



Work Relationship Design for the Preparation of Regional Property Requirements Plans (*RKBMD*) at Semarang City Health Office

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ABSTRACT

Background: Management of regional government assets in the health sector is an essential component of efficient, accountable, and sustainable public governance. This challenge is not unique to Indonesia but also represents a global issue among middle-income countries undergoing a transition toward evidence-based health system strengthening and digital governance.

Purpose: This study aims to analyze the work relationship mechanism between units in the formulation of the Regional Asset Requirement Plan (*Rencana Kebutuhan Barang Milik Daerah/RKBMD*) at the Semarang City Health Office and to identify governance, public planning, and budget management factors influencing the effectiveness of regional health asset planning.

Methods: The research employs a mixed-methods sequential explanatory design conducted between September and October 2025. Quantitative data were obtained from document analysis of the 2023 *RKBMD* and the 2021–2026 Strategic Plan (*Renstra*), while qualitative data were derived from semi-structured interviews and thematic policy analysis (Minister of Home Affairs Regulation No. 19/2016 and Semarang City Regulation No. 1/2024).

Results: Findings indicate an average disparity of 34.6% between proposed and realized assets. However, units that implemented cross-sectoral collaboration and utilized the Regional Management Information System (*SIMDA*) more effectively achieved a realization rate of 65.4%.

Conclusion: The study proposes an integrative work model based on collaborative governance to link planning, budgeting, and digital asset management processes. These findings underscore the urgency of harmonizing public asset planning and advancing digital transformation in regional health sectors. Furthermore, this approach holds potential for replication in other global contexts facing similar challenges in optimizing public sector asset management.

Keywords: *Asset planning, Budgeting, Disparity, Governance, Information systems*