

The Effectiveness of Policy Implementation in Managing State-Owned Property: Case Study of Ministry of State Secretariat

Eko Sugiyanto¹, Abdul Gani Hamumuroata²

^{1,2}Universitas Nasional, Jakarta, Indonesia

ekoantodr@gmail.com

Abstract

This study aims to determine the effectiveness of the implementation of the State Property management policy at the Ministry of State Secretariat in 2019 using the George Edwards III policy implementation model. This qualitative research shows that the utilization of state assets managed by the Public Service Agency for the Center for Regional Management (BLU PPK) Gelora Bung Karno and Kemayoran has been effective from the communication that the leadership at BLU PPK actively coordinates in strategic policies. The development of the cooperation division has been effective in encouraging mutually beneficial cooperation with the private sector. The attitude of the implementers has been effective in increasing non-tax state revenue. The bureaucratic structure is still weak due to ineffective aspects of supervision and internal control of commercial cooperation agreements that do not meet the criteria for the 2017 Minister of Finance regulation. The four dimensions must be strengthened by the dimensions of internal supervision and control in order to achieve success in policy implementation.

Keywords

Effectiveness; policy implementation; state property; ministry of state secretariat.



I. Introduction

The new paradigm of State Property Management (BMN), which is marked by the issuance of Law Number 1 of 2004 concerning State Treasury and Government Regulation Number 27 of 2014 concerning Management of State/Regional Property, has given rise to new optimism for best practice in asset management and management professional and modern state by increasing the trust in the management of state finances from the public/stakeholders. In its management, it is not just administrative but is more directed at handling state assets that can increase efficiency, effectiveness and create added value in managing these assets (Barata & Trihartanto, 2015).

The Ministry of State Secretariat in the implementation of BMN management is based on the policy of the Decree of the Minister of Finance Number 122/KM/06/2011 concerning the Determination of the Status of the Use of State Property at the Ministry of State Secretariat. In this case, the Ministry of State Secretariat as the User of BMN has the responsibility and authority to submit a plan for BMN needs and budgeting, to use BMN that is under its control for the benefit of carrying out its duties and functions, to secure and maintain BMN under its supervision.

BMN managed by the Ministry of State Secretariat in the form of land, buildings, and buildings can be identified as being in the Gelora Bung Karno Area Management Center (PPK) consisting of 24 (twenty four) parcels of land and 31 (thirty one) building units, PPK Kemayoran includes four plots of land, Taman Mini Indonesia Indah (TMII) as many as six plots. For the State Palace category, the assets owned by the government are six parcels of land at the Bogor Palace, two parcels of land at the Cipanas Palace, three

parcels of land at the Yogyakarta Palace, and two parcels of land at the Tampaksiring Palace, Bali.

In the utilization of state assets managed by the Public Service Agency for the Area Management Center (BLU PPK) Gelora Bung Karno and Kemayoran since 1990 there has been a cooperation agreement with the private sector. Assets in the form of land commercially cooperating with the private sector by BLU PPK Gelora Bung Karno covering an area of 70.49 hectares (25.26%) of an area of 279.08 hectares, while in BLU PPK Kemayoran it is 101.9 hectares (22.4%) of an area of 418.01 hectares. From the commercial cooperation agreement, in 2018-2019, 20% of Non-Tax State Revenue (PNBP) was generated by BLU PPK Gelora Bung Karno, and 15% was generated by BLU PPK Kemayoran. Although it can generate non-tax state revenues, the commercial cooperation agreement has received criticism from the legislature as revealed in the Commission II Working Meeting of the DPR RI with the Ministry of State Secretariat, the DPR RI requests and urges the Ministry of State Secretariat to evaluate, review and restore the utilization of state assets according to its designation as mandated in the State Treasury Law regarding the financial management of Public Service Bodies so that it does not only prioritize the commercial aspect.

Observing the value of state assets in 2019 based on the results of the revaluation carried out by the Directorate General of Treasury and State Assets, Ministry of Finance, it was recorded that the value of state assets belonging to the Ministry of State Secretariat was Rp. 575.41 trillion. In state assets managed by BLU PPK Gelora Bung Karno worth Rp. 345 trillion for land assets, while building assets worth Rp. 3 trillion. The value of state assets managed by the Ministry of State Secretariat can be measured by referring to the results of the International Monetary Fund (IMF) study which states that good management of state assets can increase state revenues by up to 1.5 percent of Gross Domestic Product (GDP).

Based on statistics published by Indonesia Investment.com, it is known that Indonesia's GDP per quarter during 2015 to 2019 has shown positive growth by obtaining an average percentage value of 5% (five percent). The positive trend of GDP growth is an indicator that shows that the management of state assets can be managed properly, especially state assets belonging to the Ministry of State Secretariat which are managed by BLU PPK Gelora Bung Karno and Kemayoran, Jakarta. On the basis of this description, this study aims to determine the effectiveness of the implementation of State Property Management policies at the Ministry of State Secretariat in 2019.

II. Review of Literature

2.1 Policy Implementation

Policy implementation is an advanced stage after the policy is clearly formulated and a way so that a policy can achieve the expected goals. Lester and Stewart explain that policy implementation is seen in a broad sense, as a legal administration tool where various actors, organizations, procedures, and techniques work together to carry out policies to achieve the desired impact or goal (Winarno, 2008). Meanwhile, Widodo (2008) explains that implementation means providing a means to implement a policy and can have an impact or effect on certain things. The two explanations imply that the implementation of the policy requires various resources in order to realize the goals to be achieved, as explained by Jones that in the implementation of the policy requires several conditions, including the presence of people or implementers, money and organizational capabilities or called resources. Therefore, Jones formulates implementation limits as a process of

receiving additional resources so that they can calculate what is being done (Widodo, 2008).

2.2 Policy Implementation Model

To find out about several things that affect the success of an implementation, Van Meter and Van Horn use a policy implementation model called a Model of the Policy Implementation, namely: (1) Basic measures and policy objectives; (2) Policy resources; (3) Characteristics of implementing agencies; (4) Economic, social and political conditions; (5) The attitude of the implementers; and (6) Inter-organizational communication related to implementation activities (Van Meter & Van Horn, 1975). This model explains that the process is an abstraction or performance of a policy which is basically carried out to achieve high performance of public policy implementation, which takes place in the relationship of various variables. This model assumes that policy implementation runs in a linear manner from the available political decisions, implementers, and performance of public policies.

2.3 Effectiveness

Effectiveness can be interpreted as a measurement of success in achieving goals (Yasin & Hapsoyo, 2008). The previously planned goals can be achieved or in other words, the targets are achieved because of the activity process (Pasolong, 2007). In measuring effectiveness there is a relationship between output and goals, the greater the contribution of output to the achievement of goals, the more effective the organization, program or activity (Mahmudi, 2005). Therefore, effectiveness can be said as the level of goals realized by an organization (Hall, 2006).

2.4 Management of State-Owned Property

Based on the policies in the legislation, the management of state property is an inseparable part of the State Finances, hereinafter referred to as the management of state property. According to Hadiyanto (2009), the management of state property from the point of view of state administration knowledge consists of two aspects, namely: (1) Management, and (2) State Property.

According to George R. Terry (cited in Ardiansyah, 2016), management is defined as a different process consisting of planning, organizing, actuating and controlling which is carried out to achieve the goals determined by using humans and other resources. Meanwhile, goods are part of wealth which is a certain unit that can be assessed/calculated/measured/weighed and assessed, excluding money and securities.

III. Research Method

This study uses a qualitative descriptive approach, where the focus of this research is on the effectiveness of the implementation of State Property Management policies at the Ministry of State Secretariat in 2019. The selection of informants was carried out purposively, especially the Head of the BMN Section of the Ministry of State Secretariat, the Finance Director of BLU PPK Gelora Bung Karno, and the Director Finance BLU PPK Kemayoran. While the research instrument is the researcher himself, which comes from primary and secondary data, which is analyzed by reducing, presenting and drawing conclusions, then the validity of the data is tested through triangulation technique.

IV. Research Method

By using the public policy implementation model developed by George Edwards III covering communication, resources, disposition and bureaucratic structure, the results of research on the implementation of BMN management policies at the Ministry of State Secretariat in 2019 are as follows:

4.1 Communication Dimension

Communication in the management of state assets refers to the management of State Property at the Ministry of State Secretariat where in the utilization of state assets there is the application of commercial cooperation schemes with third or private parties called Partners, especially on state assets managed by BLU PPK Gelora Bung Karno and Kemayoran Jakarta. This is as explained by the Head of the State Property Section (Kabag BMN) of the Ministry of State Secretariat as follows: "BLU has its own budget, not from the government where the results of its management are submitted to the State Treasury. What is in the BLU, both in the Bung Karno Stadium and in the Kemayoran Complex, is an asset that is separated from state assets so that it is managed by the BLU itself. In terms of linkages with the Ministry of State Secretariat, especially in terms of guidance, direction and consultation related to the selection of Cooperation Partners, the decision is left to the BLU itself."

Meanwhile, the Finance Director of PPK Gelora Bung Karno said that, "If there is a problem, the BLU will go to the Head of the BMN. Problems with partners, problems with land, problems with other ministries because in the Gelora Bung Karno area there are other ministries, BLU will contact the General Bureau regarding the coordination." The Director of Finance for PPK Kemayoran also said the same thing regarding the guidance and direction provided by the Ministry of State Secretariat if a problem arises with a cooperation partner, that, "If a problem arises involving a Cooperation Partner, then the BLU PPK Kemayoran will coordinate with the Ministry of State Secretariat. Fostering and directing according to the duties and functions of the Ministry of State Secretariat towards PPK Kemayoran."

4.2 Resource Dimension

Resource development in the utilization of state assets is related to the development of staff, information, authority and facilities utilized in the utilization of state assets through BLU PPK Gelora Bung Karno and Kemayoran Jakarta.

Resource development that can be demonstrated from the management of BLU KDP is derived from land management. The management of the land can earn income from a cooperation agreement with an extended contract period. In addition, there are other income derived from bank interest which is usually used for operational activities of BLU PPK. The income obtained must be deposited by BLU PPK to the State Treasury in the amount of 20% (twenty percent), as explained by the Head of the BMN Division of the Ministry of State Secretariat as follows: "Land management from the existence of a contract extension, there is a payment as income generated by BLU PPK. From that income, 20% (twenty percent) must be deposited into the State Treasury. In addition, the interest income is used for daily activities. The biggest income is in GBK."

The most dominant use of state assets managed by BLU PPK Gelora Bung Karno is venues, which currently provide a larger portion of benefits in creating added value from non-tax state revenues, as stated by the Director of Finance of PPK Gelora Bung Karno as follows: "For 2020, since the Covid-19 pandemic, we can't talk because income has

decreased sharply. However, if we look at 2019 from the assets that we manage ourselves by leasing the field, such as the Main Stadium, Istora generates more profits, the overall portion is bigger than the Operational Cooperation (KSO) that we have with other parties. This is much different when before the 1990s, a larger portion of profits were obtained from KSO results with the most dominant partners, now it has changed due to the euphoria of the Asian Games.”

Based on the description above, it is known that there is resource development, especially in the facilities available at BLU PPK in the form of land rentals that can earn income from commercial cooperation agreements with partners whose contract periods are extended. From the income earned on land rental, 20% (twenty percent) must be deposited into the State Treasury. In the case of land rentals managed by BLU PPK Gelora Bung Karno Jakarta in the form of field rentals, such as the Main Stadium and Istora currently occupying a larger portion, providing benefits in creating added value for Non-Tax State Revenue (PNBP) compared to the Operational Cooperation agreement (KSO) scheme. Meanwhile, in resource development managed by BLU PPK Kemayoran Jakarta, the dominant role is shown by the role of the Business Development Division as the spearhead of success in establishing commercial cooperation with prospective partners who are selectively selected to increase PNBP.

The implementation of the policy on the management of State Property at the Ministry of State Secretariat through the development of resources managed by BLU PPK Gelora Bung Karno and Kemayoran Jakarta is a form of policy implementation as the use of the selected facilities, namely land leasing and the role of the cooperation division is the most decisive in obtaining income to increase Non-Tax State Revenue (PNBP) as the goal to be achieved from the policy. The implementation of the policy has been going well even though it is constrained by current external conditions in the form of the Covid-19 pandemic faced by the two PPK BLU although it has an impact on revenue generation but will not cause serious disturbances/obstacles as efforts are made to earn income in order to increase PNBP in a way that is done by the Cooperation Division through online media, namely the website <https://www.setneg-ppkk.co.id> for PPK Kemayoran and the website <https://gbk.id/> for PPK Gelora Bung Karno.

This condition shows that facilities and infrastructure can be managed effectively through land leasing and commercial cooperation with partners by BLU PPK Gelora Bung Karno and Kemayoran Jakarta in achieving the objectives as outlined in the State Property Management policy. Thus the development of resources at BLU PPK Gelora Bung Karno and Kemayoran Jakarta through land leasing and the role of the cooperation division has been effective in encouraging commercial cooperation with mutually beneficial partners and is an effort to achieve the goal of establishing the status of BLU PPK in order to create added value in manage state assets belonging to the Ministry of State Secretariat.

4.3 Disposition Dimension

The application of disposition refers to the attitude of the implementers in carrying out their duties and functions for the utilization of state assets belonging to the Ministry of State Secretariat which are managed by BLU PPK Gelora Bung Karno and Kemayoran Jakarta. Related to this, BMN in general in the management of BLU has three types. The first is BLU's partnership with other Ministries in the Gelora Bung Karno area. This partnership does not generate income because it is a form of utilization of BMN. Second, partnerships with other parties on a commercial basis, such as operational cooperation (KSO), build-to-delivery (BOT) that generate income. The third is assets that are managed

by BLU themselves, such as sports areas, Main Stadium, as disclosed by the Director of Finance of PPK Gelora Bung Karno as follows:

In general, there are three BMNs in the BLU, namely first, those who do not have the same income as the Ministries because here there are the Ministry of Education and Culture, the Ministry of Youth and Sports and the DPR, it is under the BLU GBK. The object of the Ministry is 20% (twenty percent) to 23% (twenty three percent). The cooperation agreement with the Ministry is the use of BMN following PP No. 27 of 2014 because the one making the agreement is between the Ministry of State Secretariat and each of the Ministries. There is no money in this cooperation agreement. Second, the money is with cooperation partners, KSO, BOT. The third is what we empower ourselves, namely the sports area, the Main Stadium.

In the case of signing a new cooperation contract with partners, there is a partner selection process involving a team from the Ministry of State Secretariat, other relevant Ministries and a team from BLU PPK itself to select partner criteria. After the selection process was consulted with the Ministry of State Secretariat then the decision-making became the full authority of the President Director, as stated by the Finance Director of PPK Gelora Bung Karno as follows: "During my tenure here, a few new contracts. Just one new contract, all the others are addendums. When there was a new contract, from the Ministry of State Secretariat there was a team representative to select, then there were team representatives from other relevant Ministries and team representatives from our own BLU. Although the final decision rests with the President Director."

The authority of the Ministry of State Secretariat has been delegated to the President Director as the bearer of the duties and functions of the State Secretariat to manage and utilize the area for PNBK receipts, as stated by the Director of Finance of PPK Kemayoran as follows: "The authority of the Ministry of State Secretariat has been delegated to the President Director as the bearer of the duties and functions of the State Secretariat to manage and utilize the area for PNBK receipts. The decision is fully the authority and responsibility of the President Director who has received a Decree of the Minister of State Secretary. The benchmark for achievement can be seen from the increase or decrease in PNBK with partners who have collaborated with BLU PPK Kemayoran."

The Public Service Agency is given the authority only in the utilization of its assets given flexibility. In planning and recording reporting each semester, the write-off of BLU assets remains the same in accordance with the provisions stipulated in Government Regulation Number 27 of 2014, as disclosed by the Director of Finance of PPK Gelora Bung Karno as follows: "BLU is only given the freedom to use its assets. However, assets in planning and recording remain with the Ministry of Finance. The report for each semester is the same, we make SIMAK. The deletion is the same, only the use is given freedom. If the plan is we also make RKBMN. What is given flexibility is only its use, everything else is the same in accordance with PP No. 27 of 2014."

From the results of interviews with informants, it is known that in general there are three types of State Property in BLU management, namely (1) BLU partnerships with other ministries whose objects are in the PPK BLU area as a type of cooperation that does not generate income for PPK BLU; (2) partnerships with other parties on a commercial basis with partners, such as Operational Cooperation (KSO), Bangun Guna Handover and Build Handover as a type of cooperation that generates income for BLU PPK; and (3) the use of assets managed by the BLU itself, such as leasing land in the form of land assets and this type of cooperation can generate income for BLU PPK.

In the utilization of state assets, the application of disposition lies with the authority of the Ministry of State Secretariat which has been delegated to the President Director as

the bearer of the duties and functions of the State Secretariat to manage and utilize the area for PNBP receipts. Decisions on the management and utilization of state assets in the BLU area are the authority and responsibility of the President Director who has obtained a Decree of the Minister of State Secretary. The benchmark for achieving success can be seen from the increase or decrease in PNBP as income received from commercial cooperation agreements with partners which is deposited into the State Treasury by 20% (twenty percent).

The application of disposition in the management of state assets is as a decision-making tool that can create a framework for planning the maintenance, improvement, and operation of assets systematically in order to obtain income from commercial cooperation because assets managed by BLU PPK do not use funding sources from the government so that the President Director's Decision becomes a benchmark for increasing PNBP in achieving the objectives of the State Property management policy at the Ministry of State Secretariat.

These benchmarks have been reflected in the President Director's Decree as the attitude of implementing policies in the utilization of state assets through the implementation of commercial cooperation agreements with third or private parties called Partners, as well as in the management of state assets managed by BLU PPK itself can provide an increase in the percentage of PNBP during 2017 to 2019.

The increase in the percentage of PNBP reflects the relationship between output and goals in line with Mahmudi's opinion (2005) which shows that revenue contributed as added value in the form of PNBP as output is greater with the objectives set in the management of State Property at the Ministry of State Secretariat because assets countries that are in the BLU PPK area in their management funds do not come from the government. This is also in line with the effectiveness criteria stated by Gibson (cited in Kurniawan, 2005) as a BMN management policy that has been formulated to be able to be realized in achieving the goals and efforts of implementing operational activities by BLU PPK Gelora Bung Karno and Kemayoran Jakarta.

The author considers that the application of disposition to BLU PPK Gelora Bung Karno and Kemayoran Jakarta has been effective in governance and commercial cooperation activities with partners which has proven to be able to produce an increase in PNBP in 2019 as the desired added value from achieving BMN management policy objectives at the Ministry of Secretariat Country.

4.4 Structure of Bureaucracy Dimension

The bureaucratic structure in the utilization of state assets refers to the determination of the status, organizational structure and work procedures of the BLU PPK at the Gelora Bung Karno Complex and the Jakarta Kemayoran Complex in implementing BMN management policies at the Ministry of State Secretariat.

The organization of the Bung Karno PPK is established based on the Regulation of the Minister of State Secretary Number 9 of 2018 concerning the Organization and Work Procedure of the Jakarta Bung Karno Sports Center Area Management, and the Decree of the Minister of Finance Number 233/KMK.05/2008 concerning the Determination of the Bung Karno Jakarta PPK at the Secretariat The State as a Government Agency that implements the Financial Management of Public Service Agencies. Meanwhile, the organization in Kemayoran PPK is determined based on the Regulation of the Minister of State Secretary Number 7 of 2016 concerning the Organization and Work Procedure of the Kemayoran Area Management Center, and the Decree of the Minister of Finance Number 390/KMK.05/2011 concerning the Determination of the Jakarta Kemayoran PPK at the

State Secretariat as a Government Agency that implements BLU Financial Management. The Head of the BMN Division of the Ministry of State Secretariat stated as follows: "The organization and work procedures that exist in the management of the area at Gelora Bung Karno and Kemayoran have regulations issued by the Minister of State Secretary. Within the organization there is a President Director, a Directorate, each of which has its own functions and duties, and there is an Internal Supervisor who assists the President Director in conducting supervision. The governance of the two areas has been determined through a Decree of the Minister of Finance with the status of a Public Service Agency."

Meanwhile, the Finance Director of PPK Gelora Bung Karno stated that: "The management of the Bung Karno Gelora area managed by the Bung Karno PPK PPK BLU is based on regulations set by the Minister of State Secretary related to organization and work procedures. In terms of financial management, it is based on the Decree of the Minister of Finance which stipulates the status of PPK Gelora Bung Karno as a Public Service Agency."

The same thing was conveyed by the Director of Finance of PPK Kemayoran who said that: "The Kemayoran area in the utilization of state assets is managed through PPK Kemayoran, related to financial management its status has been determined as a Public Service Agency. Decisions in the implementation of organizational and work procedures at BLU PPK Kemayoran are fully the authority and responsibility of the President Director. The Ministry of State Secretariat's supervision of Kemayoran PPK is fully delegated to the Supervisory Board whose duties and functions include evaluating and supervising all Kemayoran PPK activities in accordance with applicable procedures and rules."

The problems that are still found in the implementation of governance at BLU PPK Gelora Bung Karno are related to the format of the commercial cooperation contract as stipulated in the Minister of Finance Regulation Number 136 of 2017 which states the term of the cooperation agreement is two years. The regulation was issued in 2017 while the existing cooperation agreement at BLU PPK Gelora Bung Karno had contracts before 1990 that were not up-to-date with these regulations. In addition, the latest regulation states that the variable is a fixed contribution from the cooperation contract while there are still partners who are not willing to follow the variables set according to the contract format issued through the Minister of Finance Regulation, as disclosed by the Director of Finance of PPK Gelora Bung Karno as follows: "Ideally all cooperation agreements with partners follow the rules issued through the Minister of Finance Regulation Number 136 of 2017 which states the term of the cooperation contract with partners is two years. At BLU PPK Gelora Bung Karno, not all cooperation agreements with partners have followed the rules published in 2017 because there are still contracts with partners agreed before 1990 that are not up-to-date with these rules. In addition, PMK Number 136 of 2017 also includes a contract format with a variable as a fixed contribution, but there are partners who are still not willing to agree on a collaboration with BLU PPK Gelora Bung Karno because of the regulation."

There was one case of a problematic commercial cooperation agreement which should have been the responsibility of the BLU PPK Gelora Bung Karno but the BLU was unable to resolve it, so the Minister of State Secretary stepped in to assist in completing the collaboration with the partner. With the assistance of the Minister of State Secretary, the partner can then be presented and in execution delegated to the decision of the President Director. In overcoming problems involving Cooperation Partners, in accordance with the duties and functions of the Ministry of State Secretariat for PPK Kemayoran, the Ministry of State Secretariat can provide guidance and direction, as stated by the Director of

Finance for PPK Kemayoran, that: “a problem involving Cooperation Partners is to provide guidance and direction.”

Based on the description above, it is known that the implementation of governance at BLU PPK still finds problems related to the format of the commercial cooperation contract as stipulated in the Minister of Finance Regulation Number 136 of 2017 it is stated that the term of the cooperation agreement is for two years, while the text of the commercial cooperation agreement that has been agreed between BLU PPK and Partners there is a cooperation contract that was agreed before 1990 which is not up-to-date with the latest regulations. Obstacles were found from partners who were not willing to follow the contract variables determined by the Minister of Finance Number 136/2017. If there is a problematic commercial cooperation case but the PPK BLU cannot resolve it because it cannot present the partner, the PPK BLU coordinates with the Ministry of State Secretariat, and the Minister of State Secretary goes directly to present the problematic partner, but in decision making it is still delegated and become the authority of the President Director. The duties and functions of the Ministry of State Secretariat towards BLU PPK in overcoming a problem that arises from a cooperation agreement with partners is to provide guidance and direction.

The discovery of commercial cooperation problems with partners that are not in accordance with the rules issued through the Regulation of the Minister of Finance in 2017 has consequences for the failure of the organizational structure and work procedures at BLU PPK in adjusting the format of the commercial cooperation contract that has been agreed between BLU PPK and partners. Before 1990 there were still partners who were not willing to follow the new rules.

The bureaucratic structure at BLU PPK Gelora Bung Karno and Kemayoran Jakarta is considered weak and ineffective, so a supervisory and control system is needed in solving commercial cooperation contract issues against the alignment of policy rules from the Minister of Finance Regulation issued in 2017 to prevent possible irregularities in the implementation of the cooperation contract commercially with partners that were agreed before 1990. Efforts that can be made in managing state assets that are commercially cooperated with partners by BLU PPK Gelora Bung Karno and Kemayoran Jakarta require aspects of internal supervision and control to support the systematic maintenance of state asset records in collaboration commercially and not up-to-date with the cooperation contract format in the Regulation of the Minister of Finance issued in 2017 related to the cost of acquisition, the useful life of the state assets, then a determination is made program on strengthening aspects of internal supervision and control in supporting maintenance efforts, improvement of the format of the commercial cooperation contract so that with the strengthening of internal supervision and control, BLU PPK can carry out adjustments to the format of the cooperation contract as an information system to support the practice of managing state assets in accordance with with the Minister of Finance Regulation issued in 2017.

The author is of the opinion that the bureaucratic structure related to the determination of the status, organization and work procedures for BLU PPK Gelora Bung Karno and Kemayoran Jakarta which is determined based on the Regulation of the Minister of State Secretary and the Decree of the Minister of Finance is considered weak and ineffective, so it is necessary to strengthen internal supervision and control in order to complete the adjustment cooperation contracts that are not up-to-date with policy regulations issued by the Minister of Finance in 2017. Even though Sugiyanto (2018) explains that: "Organizations require control that is carried out in the form of management, namely: manuals, standard criteria, norms, instructions, and other procedures." The aspect

of internal supervision and control is a dimension that can strengthen the successful implementation of policies on the management of State Property at the Ministry of State Secretariat in order to prevent irregularities in the use of state assets which are managed through commercial cooperation agreements with third or private parties called Partners.

V. Conclusion

Based on the results of the research and discussion described above, it can be concluded that the implementation of the policy on the management of State Property in the Ministry of State Secretariat has not been fully effective. From the communication dimension, there is active and coordinating communication between the leadership of the BLU PPK management and the Ministry of State Secretariat so that the management of these assets can be accounted for. From the resource dimension, there is clarity of strategy and objectives through land leasing, and the important role of the Business Development Division in marketing the area to obtain cooperation partners, while the ability of the Cooperation Division has encouraged increased cooperation with the private sector with mutual benefits. From the dispositional dimension, there is flexibility regarding full authority for the President Director in the use of state assets through the form of cooperation agreements with commercial partners at BLU PPK Gelora Bung Karno and Kemayoran. From the dimension of the bureaucratic structure, the obstacles/obstacles faced are the weakness of the system of supervision and internal control in the form of direction and guidance from the Ministry of State Secretariat to eliminate mechanisms that can hinder productivity in the utilization of state assets at BLU PPK Gelora Bung Karno and Kemayoran.

Based on the use of George Edwards III's theory of policy implementation in this study, it is known that the supervisory and/or control function is one of the important indicators to achieve success in implementing public policies, especially in the policy of managing State Property at the Ministry of State Secretariat.

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