles.

From a theoretical perspective, this study contributes to the development of public sector asset management literature by integrating qualitative analysis with SWOT-based strategic formulation within the framework of Good Governance and New Public Management. Practically, the findings provide policy-relevant recommendations that can assist regional governments, particularly in developing areas, in improving asset safeguarding systems and governance performance. For future research, it is recommended to expand the scope to multiple regions to enable comparative analysis, incorporate quantitative or mixed-method approaches to measure the effectiveness of implemented strategies, and explore the impact of digital transformation on asset management performance more comprehensively.

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