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UTILIZATION OF IDLE REGIONAL ASSETS AND REGIONAL FISCAL PERFORMANCE: AN ANALYSIS VALUE FOR MONEY IN GOVERNMENT NORTH SUMATRA PROVINCE

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Abstract

Utilization of Regional Property (BMD) located in in idle condition becomes issue important in management finance areas , especially in the middle demands improvement independence fiscal and optimization source Power public . In many government area , assets area recorded worth big in balance sheet , however Not yet fully utilized For support performance fiscal in a way sustainable research This aim For analyze conditions and practices utilization of idle BMD in the Government North Sumatra Province , evaluates its performance based on Value for Money (VfM) perspective , as well as study the implications to performance fiscal areas , especially Regional Original Income (PAD) Study This use approach qualitative with design studies case . Data collected through analysis report finance government area , report results Audit Board inspection Finance (BPK), and tracing document relevant policies and publications . Research result show that Government North Sumatra Province has portfolio asset large area , but Still there are 113 BMD in the form of land as well as buildings and structures in idle condition as listed in the BPK IHPS Semester II 2025. Contribution utilization of BMD for PAD is still relatively small and not yet comparable with potential assets owned . Evaluation based on VfM show that utilization of idle BMD not yet fulfil criteria economical , efficient and effective optimally . This condition influenced by limitations maturity management assets , weaknesses integration utilization asset to in fiscal strategy area . and height caution bureaucracy consequence audit risk . Study This contribute in a way theoretical with integrate public asset management perspective , value for money, and decentralization fiscal in analyze utilization asset area . In terms of empirical , research This enrich literature with proof studies cases at the government level province and offers framework evaluation performance utilization of BMD that is oriented results . Limitations study This lies in the design studies case single and quantitative data limitations related costs and values economy assets . Research furthermore recommended For use mixed methods approach , expanding scope of the study area , as well as develop measurement quantitative For evaluate potential and performance utilization asset area in a way more comprehensive .

Keywords **: goods owned by area ; assets idle ; value for money ; performance fiscal region ; fiscal decentralization**

INTRODUCTION

Utilization BMD which is located in condition No utilized (idle) is problem strategic in management finance regions in Indonesia. In one side , government area must bear various burden costs , such as maintenance , security , and loss opportunity cost assets that are not give benefit economy and service public . On the other hand , the capacity fiscal area Still face pressure need financing service public and relative dependence tall against transfer from government center . In normative , framework regulations has open room for utilization of BMD through diverse schemes , including rent , loan wear and work The same utilization , as well as confirm importance administration , inventory , and reporting orderly assets as prerequisite optimization . Strengthening aspect the reflected in provision BMD management as arranged in Minister of Home Affairs Regulation Number 19 of 2016, procedures bookkeeping , inventory and reporting

of BMD in Minister of Home Affairs Regulation Number 47 of 2021, as well as arrangement regarding State Property (BMN) and BMD in PP Number 28 of 2020 as change on PP Number 27 of 2014. However Thus , the practice field management Still show existence assets that are not or not enough utilized , which is influenced by the problem legality assets , limitations capacity institutional , weak coordination inter-organizational device area , as well as Not yet development of management strategies assets that are capable linking utilization with achievements measurable fiscal . A number of study previously describe pattern problem as well as diverse response policy related to idle BMD , both at the level of government area and government central government level area , Mawikere , Kapojos , and Neyland (2022) through studies about the use and utilization of BMD in Tomohon City emphasizes importance suitability practice utilization asset with applicable provisions , as well the need repair in aspect administration management assets . Furthermore , Kumenaung and Djohansjah (2023) highlighted utilization of BMD as alternative mobilization reception area post-pandemic , with emphasis on the need for commitment policy (political will) and strengthening governance . Research by Wardani , Lestari, and Nugroho (2024) regarding optimization utilization of BMD in the Regency Pandeglang show that effort government area Still focused on compliance regulations and steps technical optimization For boost PAD. Study based on case others also identified condition idle as reflection governance issues assets . Umam , Wardiningsih, and Noviawan (2024), for example , found that asset area in the form of buildings and structures is at in condition idle Because No own recording special , low interest or participation beneficiaries , as well as Not yet existence action carry on systematic management . At the level of province , Selang (2023) emphasized that asset areas that are not utilized Still become burden Budget Regional Revenue and Expenditure (APBD) and not yet give contribution significant towards PAD, so that required repair structure organization , improvement capacity source Power humans , as well as support more regulations comprehensive . Meanwhile that , at the government level center , study Suharyono Hadiningrat (2023) shows existence encouragement optimization utilization of BMN through various scheme utilization as effort increase efficiency financing public . In overall , the findings the show that problem main No only lies in the existence of idle assets , but to what extent governance and design utilization asset capable translated to in results real fiscal , good in the form of improvement acceptance , savings costs , as well as repair quality service public .

Although study national about optimization asset BMD area shows sufficient development significant , still there is gap proper research be observed . First , some big studies tend emphasize on aspects compliance procedural , such as suitability with regulations or compiling a list of optimization strategies , without accompanied by adequate testing to performance fiscal as outcome . Evaluation conducted generally Not yet use framework that is comprehensive catch dimensions VfM , namely economical , efficient , and effective , in context utilization asset public . Second , research regarding idle BMD Still Lots nature descriptive with approach studies case single , and Not yet in a way consistent linking utilization asset with indicator performance measurable fiscal , such as contribution towards PAD, quality source income , expenses cost maintenance , as well as implications trade-off fiscal . Third , the study empirical at the government level province , which has portfolio asset relatively size and complexity coordination cross organization device high areas , still limited compared to with research at the level district / city . Therefore that , context Government North Sumatra Province has potential For give contribution more empirical and conceptual strong for development literature .

Depart from gap said , research This centralize attention to the utilization of idle BMD in the Government North Sumatra Province as well as its relevance with performance fiscal area in perspective VfM . Research objectives This is : (1) identify characteristics and patterns utilization of idle BMD ; (2) evaluating performance utilization asset the based on dimensions economical , efficient and effective ; and (3) reviewing the implications to performance fiscal areas , especially those related to with PAD and potential savings costs . In line with objective said , the question study formulated For digging : (i) conditions and practices utilization of idle BMD in North Sumatra Province ; (ii) level fulfillment criteria VfM in practice and (iii) the consequences utilization of idle BMD to indicator performance fiscal area . Research This use design studies case with approach mixed evidence , which combines analysis document policies and reports management assets , quantitative data processing simple For indicator VfM and performance fiscal . Draft methodological This expected capable produce contribution academic in the form of an evaluation model utilization of idle BMD based VfM , at the same time give recommendation applicable policies for government province .

LITERATURE REVIEW

Management asset public in a way wide understood as one of the important pillars in governance sector public , especially when asset the own potential For produce mark service public at a time mark fiscal . In perspective Public

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Asset Management , assets public No viewed solely as entity administrative matters that must be recorded and secured , but as portfolio strategic that requires management coordinated use realize mark throughout cycle life assets . View This formulated in a way systematic in ISO 55000: Asset Management - Vocabulary, Overview and Principles (ISO, 2024), which affirms that management asset is activity integrated For balance cost , risk , and performance in frame reach objective organization public . Approach the reinforced by a framework asset management maturity developed by García Mejía et al. (2024), which places phenomenon asset public in condition idle as reflection low maturity institutional , limitations asset data quality , as well as weak decision-making process decision . However Thus , success management asset No only measured from level its utilization , but also from performance generated . In the context of this , VfM become framework relevant evaluative , in particular through dimensions economy, efficiency, and effectiveness (3E) as develop in sector audit literature public , including those stated by the Office of the Auditor-General New Zealand (2024) and guidelines management shopping Australian Department of Finance (2025). At the public level government area , issue utilization asset get significance addition in framework Fiscal Decentralization , which emphasizes demands for government area For strengthen capacity fiscal through optimization source Power local , including asset area , as discussed by Neyapti (2025) and analyzed in a way contextual for Indonesia by Lewis (2023).

Literature empirical in Indonesia at the level government area show that problem BMD idle is quite a phenomenon extensive and broad in nature structural . Various study identify that asset area No or not enough utilized consequence problem data collection , unclear legal status , weak coordination inter-organizational device area , as well as limitations capacity manager assets . Mawikere , Kapojos , and Neyland's (2022) study on BMD management in Tomohon City shows that although framework regulations has available , practice utilization asset Still hampered by weak planning and administration , so that potential assets Not yet capable give optimal contribution to area . Findings the in line with Sanjaya (2024) which highlights that asset areas that are physique available often less interested by the parties third consequence problem valuation and limitations information , which in the end maintain condition asset in condition idle . In general , results study This confirm that existence of idle BMD No solely due to the absence of policy , but rather by unpreparedness system management asset in translate policy to in productive practices .

A number of other studies in more specific linking utilization of BMD with PAD , although show varying results . Kumenaung and Djohansjah (2023) found that utilization of BMD through scheme rent and Work The same utilization viewed as alternative source reception area , however its realization is greatly influenced by consistency policy and capacity implementation government area . Research by Wardani, Lestari, and Nugroho (2024) in the Regency Pandeglang show that BMD utilization is directed For increase PAD, but Still face constraint in aspect monitoring and sustainability income . Applied studies others , as done by Apriyanti (2025) , show that PAD revenue from utilization of BMD tends to fluctuating and not always comparable with potential economy assets owned . Findings the indicates that although there is connection between utilization of BMD and PAD, the relationship the often of a nature partial and not yet managed in a way strategic as instrument performance fiscal term medium .

Literature about management BMN at the level government center give perspective relevant comparators . Different with BMD, the utilization of BMN in general connected in a way more systematic with performance state revenue is not tax (PNBP). Luthfi (2023) shows that optimization utilization of BMN provides contribution real towards PNBP, especially when supported by the system data collection reliable assets and mechanisms determination clear rates . Meanwhile that , Alamsyah (2025) emphasized that success utilization of BMN is greatly influenced by compliance to procedures , clarity of tariff formulas rent , and capacity supervision . Although context institutional between government central and regional different , BMN literature shows that when management asset associated in a way explicit with objective fiscal and measured in a way consistent , assets public can functioning as instrument supporters performance finance government . This perspective strengthen argument that challenge main BMD idle No lies in the absence potential , but not yet awakening framework evaluation integrated performance .

In a way synthesis , literature in Indonesia shows relative pattern consistent that BMD is idle is symptom from low maturity management assets , not solely problem technical utilization . Many governments area stop at the stage inventory and compliance regulation , without develop business case assets that are capable linking costs , risks , and benefits in a way systematically . Within the framework Public Asset Management , conditions the has implications for increasing burden fiscal through cost maintenance and opportunity cost . However thus , some big study Not yet in a way explicit test whether effort utilization asset produce equivalent value with source power used , as is emphasized in literature VfM . As a result , the evaluation performance asset the public in Indonesia still nature fragmented and not yet connected in a way strong with achievements more fiscal wide .

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Based on synthesis said , can identified existence gap significant research . First , the study regarding idle BMD in Indonesia still dominated by the approach descriptive and normative with emphasis on compliance regulation and identification constraints , while analysis that is direct linking utilization of BMD with performance fiscal as outcome Still limited . Second , although PAD often called as objective main utilization of BMD, only A little research that uses framework VfM For evaluate whether revenue generated has achieved in a way economical , efficient , and effective . Third , research empirical at the government level provinces that have portfolio asset size and complexity coordination cross high organization Still relatively rare , so understanding about connection between management assets and performance fiscal at this level Not yet develop in a way adequate .

Answer gap said , novelty study This lies in integration three perspective theoretical , namely Public Asset Management , Value for Money , and Fiscal Decentralization to in One framework analysis For evaluate utilization of idle BMD . Different with study previous ones which are generally evaluate success utilization asset based on existence income solely , research This positioning utilization of BMD as object evaluation performance the public must fulfil 3E criteria and contribute to strengthening capacity fiscal area . With Thus , research This No only expand literature about management asset area , but also provide contribution conceptual to discourse about How decentralization fiscal can supported by management asset creation - oriented public mark . Based on study literature said , the framework study in studies This put maturity management asset public as foundation main influencing factors quality utilization of idle BMD . Quality utilization the furthermore evaluated through lens VfM , which assesses aspect economical , efficient and effective from various scheme utilization assets . Evaluation results VfM Then connected with performance fiscal areas , especially contribution towards PAD and potential savings costs , in context decentralization fiscal framework This allows more analysis comprehensive about How asset the previous area is at in condition idle can transformed become instrument supporters performance sustainable fiscal , as well as provide runway strong conceptual for analysis empirical in the Government North Sumatra Province .

RESEARCH METHODS

Study This apply approach qualitative with design studies cases that focus on the Government North Sumatra Province . Approach qualitative chosen Because characteristics the problems studied , namely utilization BMD in condition idle , no can understood in a way comprehensive if only analyzed through indicator quantitative or size finance solely . The phenomenon of idle BMD related close with dynamics institutional , practice managerial , interpretation policies , as well as pattern coordination inter-organizational device area . Therefore that , design studies case qualitative considered most appropriate For examine in a way deep how and why asset area is at in condition idle , and How practice its utilization translated to in achievements performance fiscal area . Election North Sumatra Province as location studies based on its characteristics as area with portfolio large and diverse assets , at the same time face pressure fiscal demands optimization sources income areas outside tax . With Thus , the study This allows contextual and relevant exploration for formulation policy .

Implementation study done through search and review document For build understanding about context BMD management and conditions fiscal area Furthermore do synthesis and interpretation findings , where the results analysis qualitative associated with framework VfM as well as the implications to performance fiscal area . Stage end in the form of compilation narrative integrated analytics findings empirical with theory and literature , so produce contribution conceptual and recommendations relevant policies .

Data sources in study is report finance government area , document policy BMD management , regulations areas and regulations head area related assets , as well as report results BPK audit . Subject study focused on the institutions and actors that play a role in all over cycle management and utilization of BMD, so that allows comprehensive understanding to the processes, constraints and dynamics that occur .

Data collection techniques were carried out through various method use ensure triangulation sources and methods . First , analysis report finance area used For identify information about mark assets , costs maintenance , as well as income sourced from utilization of BMD. Second , analysis report results BPK audit was conducted For examine findings related examinations with management and utilization of BMD, including idle BMD problems and recommendations improving governance . Third , tracing documents and online sources are conducted For complete the data with information addition about the issue of idle BMD in North Sumatra Province , including report thematic , publication policies and resources relevant others . Combination of techniques the allows compilation comprehensive , credible , and contextual picture about utilization of idle BMD and its relationship with performance fiscal area .

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RESEARCH RESULT

Conditions and Characteristics Utilization of Idle BMD in North Sumatra Province

Based on results analysis to document report finance area as well as report results BPK audit , it is known that Government North Sumatra Province has portfolio asset still with large value and shows trend increase throughout 2020–2024 period . Asset composition remain on the balance sheet area dominated by assets infrastructure in the form of roads , irrigation , and networks , which then followed by assets land as well as buildings and structures . Improvement mark asset still nominally the amount reflect accumulation investment significant public from time to time .

Although thus , the size mark asset No in a way direct reflect level optimal utilization . Findings examination obtained from Summary of Semester Examination Results (IHPS) II 2025 shows that there are 113 BMD units located in condition No utilized (idle) in the environment Government North Sumatra Province . The BMD part big in the form of land , as well as buildings that are not used For activity operational government , no for rent , as well as Not yet utilized through scheme Work The same with party third . This condition show existence real gap between ownership assets and levels its utilization , at the same time signify potential mark economic and fiscal issues that have not yet been resolved can realized . The existence of idle BMD in North Sumatra Province is not can viewed solely as problem technical utilization , but rather as reflection from level maturity management asset the public who have not fully development influenced by various factors factor institutional and managerial factors the covering unclear legal and administrative status assets , limitations coordination inter-organizational device user area (OPD) assets and management units , absence planning utilization asset based asset business case , as well as attitude excessive caution consequence concern to risk audit findings .

Contribution of BMD Utilization to PAD

For evaluate contribution utilization of BMD for performance fiscal area , research This analyze development of PAD of North Sumatra Province during period 2020-2024, with attention specifically for PAD components that originate from from management riches area . In terms of aggregate , PAD Province North Sumatra shows trend increase , from around IDR 5.53 trillion in 2020 to IDR 7.37 trillion in 2024 , although had time experience fluctuations in 2023. This trend indicates existence repair capacity reception area in a way general .However , the search more carry on to PAD structure shows that contribution income derived from direct from utilization of BMD, in particular through retribution usage riches areas and services related assets , still relatively small compared to total PAD. Although income from retribution usage riches area experience improvement nominally , the proportion to overall PAD remains the same is at a marginal level . With Thus , the growth of PAD in North Sumatra Province is higher Lots driven by sources reception others , while potential reception from utilization asset area Not yet utilized optimally . Findings This strengthen indication that asset area Not yet treated as instrument strategic in mobilization income area . As a result , although idle BMD count relatively significant , its contribution towards PAD not yet show meaningful and sustainable impact .

Idle BMD Utilization Based on VfM Perspective

Performance evaluation utilization of idle BMD in study This done with use framework VfM which includes dimensions economical , efficient , and effective . The results of the analysis show that third dimensions the Not yet achieved optimally . From the perspective economical , BMD which is located in condition idle still cause various cost implicit for government areas , such as cost security , minimum maintenance , and costs administration administration assets . However , expenses the No balanced with benefit economy or commensurate acceptance . In other words, sources Power public has used For maintain existence assets , without produce mark financial and benefit service clear public . From the side efficiency , relationship between inputs that include cost management and capacity institutional with output in the form of income from utilization asset show low performance . High the number of idle BMDs , as reported by the BPK, indicating that capacity organization and mechanisms utilization asset Not yet capable convert available assets become fiscal output in a way efficient . From the aspect effectiveness , purpose policy utilization of BMD, namely For support increase PAD and reduce burden fiscal area Not yet achieved in a way adequate . Although there is receipts originating from from management assets , their value Not yet Enough significant For give influence means to performance fiscal area in a way aggregate . Therefore Therefore , the utilization of idle BMD in North Sumatra Province is still nature partial and not yet effective in reach outcome expected fiscal .

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BPK Audit Findings and Their Implications to Utilization of Idle BMD

Based on BPK findings that were stated in the BPK IHPS Semester II 2025 has role important in explain dynamics utilization of idle BMD . Determination of 113 BMD units as asset idle No only show existence potential loss opportunity loss , but also reflects tension between demands audit compliance and requirements innovation in BMD management . Analysis results more carry on reveal that part BMD managers show attitude high level of caution in utilize BMD, especially related determination mark rent , election partners Work same , and management contract , because concern to risk audit findings .

The condition create paradox policy , where the government area faced with demands For increase PAD and optimize BMD, but at the same time pushed For behave risk averse consequence uncertainty implementation and audit risk . Situation This show that idle BMD issue No can understood only as failure technical , but rather as governance and design issues incentive institutional .

Implications Utilization of Idle BMD on Regional Fiscal Performance

In a way overall , results study show that utilization of idle BMD in North Sumatra Province has not yet give significant impact to performance fiscal region . Although the total PAD experienced improvement during period observation , improvement the No pushed in a way substantially by the use of BMD. With Thus , BMD still more play a role as stock passive compared to as instrument active in strengthening capacity fiscal area . In context decentralization fiscal , findings This show that government area Not yet fully utilise potential source power that is below his authority alone . Dependence to source income certain Still relatively high , while the BMD that should be can functioning as source reception non-tax and facilities efficiency fiscal Not yet optimized . This condition indicates the need shift paradigm from just BMD ownership towards management performance and creation oriented assets mark . Based on overall results analysis , research This conclude that : (i) the Government North Sumatra Province has portfolio asset large area , but part Still is at in condition idle ; (ii) contribution utilization of BMD towards PAD is relative limited and not yet comparable with potential available assets ; (iii) evaluation based VfM show that aspect economical , efficient and effective utilization of BMD has not yet achieved optimally ; and (iv) audit findings and risks institutional participate play a role in low level utilization of BMD. In overall , findings This confirm that idle BMD optimization need strengthening management asset public , clarity of governance , and integration utilization asset to in fiscal strategy more areas comprehensive .

DISCUSSION OF RESULTS

Research result This show that existence BMD in condition idle in North Sumatra Province is not is standing phenomenon alone , but rather reflect problem structural in management asset public at the level government subnational . Findings regarding 113 BMD units that did not utilized in line with literature national which indicates that Lots government area own asset worth big , but Not yet integrated in a way effective to in fiscal strategy area . A number of study previously at the level district / city (for example Mawikere et al., 2022; Kumenaung & Djohansjah , 2023) also emphasized that asset area often positioned limited to as object administratively recorded , secured , and reported , without directed For produce mark economy and fiscal . With Thus , the findings study This strengthen results studies previously shown that problem main BMD idle No lies in the absence regulation , but rather on its weakness ability government area translate policy to in practice productive managerial .

Although Thus , research This give expansion perspective with show that at the government level province , idle BMD issue own level more complexity high . Portfolio more assets big and cross sector demand mechanism coordination inter-organizational device more areas intensive , while in in practice coordination the Not yet walk optimally . Findings This contrast part study previously tended to assume that improvement scale asset in a way automatic will increase potential acceptance . In the context of North Sumatra Province , the size BMD value is actually enlarge risk coordination and encouragement attitude caution bureaucracy , so that some of the BMD are located in condition idle . This condition strengthen argument in literature Public Asset Management that scale large assets without balanced with maturity management precisely potential increase asset holding costs and opportunity losses .

Reviewed from his contribution to PAD , results study show that even though the PAD of North Sumatra Province has experienced improvement nominally during period observation , contribution utilization of BMD for PAD is still relatively limited . Findings This in line with results research by Wardani et al. (2024) and Apriyanti (2025) which shows that income from utilization of BMD tends to fluctuating and not yet sustainable . In other words, research This

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strengthen findings that utilization asset areas in Indonesia have not yet functioning as the main pillar in mobilization income area . However Thus , research this also shows that low contribution the No solely due to limited potential economy assets , but rather Because utilization asset Not yet designed as part from fiscal strategy term medium , but rather more nature incidental or reactive . Findings the at a time contrast narrative normative in literature policies that often state that BMD optimization will in a way automatic increase PAD. Research results This show that without framework evaluation clear performance and planning utilization of BMD based on value , increase activity utilization of BMD is not always compared straight with repair performance fiscal . With Thus , research This challenge assumptions existence linear relationship between utilization of BMD and increasing PAD which is still often found in discourse policy area . Approach evaluation based VfM give more explanation comprehensive about limited impact utilization of idle BMD to performance fiscal area . From the side economic , findings study show that government area still bear various cost implicit on assets that are not utilized , without get benefit commensurate economy . Findings This consistent with sector audit literature public international which confirms that asset the public who do not utilized optimally generate hidden costs for government (Office of the Auditor-General New Zealand, 2024). In the Indonesian context , the results this also strengthens BPK audit findings identified idle BMD as source inefficiency fiscal , although Not yet always followed up with operational policies .

From the perspective efficiency , results study show that relatedness between inputs, in the form of cost management and capacity institutional , with output in the form of income from utilization asset Still weak . Findings This in line with study previous ones that emphasize complexity procedure utilization assets and limitations capacity implementation as factor inhibitor main (Sanjaya, 2024; Kumenaung & Djohansjah , 2023). However , research This add dimensions new with show that low efficiency is also influenced by the high perception audit risk . In the context of this , orientation managerial to efficiency often face to face with practice more bureaucracy emphasize risk avoidance compared to performance optimization .

Reviewed from aspect effectiveness , results study show that objective policy utilization of BMD, namely For support increase PAD and reduce burden fiscal area Not yet achieved in a way adequate . Findings This consistent with results study Apriyanti (2025) which shows that realization income from BMD utilization is often not stable and below the set target . However , the research This give contribution addition with put failure effectiveness the in framework Fiscal Decentralization Theory , which asserts that low effectiveness utilization asset reflect Not yet optimally capacity fiscal area in utilise source power that is below his authority Alone .

One of findings important thing that differentiates study This from studies previously is role BPK audit findings in form behavior manager asset area . Literature previously generally positioning the audit as instrument For increase accountability and governance . However , the results study This show existence impact No less direct anticipated , in the form of emergence attitude caution excessive (over compliance) which is actually hinder initiative utilization assets . Findings This contrast view normative regarding audit as driver performance with reality implementation at the level areas , where audits can also be carried out create incentive negative to innovation management assets . In case this research This in line with literature international discussion phenomenon audit fear and defensive administration in sector public , although topic the Still relatively seldom lifted in study asset regions in Indonesia.

When compared with literature about management BMN at the level government center , results study This show quite a difference contrast . Studies regarding BMN (for example Luthfi , 2023; Alamsyah , 2025) shows that utilization asset government center relatively more integrated with objective improvement state revenue is not taxes (PNBP), as well as supported by the system determination rates and mechanisms more control established . Difference This confirm that variation performance utilization of BMD is not determined by characteristics asset alone , but rather by the governance and incentive framework the institutions that surround it . Therefore that , research This support argument that strengthening management asset area need No only strengthening regulation , but also learning institutional from practice management assets at the level government center .

In a way conceptual , findings study This affirm relevance Public Asset Management Theory which emphasizes importance maturity system management asset in realize value . The existence of idle BMD in North Sumatra Province can understood as indicator low maturity management assets , in particular in aspect planning strategic and integration with objective fiscal . At the same time , research This expand implementation Value for Money Theory in context asset area with show that VfM No only relevant For shopping and procurement , but also for evaluate performance utilization asset public . From the point of view view Fiscal Decentralization , findings study This confirm that decentralization fiscal No in a way automatic increase independence fiscal area if No followed with ability area in manage assets he owns

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in a way productive . In a way overall , discussion This show that results study in line with part big literature previously , at the same time offer contribution significant contrast , especially related audit and risk roles institutional in influence behavior utilization of BMD. With elaborate findings empirical in framework theory and research previously , studies This enrich understanding about why BMD is idle Still become persistent problems in Indonesia, as well as confirm that optimization asset area need a more approach integrated between management assets , evaluation performance and policy decentralization fiscal .

CONCLUSION

Study This conclude that utilization BMD in condition idle in the environment Government North Sumatra Province has not yet give meaningful contribution to performance fiscal areas , especially PAD , although government area the own portfolio large and valuable assets high . Findings study identify the existence of 113 BMD units that are not utilized , which reflects existence gap between ownership assets and realization mark economy and fiscal that should be can produced . Evaluation results based VfM show that utilization of idle BMD Not yet fulfil criteria economical , efficient and effective in a way adequate . Regional assets Still cause cost implicit without accompanied by commensurate benefits , capacity institutional Not yet capable convert available assets become fiscal output in a way efficient , and objective policy utilization asset Not yet achieved optimally . Within the framework decentralization fiscal , condition This indicates that BMD optimization has not been done yet integrated in a way effective to in strengthening strategy capacity fiscal government area .

Based on findings said , research This give a number of contribution important Good in a way theoretical and practical . From the side theoretical , research This strengthen relevance Public Asset Management Theory with show that existence of idle BMD can understood as indicator low level maturity management asset public , especially in aspect planning strategic and integration BMD management with objective fiscal . Research this also expands implementation Value for Money Theory to in context utilization of BMD, with confirm that framework VfM No only relevant For evaluate shopping and procurement public , but also for evaluate performance utilization of BMD in more broad . In perspective Fiscal Decentralization Theory , findings study This show that decentralization fiscal No necessarily produce improvement independence fiscal area if No followed by management performance and creation oriented assets value . In terms of empirical , research This fill in emptiness literature with serve proof based studies cases at the government level province as well as offer framework conceptual linking maturity management assets , evaluation VfM , and performance fiscal area . In terms of practical , results study This give runway for formulation policy better BMD management integrated , accountable , and results - oriented .

Although Thus , research This own a number of necessary limitations be observed . First , the use of design studies case qualitative limit level generalization findings to all over government regions in Indonesia. Second , analysis performance fiscal Still based on indicators aggregate and not yet measure in a way quantitative potential mark economy of each asset that is in condition idle . Third , limitations access to detailed data about cost asset management and market value limit depth analysis VfM in a way more precision . Therefore that , research furthermore recommended For combine approach qualitative with analysis quantitative or use mixed methods , expanding coverage studies to a number of province or district / city use allows analysis comparative , as well as develop more measurements detailed to costs , risks , and benefits utilization of BMD. In addition , research advanced can explore in a way more deep role audit design and incentives institutional in push innovation management asset area without reduce principle accountability public .

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