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Public Asset Management Maturity Assessment

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Inter-American Development Bank
Innovation in Citizen Services Division
Institutions for Development Sector

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PUBLIC ASSET

MANAGEMENT MATURITY ASSESSMENT

PAMMA

IDB

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1

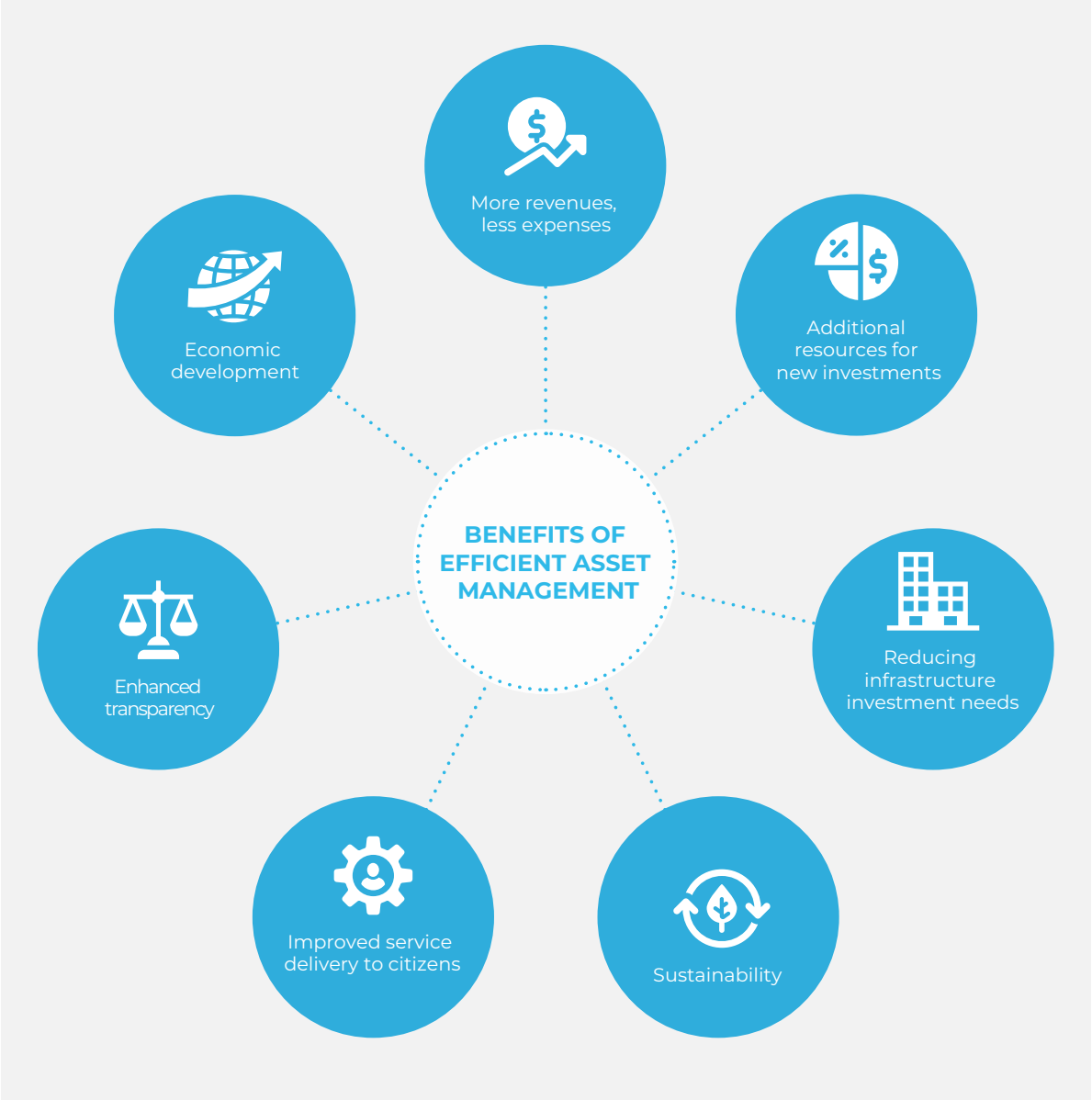
INTRODUCTION

What is Public Asset Management and Why is It Important?

In Latin America and the Caribbean, as in many other parts of the world, governments have historically accumulated large volumes of physical (i.e., nonfinancial) assets, such as land, buildings, and infrastructure. According to data from the International Monetary Fund (IMF) (2018), **nonfinancial public assets account for an average of 54 percent of countries' gross domestic product (GDP)**. Effective management of these assets yields substantial economic and financial benefits for States. It represents a strategic approach to maximizing their socio-economic value by implementing efficiency-based decision-making throughout the assets' entire life cycle, from identifying a need to their divestment. According to a report by the McKinsey Global Institute (2013), countries could save up to 40 percent on infrastructure spending through more efficient resource allocation.

To date, states have increased public investment by either raising taxes or incurring public debt. However, there are alternative strategies to foster more sustainable investments by using existing resources. Indeed, **utilizing public assets efficiently could become a key and innovative tool for helping countries meet their fiscal and public policy objectives**. For example, if the inefficiencies currently leading to a 0.65 percent loss of the 2.3 percent of GDP allocated to public investments were addressed, the efficiency of public infrastructure production in the region could increase by 35 percent without spending any additional public funds (IDB, 2020).

Figure 1: Benefits of Efficient Asset Management



Source: García Mejía et al. (2021).

OEffective asset management also brings related benefits, such as greater transparency, higher development of traditionally vulnerable areas, improved citizen services, and increased economic productivity. For instance, Korea Asset Management Corporation (KAMCO) successfully augmented the car parking supply in Asan to meet the rising demand driven by the city's rapid urbanization. KAMCO achieved this by employing a shared consignment

development method, where multiple entities jointly share responsibility and utilization of a specific asset, thereby eliminating the need for financial contributions from the municipality.

PThe development of this infrastructure resulted in a production incentive effect of 80.2 billion won (US$57.6 million), a value-added incentive effect of 60.5 billion won (US$43.5 million), and the creation of 855 jobs. This demonstrates how effective asset management can generate substantial economic benefits and enhance citizen services (KAMCO, 2023).

To further explore the benefits of efficient public asset management, the challenges that Latin America and the Caribbean face in optimizing this wealth, and the strategies governments can adopt to harness this unexploited wealth, the IDB published *Our Untapped Wealth: Toward Modern Management of Public Assets*. This publication is available in Spanish, English, and Potuguese.

What Defines Effective and Efficient Public Asset Management?

The foundations of efficient public asset management include an up-to-date regulatory framework, well-defined leadership, standard operating procedures, clear organizational structures, appropriate financing, and the appropriate technological resources to support the activities to be carried out. Furthermore, systems should be underpinned by complete and up-to-date information that allows for thorough characterization of available public assets, risk definition and monitoring in decision-making, and the development of performance indicators to measure results, assess improvements, and assign responsibilities. With these inputs, it will be possible to design strategic plans that provide a long-term perspective on asset portfolios.

These components must be integrated cohesively rather than in isolation to achieve this goal. **A holistic approach is essential to guarantee interconnectedness and coherence across all system components**. A regulatory framework without clear procedures, an organizational structure lacking adequate leadership, or a solid institutional framework without proper financing will not yield the desired results. Each element is interdependent and crucial for the optimal and sustainable public assest management. As a result, asset value can be maximized, and efficient, transparent utilization of public resources can be ensured only through holistic integration.

2

HOW TO MEASURE MATURITY IN PUBLIC ASSET MANAGEMENT

PUBLIC ASSET MANAGEMENT
MATURITY ASSESSMENT
PAMMA

What is the Purpose of this Measuring Tool?

The Public Asset Management Maturity Assessment (PAMMA) Tool is an essential tool for transforming public asset management. **It helps identify the development level of structures and processes, conduct precise assessments, establish a baseline, and design effective improvement plans**. As a self-assessment tool, it eliminates the need for third-party expert intervention, thus simplifying its application. It builds on the conceptual framework proposed by García Mejía, Farías, Pareja et al. (2021) and integrates best practices from various successful case studies analyzed. Additionally, it adapts the requirements of ISO 55000 (asset management, management systems, and requirements), ensuring alignment with international standards in asset management.

A government's development level may vary depending on the condition of each component within its asset management system. It is also normal for these levels to fluctuate over time due to changes in both the external and internal operating environments. Applying the methodology regularly, at least annually, helps identify changes, evaluate results, and redirect resources to the areas of greatest need. Some of the anticipated **benefits** from implementing the model include the following:

- Clear definition of the government's goals and future direction in asset management
- Greater understanding and acceptance of the value that asset management provides to different stakeholders
- Enhanced clarity, consistency, and quality in asset management decision making
- Enhanced risk public asset management
- Enhanced efficiency and effectiveness in the organization's asset management practices
- Reduced life-cycle costs of public assets
- Aligned ongoing development of asset management capabilities with the organization's needs and opportunities

- Improved and continued financial performance, such as optimizing return on investment and preserving asset value
- Enhanced quality and reliability of products and services
- Proven regulatory and legal compliance

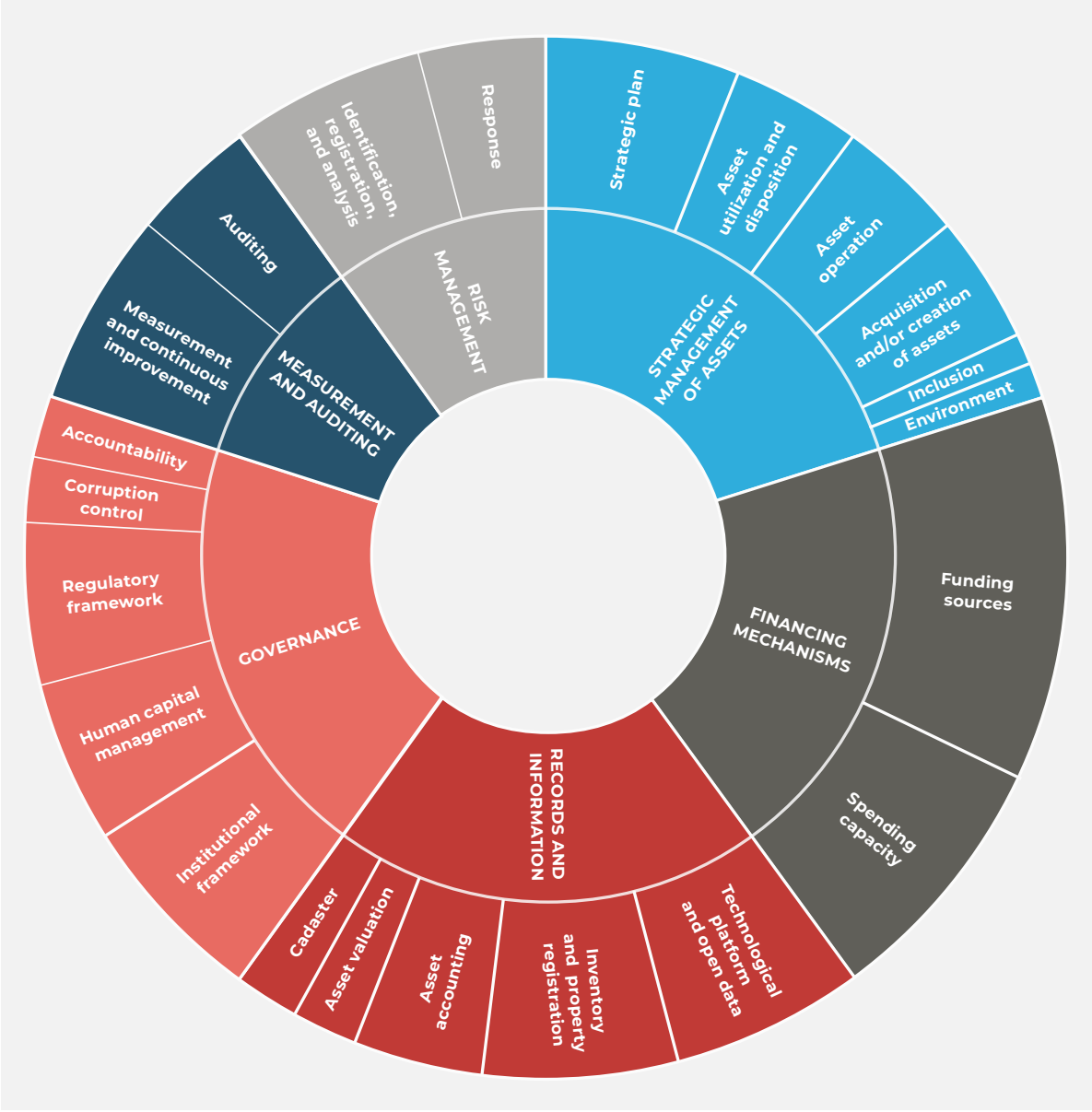
What Does this Tool Entail?

Dimension Overview

As previously stated, the methodology of the PAMMA Tool enables organizations to understand their current standing across a range of key processes and associated practices. This vision, along with an understanding of where the organization aims to be in the future, lays the foundation for designing an improvement plan, tracking progress, and achieving goals.

To achieve this, **the model evaluates six critical dimensions of public asset management**, each further divided into subdimensions. These subdimensions feature questions, and their answers will yield scores both per subdimension and dimension. The six dimensions are governance, records and information, financing mechanisms, risk management, measurement and auditing, and strategic asset management.

Figure 2: Dimensions and Subdimensions of the Public Asset Management Maturity Assessment Tool



Source: Authors' elaboration.

1. Governance

Achieving efficient public assest management requires the commitment of senior leadership to drive this agenda and integrate it into government strategic objectives. Clearly defined organizational structures are also essential to delineate the responsibilities and tasks of each area. Additionally, an updated regulatory framework is necessary to define asset management rules, along with a team of experts to develop and implement an action plan. Finally, mechanisms for public information access and corruption control will enhance transparency, accountability, and citizen participation.

1.1 REGULATORY FRAMEWORK

A comprehensive asset management policy requires a regulatory framework to define the rules for managing government assets. It is essential that this framework encompasses all management principles of state assets, outlines procedures for their use and disposition, defines roles and responsibilities of the actors involved, and grants the necessary authority to these actors to perform their functions. These rules must be readily accessible to all actors involved in the asset life cycle. Lastly, the regulatory framework must have the capability to legally classify public assets.

1.2 INSTITUTIONAL FRAMEWORK

Efficient public asset management requires a dedicated entity or department to coordinate and supervise the process, as it involves multiple other entities. Such management requires leadership and authority, a clear scope of application, a defined organizational structure, and resources to ensure alignment among the actors involved.

1.3 HUMAN CAPITAL MANAGEMENT

Successful asset management requires knowledgeable and experienced professionals in the field. It is crucial to define the profile of the required professionals to design and implement scheduled actions. Specific human resource strategies are essential to recruit, develop skills, and retain these professionals. It is also essential to have adequate training programs to keep employees motivated, updated, and committed. Some key training areas include international regulations and standards in asset management, planning tools and methodologies, maintenance strategies, asset life cycle management, risk analysis, and the latest trends in practices and technologies related to asset management, among others.

1.4 ACCOUNTABILITY

It is vital to have policies that ensure the State meets its obligations to citizens, promotes efficient service delivery, and fosters quality in the creation and implementation of evidence-based public policies aimed at improving residents' quality of life. In this context, it is critical to have mechanisms that enable prompt and effective responses to information requests and citizen demands. A proactive policy of publishing information enhances transparency and accountability and promotes greater citizen participation.

1.5 CORRUPTION CONTROL

Policies that ensure competitive procedures for the disposition and utilization of public assets are important to reduce opportunities for corruption and conflicts of interest. Mandating public officials to disclose any relationships or situations that may create conflicts of interest in asset management is also essential. In the event of corruption complaints, it is crucial to ensure proper follow-up until the issues are fully resolved.

2. Records and Information

Asset management relies on accurate information, enabling strategic decisions about its use and disposition. Additionally, this information should be stored in electronic systems to ensure access, traceability, and durability, thereby promoting best practices in asset management.

INVENTORY AND PROPERTY REGISTRATION

Asset management depends on relevant, accurate, complete, and up-to-date information to support informed decision-making. Therefore, it is essential to have standards, procedures, and computer systems in place alongside institutions responsible for maintaining the availability of high-quality information. For strategic use and to ensure the legal security of State assets, this information must be linkable to other data, such as property records.

2.2 CADASTER

Frequently, a lot of information is scattered across various State institutions, requiring significant effort to compile and georeference it. Efficient asset management requires a comprehensive cadaster of public assets, including their estimated value.

2.3 ASSET ACCOUNTING

Accounting of public assets is fundamental to enabling governments to make optimal decisions about their management and to ensure higher levels of transparency.[1] The key aspects of accounting include asset recognition, determining their carrying amount, accounting of depreciation charges, and recognizing impairment losses.

2.4 ASSET VALUATION

Valuing assets is a complex task that must account for the original investment or depreciated values and their replacement value. This task must follow rigorous criteria and well-defined processes that ensure traceability and align with international standards, such as the International Public Sector Accounting Standards (IPSAS) set by the International Public Sector Accounting Standards Board (IPSASB).

2.5 TECHNOLOGY PLATFORM AND OPEN DATA

The technological revolution facilitates the integration of new technologies into the public asset management life cycle. For instance, an electronic document manager facilitates information access and durability while reducing processing times.

An electronic auction system for real estate facilitates the efficient and transparent auctioning or allocation of assets by enabling public tracking of all transactions related to State assets. However, the most profound change occurs when enhanced asset information is combined with process automation, integration of information systems, and other technologies such as geographic information systems.

1 Most Latin American countries have made significant progress in adopting the International Public Sector Accounting Standards published by the International Public Sector Accounting Standards Board. Indeed, the regional average alignment with the accounting dimension is 33 percent. However, alignment with the most relevant standard (IPSAS 17 - Property, Plant, and Equipment) is a promising 49 percent, indicating progress in the recognition and measurement of property (IDB, 2017). This standard is particularly important as its objective is "to prescribe the accounting treatment for property, plant and equipment so that users of financial statements can discern information about an entity's investment in its property, plant and equipment and changes in that investment." The principal issues in accounting for property, plant and equipment are: (a) the recognition of the assets, (b) the determination of their carrying amounts, and (c) the depreciation charges and impairment losses to be recognized in relation to them (International Public Sector Accounting Standards Board, 2021).

3. Financing Mechanisms

The mandate and responsibilities of an asset management organization should be matched by sufficient funds to carry them out. A mismatch between responsibilities and financing exposes governance to internal conflicts, ultimately affecting the organization's performance. Therefore, spending capacity must be aligned with the available financial resources.

3.1 FUNDING SOURCES

A system that enables efficient public assest management requires adequate funding sources. These funds must be managed free from short-term political influences, using evidence-based models and accounting and management practices that ensure accountability to the public. Key financing tools include infrastructure funds and land value capture instruments, which require specific regulations to ensure proper implementation.

3.2 SPENDING CAPACITY

Operational planning involves calculating inputs, designing processes, and defining products. For the budget to be an effective tool for asset management, decisions must consider the costs of maintenance, improvement, construction, or contracting of new assets, as well as prioritizing the use of funds generated by the management of the assets themselves. Organizing and publishing this information fosters greater interest from citizens in managing these assets.

4. Risk Management

An efficient risk management system facilitates the identification, assessment, and prioritization of risks that may affect assets and developing action plans to mitigate them. This capability enables the entity to anticipate potential risk situations and respond effectively to minimize the negative impact on public services and the community. A robust risk management system also promotes an organizational culture focused on prevention and continuous improvement, enhancing efficiency and effectiveness in public asset management while reducing expenses.

4.1 IDENTIFICATION, REGISTRATION AND ANALYSIS

The public asset management system must also detail and monitor the risk associated with decision-making. This should be analyzed using a cost-benefit approach to optimize the acceptable risk level versus the cost of mitigating it. The approach should be comprehensive, considering financial, fiscal, reputational, environmental, social, health, safety, and other relevant risks.

4.2 RESPONSE

Advanced asset management can develop risk response actions, including emergency and business continuity plans. Furthermore, when incidents occur, it is essential to have the capacity and resources to investigate them to identify necessary improvements in asset management to prevent recurrence and mitigate their effects. These actions must be recorded and brought to the attention of the actors involved.

5. Measurement and Auditing

Performance indicators are fundamental tools. They enable the measurement of results, the introduction of improvements based on these measurements, and the assignment of responsibilities to ensure maximum profitability. These measurements should assess not only the performance of each individual asset, but also the performance of the entire asset management system, verifying its efficiency and effectiveness in supporting the government in managing its assets.

Regular auditing helps identify potential areas for improvement, optimize asset utilization, and reduce unnecessary costs. It also promotes results-oriented management and prevents corruption and misuse of public resources by providing a rigorous control and monitoring mechanism.

5.1 MEASUREMENT AND CONTINUOUS IMPROVEMENT

The use of key performance indicators (KPIs) is associated with mature asset management. These indicators enable performance comparison with similar organizations, support evidence-based decision making, and monitor contractor performance. The use of service levels (parameters or requirements for a given activity used to measure their performance) also demonstrates maturity in management. Both tools should be used to monitor and evaluate asset management and obtain information to input into the decision-making process throughout the assets' life cycle.

5.2 AUDITING

It is crucial to have an effective audit system that supports asset management focused on achieving the intended results. This system should evaluate the fulfillment of goals and objectives, ensure adherence to rules and procedures, and assess user satisfaction.

6. Strategic Asset Management

Strategic plans provide a long-term vision and define procedures for the entire asset life cycle. These plans are necessarily sector-specific and categorized by asset type. They must include models that identify the best use and occupation of the assets and the needs they can meet. They must ensure the allocated resources are utilized efficiently and receive appropriate maintenance. At the same time, they must outline procedures for public asset disposal, disposition, or renewal. Lastly, they should advocate for sustainability, inclusion, and equity advancements.

6.1 STRATEGIC PLAN

The main feature of strategic asset management plans is that they must adopt a long-term vision (at least 5 to 10 years). They should be translated into a set of standard operating procedures that define the periodicity and specific procedures applicable to the entire asset life cycle. These plans are necessarily sector-specific and categorized by asset type.

6.2 ACQUISITION OR CREATION OF ASSETS

Efficient public assest management should incorporate models that help identify the optimal use and occupancy of assets, considering their physical characteristics, location, and potential for development. This approach aims to enhance the decision-making process and ensure a more profitable utilization of assets. It is also essential to conduct a forward-looking analysis of the needs so that they can be related to the portfolio of available assets. New assets should be acquired when the identified needs cannot be met with the resources available at the time and once funding to sustain the costs of the entire life cycle of these assets is available.

6.3 ASSET OPERATIONS

To optimize maintenance expenses, it is essential to ensure that the resources allocated are utilized efficiently. For this reason, it is essential to rely on comprehensive and current information to assess the type of maintenance that each asset requires. These costs must be explicitly and accurately identified and recorded throughout the entire asset life cycle.

6.4 UTILIZATION AND DISPOSITION OF ASSETS

It is important to have pre-established procedures in place for the disposal, disposition, or renewal of public assets. These procedures should be based on a multifactorial analysis that ensures high standards of competence and transparency. The decisions should be aligned with strategic planning, and the returns generated should be reinvested in building public capital.

6.5 ENVIRONMENT

Asset management should support the government's sustainability goals by minimizing excess space, reducing energy consumption, and integrating renewable energy sources.

6.6 INCLUSION

Asset management should ensure the integration of inclusion and equity principles to enhance community engagement.

Score Calculation Formula

The maturity model consists of a **composite index**. It is organized into six dimensions, each representing several aspects of effective asset management.

Each primary dimension is divided into subdimensions that elaborate on more specific aspects of asset management. These subdimensions enable a more detailed and precise assessment within each dimension. Each subdimension was assigned a specific weight based on its relative importance within the context of the relevant dimension. The determination of these weights is justified by the analysis presented in the publication *Our Untapped Wealth: Toward Modern Management of Public Assets*, and by the insights of experts in the field who were specifically consulted.

The composite index's smallest unit of measurement is the question. Each question was assigned a score, which contributes to the overall score of the relevant subdimension. The score for each question was determined by its relevance and ability to measure the aspect under assessment.

The process for calculating the assessment results comprises the following steps. First, the responses to the questions listed in the index are gathered. Next, the score for each subdimension is determined by adding up the scores of the constituent questions and applying the appropriate weights. Finally, the score for each dimension is calculated by adding up the weighted scores of its subdimensions.

The advantage of this procedure lies in its composite index structure, which enables a multidimensional assessment. **This captures the inherent complexity of asset management and provides an accurate and reliable representation of management practices**.

Table 1 outlines the weights assigned to each subdimension and their respective contributions to the overall dimension.

Table 1: Relative Weight of Subdimensions

Dimension	Subdimension	Subdimension weight	Number of questions
GOVERNANCE	1.1. Regulatory framework	25%	8
	1.2. Institutional framework	30%	10
	1.3. Human capital management	25%	4
	1.4. Accountability	10%	5
	1.5. Corruption control	10%	3
RECORDS AND INFORMATION	2.1. Property inventory and registration	30%	8
	2.2. Cadaster	10%	2
	2.3. Asset accounting	20%	5
	2.4. Asset valuation	10%	2
	2.5. Technology platform and open data	30%	7
FINANCING MECHANISMS	3.1. Funding sources	60%	5
	3.2. Spending capacity	40%	6
RISK MANAGEMENT	4.1. Identification, registration, and analysis	60%	3
	4.2. Response	40%	3
MEASUREMENT AND AUDITING	5.1. Measurement and continuous improvement	60%	7
	5.2. Auditing	40%	4
STRATEGIC ASSET MANAGEMENT	6.1. Strategic plan	30%	7
	6.2. Acquisition or creation of assets	20%	5
	6.3. Asset operations	20%	4
	6.4. Utilization and disposition of assets	20%	7
	6.5. Environment	5%	4
	6.6. Inclusion	5%	4

Source: Authors' elaboration.

General Guidelines for Using the Tool

What not to expect

This methodology does not yield specific results for each asset type or situation. As a generic model, **its results provide an overview of an organization's public asset management capacity at any given time**. Therefore, detailed or specific results for each asset or management area should not be expected. Instead, the tool provides general guidelines that help organizations conduct a self-assessment, identify gaps in their public asset management systems, and track and evaluate changes over time.

Where is the tool applicable?

The maturity assessment model **can be applied at all government levels, whether national, regional, or local**. Any government entity interested in improving its structures and processes for public asset management can use this model, regardless of the type or number of assets it manages.

How is the tool applied?

The questionnaire **is processed on a technological platform** that allows drafts to be saved, making it easier for multiple individuals to contribute their responses. This is important because not all the dimensions discussed are necessarily managed by the same areas. Additionally, the platform ensures the security of the stored information and adheres to the IDB Group's data privacy guidelines.

Once the questions are answered, the results are analyzed and the scores are calculated. These scores help identify areas that present opportunities for improvement. With this information, a roadmap featuring priority actions will allow the organization to improve its ability to manage its assets effectively and reliably.

Final Considerations: Call to Action

One of the primary challenges that States encounter in asset management is that it is seldom regarded as a priority on the government's agenda. The insufficient budgets allocated to asset management mirror the absence of specific policies. Additionally, the lack of systematic evaluations, adequate information, management and technological tools, and upated regulatory frameworks limit their impact and profitability.

The IDB is working on different initiatives to improve this situation in Latin America and the Caribbean. Considerable progress has been made through assessments, strategies, and this analysis, already applied across the region as well as globally in countries such as Canada and Korea.

We hope this model will promote participation and commitment to this agenda, strengthening institutional capacity to ensure the optimal social and economic use of public assets.

3

ANNEX: DETAILED STRUCTURE OF THE TOOL

PUBLIC ASSET MANAGEMENT
MATURITY ASSESSMENT
PAMMA

Table 2 details the structure of the tool. It includes dimensions and subdimensions (each with their respective weightings), the concepts assessed in each question, and their maximum scores, representing the highest maturity level for each concept.

Table 2: Detailed Structure of the Tool

Dimension	Subdimension	Assessed concept	Question type	Maximum score
1. GOVERNANCE	1.1 Regulatory framework 25%	Availability of a regulatory framework that identifies principles related to public asset management.	Single selection	5
		Incorporation of the principle of socio-economic value optimization in asset management.	Single selection	4
		Accessibility of current regulations.	Single selection	3
		Existence of a legal definition and classification of public assets.	Single selection	1
		Definition of authority roles, and responsibilities in public asset management.	Single selection	4
		Authority granted to those involved in public asset management.	Single selection	4
		Availability of formal procedures for the disposition, leasing, or transfer of public assets.	Single selection	4
	1.2 Institutional framework 30%	Existence of a central entity responsible for the policies and regulations of public asset management.	Single selection	8
		Scope of the authority of the central entity responsible for public asset management.	Single selection	6
		Adherence by other responsible entities to the directives issued by the central entity.	Single selection	6
		Use of incentives by the central entity to promote correct public asset management.	Single selection	5
		Existence of an organization for the centralized administration of public assets.	Single selection	-
		Administrative and financial independence of the entity in charge.	Single selection	1
		Entity's jurisdiction over the types of public assets.	Single selection	3
		Adherence of the entity to public or private law regulations.	Single selection	1

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
1. GOVERNANCE	1.3. Human capital management 25%	Clear definition of the professional profiles of public asset managers.	Single selection	10
		Annual planning and execution of training programs for asset managers.	Single selection	6
		Inclusion of legal aspects in training on public asset management.	Single selection	3
		Human resources management policies for specialized asset managers.	Single selection	6
	1.4. Accountability 10%	Publication of public asset management projects and their results.	Single selection	1
		Publication of information on purchasing and contracting processes.	Single selection	1
		Specific processes for responding to requests for information on asset management.	Single selection	3
		Annual publication of key performance indicators (KPIs) on asset management.	Single selection	1
		Existence of integrity policies in public asset management.	Single selection	4
	1.5. Corruption control 10%	Follow-up processes for corruption complaints in asset management.	Single selection	2
		Submission of affidavits in case of possible conflicts of interest.	Single selection	2
		Existence of integrity policies and rules for public asset management.	Single selection	6
2. RECORDS AND INFORMATION	2.1. Inventory and property registration 30%	Existence of a complete inventory of all public assets.	Single selection	7
		Value of inventory information for decision-making.	Single selection	6
		Existence of an organization responsible for the inventory of public assets.	Single selection	3
		Processes or rules on the mandatory incorporation of assets in the inventory.	Single selection	3
		Definition of minimum data required in the inventory of public assets.	Single selection	3
		Percentage of inventoried public assets.	Single selection	2
		Mechanisms for citizen consultation on the registry of state property.	Single selection	3
		Existence of processes linking inventory, cadaster, and registry of real estate property.	Single selection	3
	2.2. Cadaster 10%	Existence of a special cadaster system for public assets.	Single selection	7
		Categorization of properties registered as state or private.	Single selection	3

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
2. RECORDS AND INFORMATION	2.3. Asset accounting 20%	Regulation of the accounting records of state properties.	Single selection	8
		Use of International Public Sector Accounting Standards.	Single selection	2
		Inclusion of depreciation, revaluations, and impairment losses in the accounting records.	Single selection	3
		Appraisals that validate the book value of public assets.	Single selection	4
		Book value updating after transactions.	Single selection	3
	2.4. Asset valuation 10%	Definition of processes and criteria for the valuation of public assets.	Single selection	6
		Existence of valuation procedures aligned with international standards.	Single selection	4
	2.5. Technology platform and open data 30%	Use of electronic signatures in public asset management documents.	Single selection	4
		Implementation of management processes in web/transactional platforms.	Single selection	6
		Protection of data integrity, availability, and confidentiality.	Single selection	3
		Use of Geographic Information Systems (GIS) for asset management.	Single selection	4
		Existence of a document manager for asset management.	Single selection	7
		Use of bank payments in public asset management.	Single selection	3
		Open data policy in asset management.	Single selection	3

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
3. FINANCING MECHANISMS	3.1. Funding sources 60%	Allocation of budgetary resources for public asset management.	Single selection	15
		Existence of resources derived from asset management.	Single selection	6
		Use of land value capture instruments.	Single selection	12
		Existence of evidence-based financial models and cost analysis.	Single selection	12
		Existence of instruments that ensure asset management resources remain independent of political changes.	Single selection	15
	3.2. Spending capacity 40%	Identification of expense headings and resources for asset management in annual operating plans.	Single selection	8
		Analysis of the correlation between actual spending and allocated budget.	Single selection	4
		Reinvestment of revenues generated by the management and improvement of public assets.	Single selection	8
		Disclosure of expenditures in asset management.	Single selection	4
		Planning and budgeting costs throughout the asset life cycle.	Single selection	8
		Cost-effectiveness analysis in asset divestment.	Single selection	8
4. RISK MANAGEMENT	4.1. Identification, registration, and analysis 60%	Risk identification throughout each asset life cycle.	Single selection	30
		Existence of a risk management methodology in public asset management.	Single selection	18
		Knowledge of the probability of asset deterioration due to risks.	Single selection	12

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
4. RISK MANAGEMENT	4.2. Response 40%	Emergency plans and procedures that affect public assets.	Single selection	20
		Annual tests of emergency plans and procedures for public assets.	Single selection	8
		Registration and communication of corrective and preventive actions.	Single selection	12
5. MEASUREMENT, CONTINUOUS IMPROVEMENT, AND AUDITING	5.1. Measurement and continuous improvement 60%	Public asset management based on key performance indicators (KPIs).	Single selection	15
		Definition of service-level agreements (SLAs) for public assets.	Single selection	15
		Inclusion of effectiveness and efficiency indicators in KPIs and SLAs.	Single selection	6
		Incorporation of indicators related to the asset management system.	Single selection	6
		Monitoring compliance with defined KPIs and SLAs.	Single selection	6
		Use of review results to improve the asset management system.	Single selection	6
		Encouraging cost reduction while maintaining service quality.	Single selection	6
	5.2. Auditing 40%	Existence of internal audits in public asset management.	Single selection	16
		Verification of compliance with legal and general requirements.	Single selection	8
		Certification of management processes according to international quality standards.	Single selection	8
		Regular measurement of user satisfaction with asset quality.	Single selection	8

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
6. ASSET MANAGEMENT STRATEGIC PLAN	6.1. Strategic plan 30%	Existence of a 5–10 year strategic plan for asset management.	Single selection	6
		Participation of relevant actors in the development of the strategic plan.	Single selection	5
		Accessibility of the strategic plan.	Single selection	2
		Inclusion of specific operating procedures by asset type in the strategic plan.	Single selection	5
		Existence of a 5–10 year specific strategic plan for special assets.	Single selection	5
		Pursuit of productivity as the ultimate goal of the strategic plan.	Single selection	2
		Specific forecasts for each stage of the asset life cycle in the plan.	Single selection	5
	6.2. Acquisition or creation of assets 20%	Analysis of needs in relation to the portfolio of assets available for new acquisitions.	Single selection	4
		Justification of the need to acquire new public assets.	Single selection	3
		Analysis of acquisitions based on efficiency criteria.	Single selection	3
		Identification of the best use and occupancy of assets considering their attributes.	Single selection	6
		Consideration of life cycle costs and resource forecasting during the acquisition process.	Single selection	4
	6.3. Asset operation 20%	Identification of maintenance requirements derived from asset utilization.	Single selection	6
		Grouping of maintenance activities for efficient and effective planning.	Single selection	3
		Processes and procedures that ensure the required maintenance.	Single selection	5
		Availability of information on the status and performance of assets for maintenance planning.	Single selection	6

Continued.

Table 2 (continued)

Dimension	Subdimension	Assessed concept	Question type	Maximum score
6. ASSET MANAGEMENT STRATEGIC PLAN	6.4. Utilization and disposition of assets 20%	Existence of procedures for the disposal or disposition of assets.	Single selection	4
		Existence of procedures for the renewal of assets.	Single selection	3
		Use of professional appraisers to value assets before their disposal.	Single selection	2
		Requirement for the disposal or leasing of state assets at market price.	Single selection	3
		Definition of exceptions in the disposal of assets.	Single selection	2
		Integration of disposal and renewal decisions in strategic planning.	Single selection	3
		Reinvestment of sales proceeds into the management or construction of public capital.	Single selection	3
	6.5. Environment 5%	Implementation of actions concerning the physical and energy characteristics of public assets.	Single selection	0.5
		Implementation of actions to enhance energy efficiency in public properties.	Single selection	1.5
		Implementation of actions to optimize space efficiency in public properties.	Single selection	1.5
		Implementation of environmental impact assessments of public properties.	Single selection	1.5
	6.6. Inclusion 5%	Implementation of inclusion and accessibility provisions for people with disabilities.	Single selection	1.5
		Promotion of measures to guarantee and promote gender equality.	Single s selection	1.5
		Consideration of the needs of indigenous peoples in asset management.	Single selection	1.5
		Consideration of the territorial belonging of indigenous peoples in asset management.	Single selection	0.5

Source: Authors' elaboration.

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