

Optimization of Land Asset Management in Increasing Locally Generated Revenue

The Case of Regional Government of Mamuju District, West Sulawesi Province

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Abstract

Mamuju District, located in the Province of West Sulawesi, Indonesia, has a land asset of as many as 1219 fields with the value of IDR.543.600.722.211 which consists of 1216 privately managed fields and 3 cooperation party managed fields. The regional government has managed and utilized the existing asset potential, however, there are still some assets that are not optimized to increase the Locally Generated Revenue of Mamuju. In this research, the study uses a descriptive qualitative approach to describe the facts, situations, and activities from observed objects systematically. The research object is the Regional Finance and Asset Management Agency or called BPKAD in Mamuju District. The results of this research indicated that to increase locally generated revenue, attention should be given to the optimization process comprising of asset management, implementation procedures, and utilization forms. In the asset management aspect, management and control are said optimal. However, planning and organizing are not yet optimal. In the implementation, it is found well done. For utilization, attention should be given to build-operate-transfer, build-transfer-operate, and the Indonesian Trade Union Confederation. In the process of increasing the local revenue, the study also found that there are twelve supporting and resisting factors that could be occurred. Those supporting factors are numbers of lands owned by Mamuju district, ease of asset for legislation and authority, harmony relationship with the province, information technology, agency service capacity, a wide opportunity is offered by the province to optimize land management owned by the district. Further, the study found that the implementation of land asset management could impact the increase of revenue, land prices, improving asset data control, reducing land dispute, optimizing utilization for public service purposes. However, to the last point, the optimization of regional land asset management is not yet done optimally.

Keywords : *land asset management; locally generated revenue; asset optimization*

INTRODUCTION

Regional autonomy is the authority, obligation, and rights of an autonomous region to manage its own governmental business for the local people according to existing regulations (Indonesian Law No. 32 year 2004 about Regional Government). Every region in Indonesia has the potential and various resource wealth. A land administration system should maintain social order and stability by providing security not just for landowners and their partnerships, but also for regional and global investors and bankers, traders and vendors, and governments (UNECE, 1996). Therefore, various resources have to be managed optimally, so they could be felt by every individual residing locally. Regional autonomy means the role of the central government will be smaller, and the role of regional government will be bigger in developing the economy (Usman, 2002). The regional government is required to be able to utilize land asset potential for the public for long-term

development. For decades, municipal governments and their partners have struggled to find the optimal organizational arrangements to encourage local economic growth (Mountford, 2009). The regional government is also required to be able to create a vision and mission of development, one of them is by developing an asset management strategy. Assets include inventory, plant, equipment, and other facility components that differ from the real property such as land and buildings (Devine, 2007).

It is therefore the study seeks to examine optimization process of regional-land asset management and its impact to increase locally generated revenue of Mamuju District as well as to identify which factors support and resist the optimization process.

LITERATURE REVIEW

Asset Management

Asset management is needed to solve problems related to lands in regional government environment. Classic problems that can be seen in land or property asset management is the vagueness of the legal status. The lack of efficiency culture for asset management causes various covenant relationship to become unoptimal, and non-relevant relationship between regional government as owner and the tenants. In managing regional asset, a good management is needed. George Terry defines management in his book called Principles of Management, that management is a process which differentiates planning, organizing, actuating, and controlling by utilizing knowledge and science to reach set goals.

Land Asset Management

Based on the theory of Doli Siregar that asset management could be divided into five work stages, those are asset inventory, legal audit, asset evaluation, asset optimization, and asset actuation and control. This five work stages relates and integrates with each other (Siregar, 2014).

Land Asset Utilization Form

State Owned Goods (BMN)/ Regional Owned Goods (BMD) utilization forms based on Minister of Home Affairs Regulations No.19 Year 2016 are as such: Rent, Lease, Utilization Cooperation, Build-Operate-Transfer and Build-Transfer-Operate without changing the ownership status, and structure provision cooperation (KSPI).

Locally Generated Revenue

Locally Generated Revenue (PAD) is a revenue source that comes from and obtained independently by regional government. Revenue sources consist of: Regional tax, Regional retribution, Profit from Regional Owned Enterprises (BUMD), and other legal locally generated revenue. PAD as a source of regional revenue needs to be increased continually to bear some expenditures needed for governmental business and development activities which every year increases, so that the broad, real, and responsible regional autonomy independency could be implemented (Darise, 2009).

Conceptual Model

Frame of mind is a conceptual model about how theory relates to every identified indicators as an important matter in the research (Ngulube et al., 2015). The regional land asset management optimization of Mamuju District could be reviewed with three indicators: Asset Management, Procedure Implementation, and Utilization Forms. From those three indicators, the researcher analyzes the supporting and resisting factors, as well as the impacts of regional asset management implementation process, especially land, in order to increase the locally generated revenue in Mamuju District. It could be displayed in the following frame of mind.

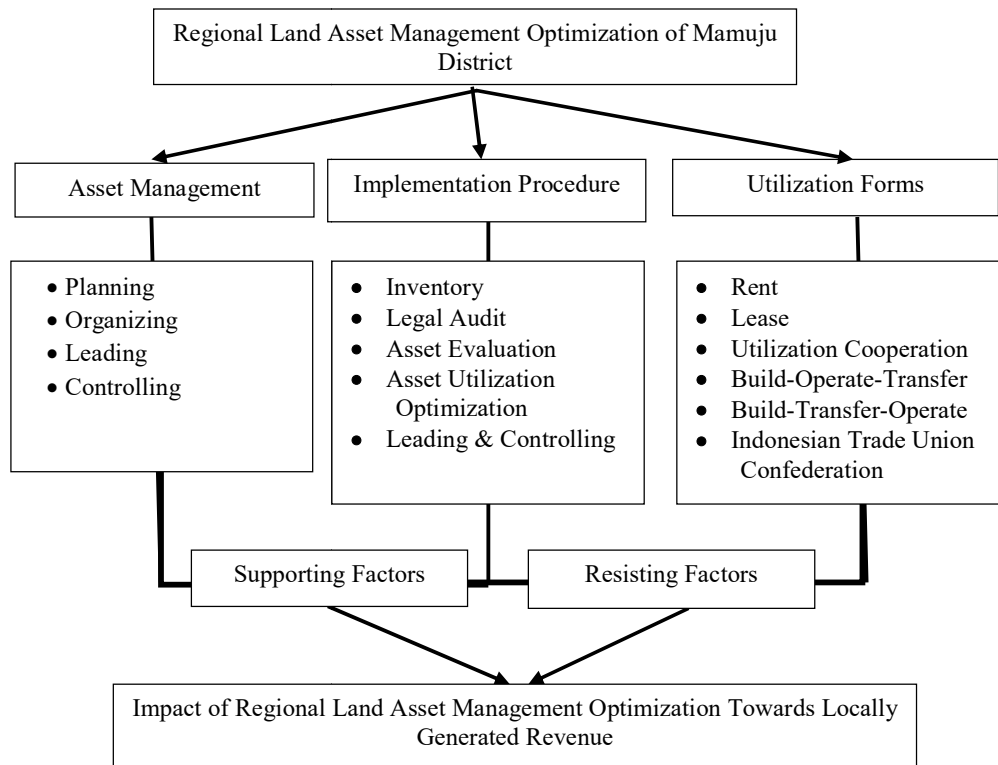


Figure 1. The Conceptual Model

RESEARCH METHOD

Time and Location

Regional Finance and Asset Management Agency (BPKAD) of Mamuju District, West Sulawesi, is the location that was chosen by the researcher. This is due to the agency being directly appointed by the regional government, especially the government of Mamuju District, to handle with the regional asset that is located in Cut Nyakdien street, Karema, Mamuju Sub district, Mamuju District, West Sulawesi Province. This research was conducted from October 2020 to March 2021.

Samples

The sampling of this research is by purposive sampling, which is the sample determining technique with some considerations (Sugiyono, 2014). This research will include Civil Servants (PNS) in Regional Work Unit (SKPD) of Mamuju District that is in the scope of BPKAD of Mamuju District, West Sulawesi. They are: 1) BPKAD Head, 2) BPKAD Secretary, 3) BPKAD Head of Asset, 4) BPKAD Planning and Analysis staff, 5) BPKAD Inventory staff, and 6) BPKAD utilization and deletion staff.

Data Collection Method

There are two data sources, primary and secondary data. Primary data is the main data in this research that was obtained directly from the related informant by interview and observation. Related to this qualitative research type, the most important procedure in determining informant is how to determine the core informant. As for the secondary data, are data that are obtained from books, documents, research notes from various medias, and official archives that could support the completion of primary data.

Data collection technique that was used in this research is interview and documentation. Interview is a data collection technique done by doing direct interview with the related agency staff (Sugiyono, 2014). Interview is done deeply to obtain information about how Mamuju District

regional government's land asset utilization that is managed by BPKAD of Mamuju District. The questions that are asked to the informant in the interview are semi structured questions, that are considered to have the information to explain a phenomenon that has happened.

Data Analysis Method

This research uses the qualitative descriptive method, which aims to describe a phenomenon as it is (Sugiyono, 2014). This qualitative research is also a process of investigation to understand social problems based on the image creation as a whole that is formed with words, reporting the informant's point of view in detail, and arranged in a natural background (Silalahi, 2009)

ANALYSIS AND DISCUSSION

Asset Management

Planning

BPKAD of Mamuju District is a supporting element of governmental business that becomes the authority of district regions in finance and asset section, led by head of agency that is positioned below and responsible to regent through the regional secretary of Mamuju District. BPKAD, as stated in the Mamuju Regent Rule No. 46 Year 2016 about Position, Duty, Function, Organization Structure, and Regional Work Procedures of Mamuju District BPKAD. They have a duty of helping the regent in implementing the supporting function of governmental business that becomes the authority of district region. The implementation of main duty is supported by the function implementation of BPKAD, as following:

1. Material and data collection for the creation, change, and calculation of Indonesian Budget (APBD);
2. The arrangement of technical policies, giving of guidance, and coordination related to regional finance and asset management;
3. Implementation of administration and information technology in regional finance and management;
4. Socialization of planning and financing, implementation, administration, and accounting/APBD report
5. Noting and inventory, as well as evaluation to expenditure, both direct and direct expenditure of regional asset;
6. Collection of material from every work unit for the importance of Regent Accountability Report in regional finance section; and
7. Implementation of other functions that are given by regent related to the duty and function.

Organizing

In Regional Owned Goods (BMD) manager apparatus completeness, goods manager, in this case goods manager to goods user in Regional Apparatus Organization (OPD), has sufficed according to Mamuju Regent Rule No.46 Year 2016 about position, duty, function, organization structure, and regional work procedures of Mamuju BPKAD. Especially BPKAD, the apparatus responsible towards the BMD utilization planning has been accommodated in certain ranks. They have the duty of doing the technical activity in their own expertise sections. Functional Ranks group is led by a functional officer as a coordinator that is appointed by head of agency, and responsible to head of agency through secretary. The organization structure of BPKAD could be seen in Picture 2 below:

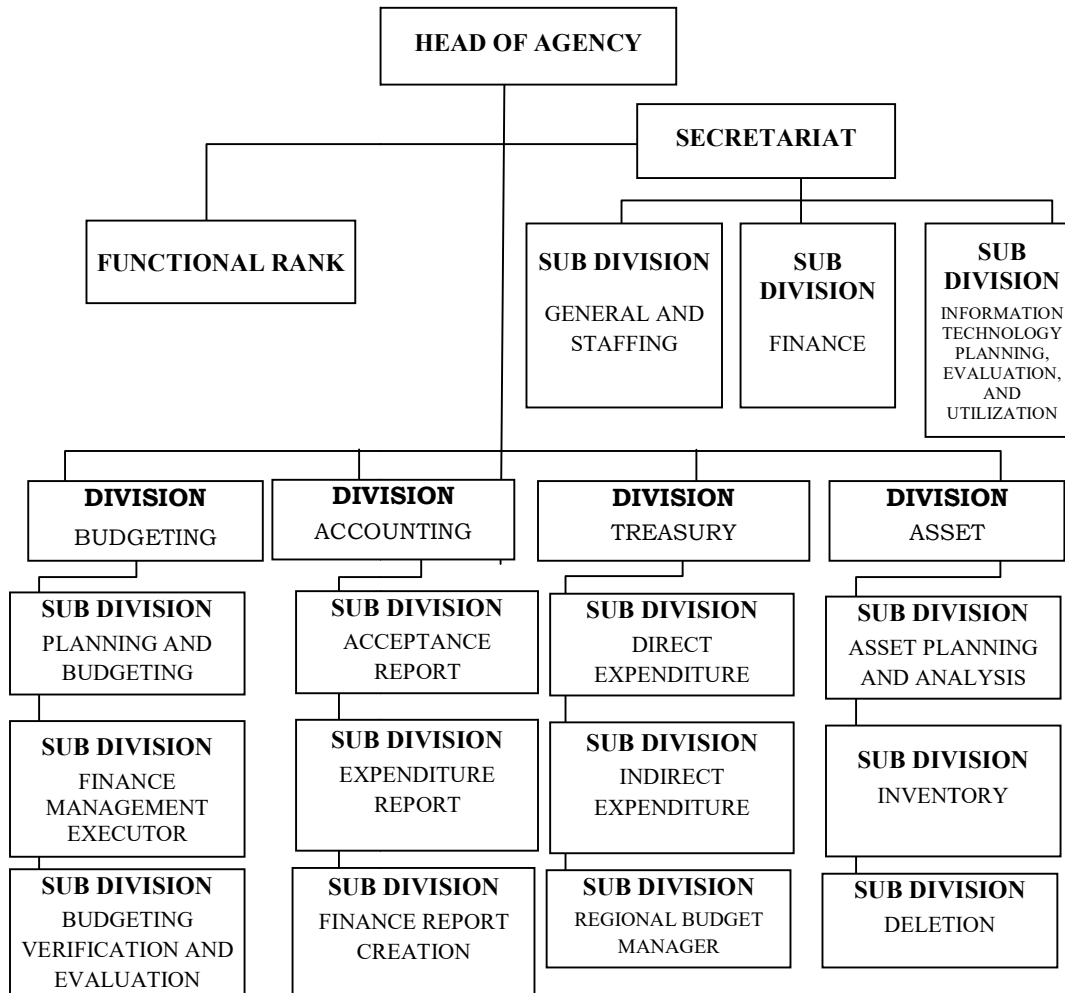


Figure 1. Organization Structure of BPKA in Mamuju District

However, organization system and environment in BPKAD of Mamuju District is not yet maximum in supporting every party related to the implementation of regional owned goods management in utilizing Mamuju District's land asset. This is due to the reconciliation in the effort to fix and renew data especially in utilizing land asset needs strong cooperation between goods user and BMD manager.

The data served in the BMD Regional Management Information System (SIMDA) application becomes the duty and responsibility of the one inputting or goods manager in OPD level. If they are active in updating the datas, especially towards the land condition that is noted in the OPD, it is directly able to display the condition of government land asset number in whole, but this is not yet executed as well as planned.

Leading

Parties related to the regional goods management in Mamuju has done their tasks and responsibility according to their own main duty and function, where BPKAD in executing the main obligation of implementing the principles of coordination, integration, synchronization, and simplification with the agency that has work relations functionally.

For the leading process to run well, the number of human resources in BPKAD is needed. Apparatus resources that is owned by BPKAD of Mamuju District in doing their duties and functions totals 146 people, which consists of 66 Civil Servants (CPNS/PNS) and 80 Contract Workers. If classified by sex, the number of apparatuses could be seen in the following table:

Table 1. Number of Employees Based on Sex Group

No.	Sex	No. of Personnel
1.	Civil Servants	66
	Male	29
	Female	37
2.	Contract Workers	80
	Male	38
	Female	42
Total		146

Source: Staffing and Finance Sub Division of BPKAD Mamuju (2016)

Table 1 above describes the composition of apparatuses that are in the BPKAD of Mamuju District based on sex. The last data shows the number of male workers working as Civil Servants and Contract Workers in BPKAD Mamuju is as many as 66 people, or 45.52%, and female workers is as many as 79 people, or 54,48%.

Table 2. Number of Employees Based on Rank Structure Group*

No.	Rank Type	Position	No. of Personnel
1.	Head of Agency	Escelon II.a	1
2.	Secretary	Escelon III.a	1
3.	Section Head	Escelon III.b	4
4.	Division/Subdivision Head	Escelon IV.a	12
5.	Staff	Non Eselon	48
6.	Non-Civil Servant	Non Eselon	80
Total			146

Source: Staffing and Finance Sub Division of BPKAD Mamuju (2016)

Table 2 shows the proportion of employees that is in echelon ranks or staff in BPKAD of Mamuju District. The number of employees in escelon II is 1 person. The number of employees in escelon III is 5 people, which consists of 1 person from escelon III.a, which is grasped by the secretary, and 4 people from escelon III.b, which is grasped by division heads.

The number of employees in escelon IV is 12 people, with the rank of Sub division head. Non-eselon staffs which consists of CPNS/PNS staffs is 48 people, and 80 people are positioned as honorary staff, or non-civil servants. If we base it on educational level, it would be displayed in the following table 3.

Table 3. Number of Employees Based on Educational Level

No.	Educational Level	Total
Civil Servants		66
1.	Doctoral Degree (S3)	-
2.	Masters Degree (S2)	5
3.	Bachelor Degree (S1)	40
4.	Associate Degree(D3)	2
5.	Senior High School	17
6.	Junior High School	2
Contract Workers		80
	Bachelor Degree	31
	Associate Degree	1
	Senior High School	48
T O T A L		146

Source: Staffing and Finance Sub Division of BPKAD Mamuju (2016)

Table 4 shows the educational level of BPKAD of Mamuju apparatuses. The composition of apparatus based on the educational level consists of 5 people with Masters Degree, or around 3,42% of total employees, 71 employees with Bachelor Degree, or around 48,63% of total employees, 3 people with Association Degree, or around 2,05%, 65 people with Senior High School degree, or around 44,52% of total employee, and 2 people with Junior High School degree, or around 1,36% of total employee.

The data above could directly describe the existing employees' educational level in BPKAD,

which is dominated by Bachelors Degree and Senior High School degree. Then if we classify them based on rank/group could be displayed as such:

Table 4. Number of Employees Based on Types of Group

No.	Group Type	Num. of Personnel
1.	Group IV	5
2.	Group III	39
3.	Group II	21
4.	Group I	1
5.	Non-Civil Servant	80
Total		146

Source: Staffing and Finance Sub Division of BPKAD Mamuju , 2016

This is according to the Mamuju Regency Rule No. 46 Year 2016 Chapter IV about BPKAD Regional Work Procedures, Chapter 29, that Secretary, in coordinating the implementation of duty of every organizational unit, is based on Head of Agency's instruction, and is obliged to report periodically.

Controlling

Controlling in BMD management of Mamuju District has been done well. The supervision is done periodically, for instance there is a Regional Government (PEMDA) obligation to report the quarterly report to Indonesian Audit Board (KPK RI) related to regional asset management, participation of inspectorate in the effort to investigate the existence of the asset that is suspected to be lost and managed by other parties, the supervision of BPK RI towards BMD management according to Government Accounting Standards (SAP), and participation of DPRD, community organization, and state attorney.

Procedure Implementation

Inventory

Land asset inventory of Mamuju District has been done well. The inventory is done through the result of semesterly reconciliation and then noted as reporting material in producing the BMD balance sheet. According to BPKAD Mamuju Inventory Staff, the land asset that is owned by the regional government until now is 1219 fields with the value of IDR. 543.600.722.211 which consists of (a) Lands that are noted as fixed asset and utilized by OPD, consists of 1216 fields, with the value of IDR. 482.577.851.181, and (b) Lands that are cooperated and managed with other parties, consists of 3 fields with the value of IDR. 61.022.871.030.

Legal Audit

Legal audit is an assessment and/or valuation of legal issues related to an agency. The legal audit in Mamuju District has been done for the clearness of the status of regional government asset ownership. According to the statement of Mamuju BPKAD secretary, which stated that "The execution of legal audit in this case the effort of making land certificate every year is budgeted in APBD, precisely in OPD of housing, settlement, and land office of Mamuju District. In the year 2020, the land certification is targeted to be at 150 lands."

Asset Evaluation

Evaluation process on Mamuju District regional government's land assets is based on the completeness of existing acquisition document. Land asset is noted based on the paid acquisition value. If the information in the acquisition document is incomplete, a value assessment based on Tax Object Selling Value (NJOP) of the land in the year of assessment. For the utilization or transfer of BMD, a BMD assessment is done by assessment team which is appointed by region head, in this case the Regent of Mamuju District.

Land asset value describes every cost that is occurred to buy the land until the land is ready to be used. According to BPKAD Mamuju asset section, currently the balance of land asset is IDR. 4.426.240.347,00 or 0,92% compared to the balance per December 31st 2018, that is IDR. 478.151.610.834,00.

Asset Utilization Optimization

Currently, the land asset of Mamuju district has been used how it should be. Such as the land rent and the construction of PKK building by Bank Indonesia, construction land lease of Mini BTS Telkomsel in the land of sub-district office of Bonehau, land lease for ATM in the land of Regency office and Hospital, the construction of shops and land lease in the old market and regional market. Land asset utilization form that has been done according to government regulations are lease, rent, and build-operate-transfer.

Leading & Controlling

The role of leading and controlling in the regional government land asset utilization in Mamuju District is done only based on the collective agreement contract document between regional government party and the executor. Besides that, the most important thing is controlling towards the revenue contribution that is received by regional government every year related to the regional government land utilization by other parties.

Utilization Forms

Renting

Asset utilization in form of rent has been done in the utilization of ATM machines in the territory of Mamuju Regency office and Hospital of Mamuju District, as well in a part of Bonehau subdistrict office by Mini BTS Telkomsel construction, PKK land and building that is utilized by Bank Indonesia. This has been managed in Regional Regulations No.3 Year 2016 about BMD Management. Contribution from land rent has been stored to regional treasury, according to Memorandum of Understanding. However, there are still around 17 assets that has not been utilized yet. For that, an asset lease calculation simulation is needed to measure the optimum potential that could be given to the increase of locally generated revenue of Mamuju District.

A. Asset Lease Calculation Simulation

(Based on the Minister of Finance regulations No.57/PMK.06/2016)

1. Vacant Land Rent

Land Data	
a. Land Fair Value	= IDR 10,000,000,000.00
b. Total Land Area (m ²)	= 10.000
c. Land Fair Value per m ² (Land Value minus NJOP/area)	= IDR 1,000,000.00
d. Land Area (m ²) rented	= 500

Formula
= (3,33% x Land Area x Land Value)

Vacant Land Lease / Year (100%)
(3,33% x 500 x IDR.1.000.000.00) = **IDR 16,650,000.00**

2. Land and Buildings Rent

Land Data	
a. Land area (m ²) rented	= 500
b. Land Fair Value Tanah/m ² (Land Value minus NJOP/area)	= IDR 1,000,000.00

Building Data	
a. Building Area (m ²)	= 354
b. Building Unit Price/m ² (Building Value/Building Area)	= IDR 1,836,556.50
c. Building Value	= IDR 650,141,000.00
d. Building Residual Value	= 90%

Formula
= (3,33% x LT x NT) + (6,64% x LB x HS x NSB)

Land and Building Lease / Year(100%)
(3,33% x 500 x IDR.1.000.000) + (6,64% x 345 x IDR. 1.836.556 x 90)
= **IDR 55,502,426.16**

B. Rental Adjustment Factors

1. Institutional Form and Tenant Activity Types
 - a. **Category I:** Business 100 %, Non-Business 50%, Social 10%
 - Private
 - State Owned Enterprises
 - Regional Owned Enterprises
 - State Owned Legal Entity
 - b. **Category II:** Business 100 %, Non-Business 40%, Social 5%
 - Foundation
 - Cooperative
 - Formal Educational Institutes
 - Non-Formal Educational Institutes
 - c. **Category III:** Business 100 %, Non-Business 30%, Social 5%
 - Social Institutions
 - Religious Institutions
 - Humanitarian Institutions
 - Activity Support Unit
2. Rent Percentage Amount from the Rent Periodicity Aspect
 - a. Per Year : 100%
 - b. Per Month : 130%
 - c. Per Day : 160%
 - d. Per Hour : 190%
3. Simulation of vacant land rent adjustment calculation

Table 5. Vacant Land Rental (Periodic Simulation)

Rent Value	Items	per Year	per Month	per Day	per Hour
IDR.16,650,000.00	Percentage	100%	130%	160%	190%
	divider	1	12	365	8,760
	Amount	IDR.16,650,000	IDR.1,803,750	IDR.72,986	IDR.3,611

Source: Staffing and Finance Sub Division of BPKAD Mamuju , 2016

Table 6. Vacant Land Rental Based on Categories (Periodic Simulation)

Category	%	per Year	per Month	per Day	per Hour
a. BUSINESS					
(All Category)	100%	IDR. 16,650,000	IDR. 1,803,750	IDR. 72,986	IDR. 3,611
b. NON BUSINESS					
- Category I	50%	IDR. 8,325,000	IDR. 901,875	IDR. 36,493	IDR. 1,806
- Category II	40%	IDR. 6,660,000	IDR. 721,500	IDR. 29,195	IDR. 1,445
- Category III	30%	IDR. 4,995,000	IDR. 541,125	IDR. 21,896	IDR. 1,083
c. SOCIAL					
- Category I	10%	IDR. 1,665,000	IDR. 180,375	IDR. 7,299	IDR. 361
- Category II	5%	IDR. 832,500	IDR. 90,188	IDR. 3,649	IDR. 181
- Category III	5%	IDR. 832,500	IDR. 90,188	IDR. 3,649	IDR. 181

Source: Staffing and Finance Sub Division of BPKAD Mamuju , 2016

4. Land and Building Rent Adjustment Calculation Simulation

Table 7. Vacant Land and Building Rental (Periodic Simulation)

RENT VALUE	Items	per Year	per Month	per Day	per Hour
IDR.55,502,426.16	Percentage	100%	130%	160%	190%
	Divider	1	12	365	8,760
	Rent Value	IDR.55,502,426	IDR.6,012,763	IDR243,298	IDR12,038

Source: Staffing and Finance Sub Division of BPKAD Mamuju , 2016

Table 8. Vacant Land and Building Rental Based on Categories (Periodic Simulation)

Category	%	per Year	per Month	per Day	per Hour
a. BUSINESS					
(All Category)	100%	IDR.55,502,426	IDR.6,012,763	IDR243,298	IDR12,038
b. NON BUSINESS					
- Category I	50%	IDR.27,751,213	IDR.3,006,381	IDR.121,649	IDR.6,019
- Category II	40%	IDR.22,200,970	IDR.2,405,105	IDR.97,319	IDR.4,815
- Category III	30%	IDR.16,650,728	IDR.1,803,829	IDR.72,989	IDR3,611
c. SOCIAL					
- Category I	10%	IDR.5,550,243	IDR.601,276	IDR.24,330	IDR.1,204
- Category II	5%	IDR.2,775,121	IDR.300,638	IDR.12,165	IDR.602
- Category III	5%	IDR2,775,121	IDR.300,638	IDR.12,165	IDR.602

Source: Staffing and Finance Sub Division of BPKAD Mamuju , 2016

From the simulation of the rent calculation cost, it could be measured that the revenue potential to increase regional locally generated revenue. Vacant land rent with the assumption of the land area 500 m², and the land value is IDR.100.000.000, then the rent cost per year is IDR. 16,650,000.00.

However, if the one to be rented is land and building, with the area of the building 345 m², area of the land 500 m², building unit price is IDR. 1,836,556.50, and land value IDR.1.000.000.000, then the revenue potential from the land and building rent per year is IDR. 55,502,426.16

If the utilization form of rent is more optimized more, especially to the land assets in Mamuju district, then the revenue potential to increase locally generated revenue could be maximized more.

Leasing

Utilization in form of asset lease in Mamuju District has been done in form of Land and Building of Staffing Agency, Education, and Training (BKKP) that is leased to the Regional Police (POLDA) of West Sulawesi.

Utilization Cooperation

Utilization in form of utilization cooperation in Mamuju District has been done in forms such as: Land in the location of the new market that is utilized in the construction of shops, land in the old market of Mamuju that is utilized in the construction of shops, beach reclamation land in Ahmad Yani street that is utilized as a business and shopping center.

Build-Operate-Transfer

Asset utilization in form of Build-Operate-Transfer has not yet been done in Mamuju District.

Build-Transfer-Operate

Asset utilization in form of Build-Operate-Transfer has not yet been done in Mamuju District.

Indonesian Trade Union Confederation (KSPI)

Asset utilization in form of Indonesian Trade Union Confederation (KSPI) has not yet been done in Mamuju District.

Supporting and Inhibiting Factors of Land Asset Management

Supporting Factors

Factors that support the land asset utilization in Mamuju District are:

- The district has a lot of points/lands that has potential to be cooperated in the correct form of utilization

- The ease of access to some legislations and the authority to do finance and asset management in Regional Government level.
- A harmonic vertical relationship pattern between District and Province which allows the creation of synergy policy and program synchronization;
- The usage of Information/Technology system in regional land asset management.
- The increase of capability and capacity of agency service and regional government apparatus services to people.
- Mamuju as the province capital opens the chance for the regional asset management utilization in PAD obtainment.

Inhibiting factors

Factors that inhibit the land asset utilization in Mamuju District are:

- Mamuju District Regional Government has not yet done a mapping related to the land potential that is able to be cooperated/utilized to increase PAD.
- The lack of advertisement space that could give information related to regional government land that is idle, which is potential and usable.
- Principles of implementation of good governance is not yet done optimally.
- Numbers and quality of the regional government professional apparatuses with the appropriate qualifications for the needs and duty and authority is still lacking;
- The development of hardware and software about Regional Land Asset management system, the quality of online computer networks with the SKPD of Mamuju District is still far from expectations;
- Regional Apparatus Organization (OPD) head, as a goods user, lacks the initiative to see lands, especially lands which could be utilized well.

The Impact of Land Asset Management

After analyzing the regional land asset management optimization process in increasing locally generated revenue of Mamuju District, as well as seeing which factors support and resist the process of regional land asset management optimization in increasing Locally Generated Revenue of Mamuju District, then the researcher could conclude some impacts that is going to happen, such as:

Increase in Locally Generated Revenue (PAD)

With the optimization of regional land asset management, such as rent, lease, utilization cooperation, etc., then the effects to the region is expected to be good and the potential number of locally generated revenue could be optimally done. PAD is expected to rise after land asset management optimization is raised.

Land Asset Price Increase

There are many things that make land assets continue to climb. That is the cause of why people are interested to invest in buying lands, considering the prices that keep climbing each year. From the investment aspect, it is clear that this is a profitable prospect especially for regions. By optimizing the land asset, the asset price potential is expected to increase.

Land Asset Data Control

Control in regional asset management also takes effect in optimizing regional revenue. Regional asset control is focused in land asset. Land has to be in good administration with ownership in certificate form. This is viewed as an existence of weakness in regional government. There are many regional government lands in Mamuju District that does not have certificate yet, alas it is expected to be more controlled in registering the existing land assets, whether it is utilized ones, or to be utilized ones.

Reduce in Number of Risks of Land Dispute

Land disputes is one of the reasons why it is difficult for people to obtain land certificates. The land disputes are dangerous because it could cause conflicts in society, and because of that, by optimizing the land asset, it could minimalize the risks of land dispute amongst the people.

Utilization for General Public

Public facilities is a service place that is made for the importance of the general public. Public facilities are facilities that are provided by government to fulfill the importance or daily needs of the people. The public facilities are usually placed in strategic places so that it is easily accessible for the people. The land assets owned by Mamuju District that are not optimized could also be utilized as public facilities, so that the effect could be felt by general public, such as places to get education, place of worship, support activities of transportation, become a place for family recreation, etc.

CONCLUSION

The study concludes that land asset management optimization can be conducted by reviewed asset management, procedure implementation, and utilization forms. In asset management, the management and controlling aspects have shown a good sign, but it is not in planning and organizing. In the implementation aspect, it is as expected. With respect to utilization, there is still attention that should be given in particularly in Build-Operate-Transfer, Build-Transfer-Operate, and the Indonesian Trade Union Confederation. There are some supporting and inhibiting factors that should be considered in conducting land asset management. Those supporting factors are numbers of lands owned by Mamuju district, ease of asset for legislation and authority, harmony relationship with the province, information technology, agency service capacity, a wide opportunity is offered by the province to optimize land management owned by the district. The inhibiting factors are there is not land mapping indicating potential land rank, lack of advertisement, the implementation of principles of good governance, professional apparatuses, hardware and software to support land asset management system, an initiative from superiors, management of land asset management optimization. The implementation of land asset management could impact the increase of revenue, land prices, improving asset data control, reducing land disputes, optimizing utilization for public service purposes. However, to the last point, the optimization of regional land asset management is not yet done optimally.

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