International Journal of Business and Quality Research

https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Collaborative Governance Model In Land Building Asset Management

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Abstract

Land and building asset management is a strategic aspect of local government governance aimed at accountability and optimal asset utilization. However, challenges such as weak coordination, limited resources, and low stakeholder participation persist. This study aims to analyze and formulate a collaborative governance model in managing land and building assets. This research uses a qualitative descriptive approach with literature study and document analysis techniques. The results indicate that collaborative governance enhances asset management effectiveness through synergy among government, private sector, and community. The proposed model consists of dialogue, joint planning, collaborative implementation, and continuous evaluation. Strengthening institutions, transparency, and digital-based information systems are recommended to support collaboration.

Keywords: Collaborative Governance, Asset Management, Land and Buildings

INTRODUCTION

Management of land and building assets is an important part of regional government administration related to efficiency, transparency, and accountability. Regional assets that are not managed optimally can cause state losses and hinder development. Some studies show that asset management still faces various obstacles, such as suboptimal administrative systems, weak synergy between agencies, and underutilization of information technology. In addition, there are still assets that are uncertified and have overlapping ownership, which certainly hinders effective asset management. Therefore, local governments need to strive for collaborative management innovations in the form of partnerships involving non-government parties in carrying out asset management.

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A collaborative governance approach becomes an alternative solution to overcome these problems. This model has proven effective in various sectors, like the management of village-owned enterprises (BUMDes) and public assets. Collaborative governance emphasizes the involvement of various actors, including government, private sector, and community, in decision-making and policy implementation processes. Ansell & Gash (2008) define collaborative governance as a governance arrangement where one or more public agencies directly involve non-governmental stakeholders in formal, consensus-oriented, and deliberative decision-making processes to formulate or implement public policy. A similar view is expressed by Emerson, K., Nabatchi, T., & Balogh, S. (2012), who see collaboration as a governance system that involves actors across sectors to achieve public goals that cannot be accomplished individually. They explain that collaboration is formed due to systemic drivers (system context) and collaboration triggers (drivers), such as inter-organizational dependence, uncertainty, leadership, and shared incentives. Based on this background, this study aims to formulate a collaborative governance model in the management of land and building assets.

THEORETICAL REVIEW

Collaborative Governance

Collaborative public management is the process of facilitating and operating cross-organizational arrangements to solve problems that can't be effectively addressed by just one organization (Robert Agranoff & Michael McGuire, 2003). Collaborative public management emphasizes collaborative structures, collaborative managerial skills, and the impact of inter-organizational cooperation in the public sector (McGuire, M., 2006).

The main challenge in collaborative governance is how different organizations can work together to achieve common goals even though they have different interests, values, and resources (Huxham, C., & Vangen, S., 2000). Collaborative governance is when the government achieves public goals through collaboration with organizations and individuals outside the government (Sumber: John D. Donahue & Richard Zeckhauser, 2011). Collaborative governance terjadi ketika pemerintah dan sektor swasta bekerja bersama untuk mencapai tujuan bersama bagi masyarakat (Holzer et al., 2012). Collaboration creates a collaborative advantage when the synergy generated is able to produce results that an organization working alone couldn't achieve (Chris Huxham 2003). Collaboration is a joint effort across organizational and sector boundaries to achieve public goals through relationships based on reciprocity and shared interests (Rosemary O'Leary & Nidhi Vij, 2012).

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Asset Management

According to the international standard ISO 55000, asset management is defined as an organization's coordinated activities to realize the value of its assets. This concept emphasizes the balance between costs, risks, opportunities, and asset performance to achieve organizational goals. Asset management focuses not only on physical assets but also on creating sustainable value for stakeholders (ISO 55000, 2014). Asset management is a contemporary research field that coordinates various organizational activities to generate optimal value from assets (Silva and Souza, 2021). Asset management is defined as a strategic, systematic, and holistic approach that places the asset portfolio at the core of organizational decision-making. The goal is to support long-term sustainability, increase competitiveness, and ensure assets provide maximum benefits throughout their life cycle (Doležalová et al. 2020). Asset management has evolved from a concept of terotechnology to an integrated strategic management discipline. Asset management is viewed as a system that integrates technical, economic, and managerial aspects to ensure assets provide optimal benefits throughout their life cycle (Oliveira, 2026).

Land and Buildings

Land and buildings are physical assets that hold strategic value for organizations because they support operational sustainability and generate economic value. Land and building management must be carried out systematically through planning, asset information management, policies, and effective oversight to obtain optimal benefits from these assets (Minhat et al., 2022). Land management is a crucial part of the land governance system, which functions to regulate land use, value, ownership rights, and sustainable development. Good land management must integrate aspects of administration, policy, and governance to achieve sustainable development (Hull et al., 2024). Land and buildings are fixed assets that require optimal management through legal audits, control, and supervision. Effective management can increase the useful value of assets and support the organization or government's ability to achieve development goals and financial independence (Hasanah and Sutisna, 2023). Land and buildings are the main categories of government property assets that must be managed through an asset management approach. Effective management of land and building assets requires good governance, utilization of information technology, performance measurement, and asset optimization strategies to support public value creation (Kaganova and Amoils, 2020).

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METHOD

This research uses a qualitative method with a descriptive approach. Data were obtained through:

1. Literature review (journals, books, regulations)
2. Policy document analysis
3. Review of previous research results

Data analysis techniques were carried out through data reduction, data presentation, and drawing conclusions.

DISCUSSION

Asset Management Issues

The study results indicate that the main problems in land and building asset management include:

1. Unsynchronized data between agencies
2. Lack of coordination
3. Low transparency
4. Budget and human resource limitations

Furthermore, the involvement of the private sector and the community is still suboptimal.

Proposed Collaborative Governance Model

The collaborative governance model in this study consists of four main stages:

1. Dialogue Phase (Initiation Phase)
   Involving all stakeholders (government, private sector, and community) to identify problems and opportunities.
2. Joint Planning Phase
   Preparing a participatory asset management plan, including asset utilization and role allocation.
3. Collaborative Implementation Phase
   Implementing asset management based on the principle of sharing resources, responsibilities, and risks.
4. Evaluation and Monitoring Phase
   Evaluations are conducted periodically to ensure the effectiveness and accountability of asset management.
   This model aligns with the hexa-helix approach, which involves various actors in collaboration.

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Supporting and Inhibiting Factors

Supporting Factors:

1. Clear regulations
2. Information technology support
3. Stakeholder commitment

Inhibiting Factors:

1. Sectoral egos
2. Lack of trust
3. Limited resources

CONCLUSION

Collaborative governance is an effective approach to improving land and building asset management. The proposed model can enhance synergy between stakeholders, transparency, and accountability.

This research's recommendations include:

1. Strengthening collaborative institutions
2. Developing a digital-based asset information system
3. Improving human resource capacity
4. Increasing community and private sector participation

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