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The Implementation of Land Case Handling Policy at the Land Office of Aceh Besar Regency

Kamalia¹; Darmawan²; Suhaimi²

¹ Master of Law, Faculty of Law, Syiah Kuala University, Aceh, Indonesia

² Faculty of Law, Syiah Kuala University, Aceh, Indonesia

Corresponding Author: pak_emy@unsyiah.ac.id

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Abstract

This paper aims to explain the implementation mechanism for handling land cases at the Land Office of Aceh Besar Regency, namely by looking for alternative solutions to problems and obstacles to handling land cases. Furthermore, to find out the legal consequences of the implementation of handling land cases that have not met the applicable regulations. The research method used is the empirical juridical method, which is a type of sociological legal research and is also known as field research. The results of the study indicate that in order to improve the implementation of National Development, with the consideration of being able to provide legal certainty and legal protection as well as achieving land order chess related to land law order, land administration order, land use order and land maintenance order, it is deemed necessary to make improvements to the provisions governing land. Legal certainty requires the availability of statutory regulations that are operationally able to support their implementation. Empirically, the existence of laws and regulations needs to be implemented consistently and consistently by the supporting human resources. Consistency in the formation of laws and regulations by every state administration official as a binding policy is needed to prevent legal chaos so that the integrity of the legal system can be maintained.

Keywords: Policy Implementation; Land Cases; Land Office

Introduction

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The service of land affairs or land administration is still felt to be substandard, this provides an opportunity for certain parties to take actions that are detrimental to the government and the community becomes reluctant to deal with land problems. Problems related to land have a negative impact on the social, political and economic fields. While this land issue can become a serious legal issue, where justice needs to be served. For smooth development, it is necessary to realize the Land Orderly Chess which is

¹ Kartasapoetra, Hukum Tanah Jaminan UUPA bagi Keberhasilan Pendayagunaan Tanah, Rineka Cipta, Jakarta, 1991, hal. 58.

the target of the Agrarian Policy. Problems related to the use, ownership, control and transfer of land rights require special attention in laws and regulations.²

That in order to achieve the goals of the nation and state, it is necessary to have a plan regarding the allocation, use and supply of earth, water and natural resources contained therein for the various interests of the people and the state. With this plan, land use can be carried out in a guided and orderly manner so as to bring the greatest benefit to the state and the people.³

This important land position is sometimes not balanced with efforts to overcome various problems that arise in the land sector. The facts show that unrest in the land sector has a negative impact on the social, political and economic fields.⁴ In fact, there are many lands that have not been used or cultivated in accordance with the capabilities of the land so that the use of land is contrary to the principles of land use and the social function of land rights.⁵

Legal principles function as a foundation that provides direction, goals and fundamental assessments, containing ethical values and demands. The purpose of land use must be directed to achieve the greatest prosperity of the people. One of the efforts made is to ensure that there is a guarantee of legal certainty for the land rights of the community members and to seek control over the development of community needs for land, such as the registration of land rights. This control is carried out to avoid conflicts of interest due to land use.

Article 19 paragraph (1) of the Basic Agrarian Law (UUPA) stipulates that the government conducts land registration throughout the territory of the Republic of Indonesia, which is intended to provide legal certainty to land rights, and this is done according to the provisions regulated by Regulations. Government. Management related to land is very important to be carried out by the government based on the constitutional mandate, there are many irregularities or inequalities in the use, control and ownership of land by individuals or legal entities or the government itself. Anxiety in the land sector is also felt by the people of Aceh, especially the people of Aceh Besar District.

Every year, especially on September 24, coinciding with the anniversary of the Basic Agrarian Law (UUPA), the question that is always repeated usually revolves around the factors causing the many land problems that occur in various variations and intensities. The answer can't be anything other than the implementation regulations of the UUPA (which may already be available but are no longer relevant or effective, or not yet available in any field) and on their implementation which has not been consistent and consistent due to various obstacles.⁷

Lately, the problems related to land are getting more complex. The cause is not only caused by economic factors, but also includes social factors, cultural factors and even religious factors. However, this land-related issue should not be left without a definite solution, but must be handled and resolved seriously and thoroughly by the Land Office. Individual rights to land cannot be ignored, because having land rights is included in human rights.8

As for the tasks of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency based on Presidential Regulation Number 47 of 2020 concerning the Ministry of Agrarian and Spatial Planning, one of which is to formulate and implement policies for handling and preventing disputes and

² Kartini Muljadi, Gunawan Widjaja, *Hak-Hak Atas Tanah*, Kencana, Jakarta, 2007, hal 90.

³ H. M. Arba, *Hukum Agraria Indonesia*, Sinar Grafika, Jakarta, 2015, hal. 22.

⁴ Samaun Imasya, *Pengantar Hukum Agraria*, Graha ilmu, Yogyakarta, hal. 22.

⁵ *Ibid.* hal. 2.

⁶ Agus Yudha Hernoko, *Hukum Perjanjian Asas Proporsionalitas dalam Kontrak Komersial*, Kencana, Jakarta, 2010, hal. 23.

⁷ Maria S. W. Sumardjono, *Kebijakan Pertanahan Antara Regulasi dan Implementasi*, Buku Kompas, Jakarta, 2001, hal. 14.

⁸ Mila Hayati, Suhaimi, Sulaiman, The Role of the Regional Office of the National Land Agency Aceh Province in Settlement Land Disputes, International Journal of Multicultural and Multireligious Understanding, Vol. 8 Issue 6, Juni 2021, p. 558.

conflicts (land cases). Handling Land Cases that have not been implemented effectively will cause the goal of Handling Land Cases to not be achieved in order to implement land policies which are one of the duties and functions of As for the tasks of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency based on Presidential Regulation Number 47 of 2020 concerning the Ministry of Agrarian and Spatial Planning, one of which is to formulate and implement policies for handling and preventing disputes and conflicts (land cases). Handling Land Cases that have not been implemented effectively will cause the goal of Handling Land Cases to not be achieved in order to implement land policies which are one of the duties and functions of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency so that they are unable to provide legal certainty.9 A policy has been calculated rationally, the implementation structure has been prepared as well as possible, the implementing actors and communication patterns have also been carefully prepared, but the final results may differ depending on the environmental conditions in which the policy is implemented. ¹⁰ In order to improve the implementation of National Development, with the consideration that it can provide legal certainty and legal protection as well as the achievement of orderly chess in land related to land law order, land administration order, land use order and land maintenance order, it is deemed necessary to make improvements to the provisions governing land. Legal certainty requires the availability of statutory regulations that are operationally able to support their implementation. Empirically, the existence of laws and regulations needs to be implemented consistently and consistently by the supporting human resources.¹¹ Consistency in the formation of laws and regulations by every State Administration Official as a binding policy is needed to prevent legal chaos so that the integrity of the legal order can be maintained.

Research Methods

The type of research used by the author in this study is the empirical juridical method. The data collection technique is the application of the method to be able to cause a desired result. While the technique is also closely related to the tool as the means used. Therefore, the data collection techniques and tools used depend on the approach taken by the researcher. For the juridical-empirical approach (economic sociology, anthropology and others) data collection techniques are carried out on non-legal data and materials. The data can be in the form of research data (directly) from the field or research data from other parties who are related and have been scientifically tested.

Data collection techniques were carried out specifically to obtain field data (non-legal), including through interviews and documentation, while the tools for data collection for interviews used structured interview guidelines.

Result and Discussion

Implementation Mechanisms for Handling Land Cases at the Land Office of Aceh Besar Regency

One of the services provided by the Land re4bOffice of Aceh Besar Regency is the Land Case Settlement Handling service. Based on the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 21 of 2020 concerning Handling and Settlement of Land Cases, land cases are disputes, conflicts, or land cases that are submitted to the Ministry of Agrarian and Spatial Planning/National Defense Agency, Regional Office of the Land Agency National Land Office in accordance with its authority to obtain handling and settlement in accordance with the provisions of laws and regulations. Land disputes include various kinds, such as regarding land status,

⁹ Peraturan Presiden Nomor 47 Tahun 2020 tentang Kementerian Agraria dan Tata Ruang.

¹⁰ Sahya Anggara, Kebijakan Publik", PT. Bumi Aksara, CV. Pustaka Setia, 2004, hal. 158.

¹¹ Samaun Imasya, *Op. Cit*, hal. 83.

¹² Peraturan Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Nomor 21 tahun 2020 tentang Penanganan dan Penyelesaian Kasus Pertanahan.

subject of ownership, rebuttal to evidence of acquisition which is the basis for granting rights or registration in the land book.

The implementation of land services includes services for complaints on various land cases which are one of a series of land registration services in obtaining legal certainty. Based on Law Number 5 of 1960, it has placed an obligation on the Government to carry out land registration throughout Indonesia as well as to rights holders to register land rights that exist in them in accordance with applicable regulations.

That with the existence of the Land Service, the parties concerned can consult with the land party so that they can find out problems both related to the status or legal position of the land in question, its location, area and boundaries. Whereas for disputes and conflicts that occur, parties who feel they have an interest or feel aggrieved can file a complaint with the Land Office. Complaints about land disputes and conflicts are objections submitted by parties who feel aggrieved over a legal product of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, Regional Office of the National Land Agency, Land Office according to their authority or feel disadvantaged by other parties regarding control and/or ownership. certain plots of land.

Table 1. Complaints Recapitulation

| No. | Type of Complaints | 2021 | | | | 2022 | | | |
|-----|---|-------|------|---------|-----------------|-------|------|---------|-----------------|
| | | Enter | Done | Process | No Follow Up | Enter | Done | Process | No Follow Up |
| 1 | Counter/Face to Face | 6 | 6 | - | - | 1 | 1 | 0 | 0 |
| 2 | Letters addressed to the office address or via official electronic mail | - | - | - | - | 23 | 21 | 2 | 0 |
| 3 | SP4N- REPORT! | - | - | - | - | - | - | - | - |
| 4 | Ministry social media | - | - | - | - | - | - | - | - |
| 5 | Call center/Hotline | - | - | - | - | - | - | - | - |
| 6 | Reader's letter column in mass media | - | - | - | - | - | - | - | - |
| 7 | Whistleblowing System | - | - | - | - | - | - | - | - |
| 8 | Ombudsman | - | - | - | - | - | - | - | - |
| 9 | More channels | 1 | 1 | | | 9 | 8 | 1 | 0 |
| | Total | 7 | 7 | 0 | 0 | 33 | 30 | 3 | 0 |

Complaints can be submitted to the Land Office either verbally or online, the complaint is submitted accompanied by complete requirements, then the complaint is recorded in the complaint register by the officer for further distribution to the authorized official, if the file is complete then the complaint will be stated in a resume, complaint and a study will be conducted to determine the case or not.

In the implementation of handling and resolving disputes based on incoming complaints, the importance of good complaint services, good complaint services, one of which is to be able to provide clarity of information on the terms and procedures for complaints. Then the complaint will then be handled for the resolution of the type of complaint related to land cases.

Article 6 of the Regulation of the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Number 21 of 2020 concerning Handling and Settlement of Land Cases states that the Handling of Disputes and Conflicts is carried out through the following stages: ¹³

- a. Case Assessment;
- b. Initial degree;
- c. Study;
- d. Research results exposure;
- e. Coordination meetings;
- f. Final degree; and
- g. Case Resolution.

That in Article 13 of the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 21 of 2020 concerning Handling and Settlement of Land Cases it is stated that in terms of exposure to Research results as referred to in Article 11 paragraph (2) concludes that data, information and/or information are still needed or coordination meetings with relevant agencies or institutions to make decisions or if Mediation steps are needed for Case Settlement, it can be carried out:¹⁴

- a. Review;
- b. Research back with the development of research plans and objectives;
- c. Testing/Research/examination by the Examination Team to obtain recommendations for Case Resolution;
- d. Coordination meeting by inviting related agencies or institutions; or
- e. Mediation.

Today the problems in the land sector are not getting smaller, they are increasing, both in quality and quantity, which are not only in the legal aspect, but have broad dimensions including legal, economic, political, socio-cultural and land security aspects.¹⁵ These problems can be identified, as follows:¹⁶

- a. Problems related to the implementation of land registration.
- b. Problems related to land acquisition, both for government and private interests.
- c. Problems related to the control of land ownership that exceeds the maximum limit as well as those that are speculative, both for agricultural and non-agricultural purposes, including absente land ownership (guntai).

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¹³ Peraturan Menteri Agraria dan Tata Ruang/ Kepala Badan Pertanahan Nasional Nomor 21 Tahun 2020 tentang Penanganan dan Penyelesaian Kasus Pertanahan.

¹⁴ Ibid.

¹⁵ H. Muchsin, Imam Koeswahyono, *Aspek Kebijaksanaan Hukum Penatagunaan Tanah dan Penataan Ruang*, Sinar Grafika, Jakarta, 2008, hal. 42.

¹⁶ *Ibid*, hal. 97.

d. Problems related to the overlap in land use between the interests of housing, agriculture, industry, and so on.

A problem is defined as a condition or situation that creates a need or dissatisfaction in some people, who want help/improvement.¹⁷ Meanwhile, a problem will become a public problem if it involves many people and has an impact not only on the people who are directly involved, but also a group of people who are indirectly involved. Most citizens place a lot of hope in their public administrators, namely the hope that they will always provide the best service to the public.¹⁸

In Indonesia, the term agrarian in the Government Administration is used in the sense of land, both agricultural and non-agricultural land, but Agrarisch Recht or Agrarian Law in the Government Administration is limited to the set of laws and regulations that provide a legal basis for the authorities in carrying out their policies in the land sector, then the legal instrument is part of state administrative law.¹⁹

Whereas government policies in the field of land use related to land law order lead to the program:

- 1. Increase the level of legal awareness of the community;
- 2. Completing the laws and regulations in the land sector;
- 3. Imposing strict sanctions on violations that occur; and
- 4. Improve supervision and coordination in agrarian implementation.

One of the rules of land administration is to speed up the service process related to land affairs. Government activities are getting smoother with the orderly land administration and for the government the smooth process of land administration will increase State Revenue.

Barriers and Obstacles to the Handling of Land Cases at the Land Office of Aceh Besar Regency

Based on Article 23 of the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency No. 17 of 2020 concerning the Organization of the Regional Office of the National Land Agency and the Land Office, it is stated that the Administrative Subdivision has the task of providing administrative support to all organizational units of the Land Office, implementing the management of electronic-based land service modernization, and implementing facilitation of bureaucratic reform and handling complaints at the Office Land.

Whereas in practice the handling of complaints at the Land Office of Aceh Besar Regency is carried out by the Dispute Control and Handling Section. This is considered less efficient because of the imbalance of existing human resources, plus the performance task of the Dispute Control and Handling Section attending the Court so that it is unable to reach for the time efficiency of the Complaints Counter Service. So this needs to be clarified so that services to the community can be resolved properly. When the Counter Officer provides complaint services, the officer separates all forms of complaint problems according to the Authority of their respective Sections, so that later officers from the new Administration will notify each of the relevant Sections. Complaints that can be processed in terms of handling and settlement by the Land Dispute Control and Handling Section are only those under the authority of that Section, while those that are within its authority are related to complaints on land cases consisting of disputes, conflicts and land cases.

According to Moh. Kusnardi and Harmaily Ibrahim, the system is a whole, consisting of several parts that have a functional relationship between the parts and a functional relationship to the whole, so

¹⁸ Irfan Islamy, *Prinsip-Prinsip perumusan Kebijaksanaan Negara*", PT. Bumi Aksara, Jakarta, 2007, hal. 12.

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¹⁷ Sahya Anggaran, *Op. Cit*, hal. 25.

¹⁹ Kurniawan Ghazali, Cara Mudah Mengurus Sertifikat Tanah, Kara Pena, Jakarta, 2013, hal. 9.

that the relationship creates a dependency between the parts which consequently, if one part does not work properly, will affect the whole thing.

In relation to the policy-making process, all available resources must be considered, because the policies that have been set will produce activities to achieve certain goals, not apart from the carrying capacity of the environment. Therefore, in determining policies, it is necessary to pay attention to the strengths and limitations of existing resources, so that the stated objectives can be achieved. After knowing the orientation and considerations in a policy-making process, the characteristics of the policy are also studied.

By understanding these characteristics, understanding will be obtained and immediately take steps to solve it if the policy does not work as expected in the implementation stage. With the constitution or the Constitution, the government is not a government that acts as it pleases itself, but a government that in carrying out its government refers to the existing laws and regulations, in other words the government enforces the law. Public policy and public trust are interrelated dimensions. The relationship between the two will affect the effectiveness of the policy and conducive to its publication. The effectiveness of public policies will be realized in the form of smooth implementation of service tasks, the creation of orderly administration, low mal-administration, simple mechanisms, and easy implementation.

In addition to government policies in carrying out their duties in accordance with applicable laws and regulations, no less important is the legal awareness of the community, both individuals and groups of people in society. Legal awareness in people's lives is very important, because with high legal awareness, justice, order, peace, and peace in society will be realized.²⁰

Whereas in the implementation of complaints at the Land Office of Aceh Besar Regency, there is no privacy complaint room available, so that people feel uncomfortable when submitting confidential complaints, with the condition of the Complaints counter being right in the waiting room area of another community. So, it is feared that the complaint counter officer will not receive detailed information on the chronology of a land case, while the chronology is one of the important points that must be included in a complaint handling report format as stated in Appendix I of the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the Land Agency. National Number 4 of 2022 concerning Complaint Management.

Therefore, in order for the purpose of the law to be achieved optimally, in its application there needs to be wise steps from law enforcement officials. This is very important and has a very big influence for the success of development which is the goal of the law. The government and the community must introspect each other so that trust between them can be created properly, therefore the government should be able to demonstrate and develop effective strategies to build high public trust. Public policy is basically made to solve identified public problems. The solution requires public actions, namely through setting and establishing policies. Anticipation and objective identification of the needs and values of society is one of the important steps for the creation of an effective public policy.

Regarding the handling of a land case, including in the form of land disputes and conflicts, the handling according to the laws and regulations is carried out by first conducting a case study, but in its implementation the Aceh Besar District Land Office does not directly conduct a case study but first asks the complainant to mediate at the local level. village, this is one of the efforts so that the problem can be effectively resolved at the village level, but if an agreement is not reached, the Land Office will conduct a case study to further mediate, because mediation is an alternative solution that can be taken to produce results. win-win solution, the implementation is more effective and efficient.

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²⁰ Al Irsyad Gani, Suhaimi, Analysis of the effectiveness of sanctions for violators of health protocols during the 2019 corona virus disease pandemic in Banda Aceh Municipality, *International Journal of Advanced Multidisciplinary Research and Studies*, Vol. 2(4), 2022, p. 881.

Handling and resolution of land disputes and conflicts can also be done through alternative dispute resolution and mediation conflicts. The principle which implies that any dispute or dispute related to the ownership of land rights is recommended first through the peace route so that the disputing parties are willing to accept the result.

Mediation is a simple and practical effort in resolving disputes that are preceded by finding and bringing together problem-solving agreements assisted by one or more persons as mediators who are neutral and only function as facilitators. Whereas based on Law Number 30 of 1999, in addition to regulating arbitration, this Law also emphasizes alternative dispute resolution in the form of mediation and the use of experts, it does not even rule out the possibility of dispute resolution through other alternatives.

Whereas in the implementation of Mediation at the Land Office of Aceh Besar Regency, there is no Special Mediator to handle Land Cases. The presence of a mediator is very important because he can help and make the decision-making process better, so as to produce an outcome that is acceptable to those in conflict. To understand the process and form of policy, in essence, to examine the location and operation of law in a society whose role is increasingly becoming a means of bringing about various changes.

Whereas the implementation of the handling of land cases which was carried out with the Mediation stage which ended with the implementation of the Mediation, the parties signed the Minutes of Mediation. That is related to the Minutes of Mediation as a result of the implementation of mediation which cannot be given to the parties by the mediation officer at the Aceh Besar District Land Office. If the Minutes of Mediation cannot be given to the parties, what will be future evidence that mediation has been carried out against the dispute over the land object with the results listed in accordance with the Minutes of Mediation, especially if there is a dispute between the disputing parties which in the next few years will occur again at least the parties. parties have the power to provide evidence quickly compared to requesting the evidence again to the Aceh Besar District Land Office at a very long distance.

Making a written contract or agreement, has a problem with proof. Proof in general is when a person postulates that he has a right or in order to strengthen his own right, as well as denying a right of another person refers to an event, he is obliged to prove the existence of that right or event. The connection with written proof is done with authentic writing or with underhand writing. Moreover, if the contents of the agreement include the time of the agreement, so that if the Minutes are not given to the parties, there will be concerns that the parties will not remember or forget the time limit of the agreement, considering that the lapse of time is one of the conditions for the termination of the engagement as stated in Article 1381 of the Indonesian Law. Civil Law or BW.

Proof in general is when a person postulates that he has a right or in order to strengthen his own right, as well as denying a right of another person refers to an event, he is obliged to prove the existence of that right or event.

One's relationship with others in society becomes closer when the human itself forms a legal alliance, where each adjusts his freedom according to mutually agreed controls to live in an orderly and calm manner in that society.

Article 11 of the Basic Agrarian Law states that legal relations between people, including legal entities, with the earth, water and space as well as the powers that stem from these legal relationships will be regulated, in order to achieve the objectives referred to in Articles 2 and 3 and prevent excessive control over the lives and work of others. when the public no longer has trust in policy makers, it will be difficult for the policy to be implemented properly. The public's carrying capacity will be low, and what is likely to happen is a priori apathy towards policies, and furthermore there is no compliance or compliance as expected. In the midst of a crisis of public confidence in the government which is so high, it is not easy

to formulate, realize and implement a policy product, therefore policy makers must be able to understand their environmental conditions well.

The process of resolving conflicts that occur in society is where the law has a very important role so that the conflict can be neutralized as well as transferred to a form of settlement that can make a balance in accordance with the expectations of community members. Therefore, the function of law by most scholars is said to have a function as a means of social control. Social control includes the forces that create and maintain social bonds.

Environmental conditions will affect the final result of a policy implementation, although not directly. A policy has been calculated rationally, the implementation structure has been prepared as well as possible, the implementing actors and communication patterns have also been carefully prepared, but the final results may differ depending on the environmental conditions in which the policy is implemented. This difference in environmental conditions then gave birth to the term discretion in the implementation of public policy (although it was never stated implicitly in implementation models).

Public policies are made in order to solve public problems. Therefore, the first problem in formulating public policy is to formulate a policy problem first. Jones defines a problem as a human need that needs to be addressed or solved. While Dunn defines policy problems with values, needs, and opportunities that have not been met, but can be identified and achieved through public action. The formulation of the problem will help produce the problem to be solved. Forecasting will help produce the formulation or expected policy outcomes. Recommendations will help to generate policy adoption. Monitoring will help produce results as a result of policy implementation, evaluation will help produce policy performance.

Formulation of problems, forecasting, and recommendations are methods used before (ex ante) policies are adopted and implemented, while monitoring and evaluation methods are used after (ex post) policies are adopted and implemented. Ex ante is research and analysis of a policy that does not yet exist/has not yet happened. Ex post analysis is research and analysis of an existing policy. Policy actors in determining the content of the policy continue to pay attention and be guided by the environment in which the policy issue arises and is raised as a problem.

Conclusion

Wisdom has an orientation to solve certain problems in a certain area and period of time. In the policy-making process, all sources of funds and environmental resources should be considered as well as the juridical means of the government, so that if they encounter problems in their implementation, they will immediately obtain a solution. In the context of dynamics and future developments, namely for legal continuity, a basic framework of legal views is needed that is not narrow. Thus, a view is needed that can explain and place the law philosophically, that in addition to the need for a solid value content, there is also a need for creative and innovative actualization which is not only limited to the aspect of fulfilling physical needs, but more broadly trying to realize the fulfillment of needs. fully human in the form of physical and spiritual well-being. Thus, a philosophical, juridical, and sociological orientation is needed so that the law is able to anticipate and accommodate dynamics and can follow the progress of society.

Based on the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 21 of 2020 concerning Handling and Settlement of Land Cases, that the handling of Land Cases that has not been carried out effectively will result in not achieving the goal of Handling Land T-shirts in order to implement land policies which is one of the tasks and the function of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency so that it is unable to provide legal certainty. A policy has been calculated rationally, the implementation structure has been prepared as well as possible, the implementing actors and communication patterns have also been

carefully prepared, but the final results may differ depending on the environmental conditions in which the policy is implemented.

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