

# Optimalisasi Perencanaan Kebutuhan Barang Milik Negara dengan Pendekatan Strategic Asset Management Framework (Studi Kasus pada Direktorat Jenderal Kekayaan Negara Kementerian Keuangan) = The Optimization of Planning of State-Owned Asset Need with Strategic Asset Management Framework Approach (Case Study at The Directorate General of State Assets Ministry of Finance)

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## Abstrak

Penelitian ini bertujuan untuk melakukan analisis atas berbagai permasalahan yang terjadi dan merumuskan upaya perbaikan dalam penerapan perencanaan kebutuhan BMN yang lebih optimal dalam rangka integrasi perencanaan dan penganggaran dengan studi kasus pada Direktorat Jenderal Kekayaan Negara. Penelitian ini bersifat kualitatif dengan pendekatan studi kasus. Penelitian dilakukan dengan Soft System Methodology (SSM) dan dengan pendekatan Strategic Asset Management Framework. Hasil dari penelitian ini menunjukkan bahwa terdapat 4 root definition yang menjadi penyebab utama dari permasalahan belum optimalnya pelaksanaan perencanaan kebutuhan BMN dalam rangka integrasi perencanaan dan penganggaran. Permasalahan tersebut apabila ditinjau dari elemen dalam SAMF, muncul baik dari sisi people, process maupun technology. Dari sisi people terdapat 2 root definition yaitu belum sinergi antara DJA dan DJKN dalam perencanaan kebutuhan BMN dan Kendala tingkat pemahaman SDM dalam penyusunan RKBMN di Pengguna Barang. Dari sisi process yang menjadi root definition yaitu tidak terdapatnya Asset Management Strategy atau Strategic Asset Plan yang menghubungkan antara tujuan organisasi dengan pengelolaan aset dalam kerangka siklus hidup aset. Dari sisi technology yang menjadi Root definition yaitu tidak adanya interkoneksi data antara aplikasi untuk RKBMN dan RKA-K/L.

.....This study aims to analyze various problems that occur in the implementation of Planning of State-Owned Asset Need and to formulate improvements so that the implementation of Planning of State-Owned Asset Need is more optimal in the context of planning and budgeting integration with case studies at the Directorate General of State Assets Management. This research is qualitative with a case study approach. The research was conducted using Soft System Methodology (SSM) and with a Strategic Asset Management Framework approach. The results of this study indicate that there are 4 root definitions which are the main causes of the problem of not yet optimal implementation of Planning of State Owned Asset Need in the context of planning and budgeting integration. These problems when viewed from the elements in the Strategic Asset Management Framework arise from the people, process and technology side. In terms of people, there are 2 root definitions, first the lack of synergy between Directorate General of Budget and Directorate General of State Assets Management in planning of State Owned Asset Need and the second is constraints on the level of understanding of human resources in the preparation of the Planning of State Owned Asset Need in the Asset Users. From the process side, the root definition is that there is no Asset Management Strategy or Strategic Asset Plan that connects organizational goals with asset management within the framework of the asset life cycle. In terms of technology, the root definition is that there is no data interconnection between applications for Planning of State Owned Asset Need and Work Plan and Budget Ministry/Agency.