

IMPLEMENTATION OF ACCELERATION OF COMPLETE SYSTEMATIC LAND REGISTRATION (PTSL) AT THE LAND OFFICE OF KUPANG CITY, EAST NUSA TENGGARA PROVINCE

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Abstract:

This study aims to analyze the implementation of the acceleration of Complete Systematic Land Registration (PTSL) at the Kupang City Land Office, East Nusa Tenggara Province. Using a qualitative approach, this study focuses on the policy dimensions according to Merilee S. Grindle's theory, namely policy content and policy context. The results of the study indicate that although the benefits of the program have been felt by the community, especially the lower middle class, its implementation has not been fully effective. The main obstacle found was the lack of coordination and communication between the Land Office, sub-districts, and the community. Although there have been efforts to improve, such as more intensive coordination and going directly to the field, several sub-districts, including Manutapen Sub-district, still experience delays in socialization and measurement. This study suggests improving coordination between institutions and wider socialization to ensure that this program is right on target and can be felt by all levels of society.

Keywords: Implementation, acceleration of PTSL, coordination, land policy, communication.

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INTRODUCTION

One of the main objectives of the Basic Agrarian Law (UUPA) is to guarantee legal certainty over land rights through land registration, both physically and legally. However, the implementation of land registration since the enactment of PP Number 10 of 1961 until 1970 faced various obstacles, such as limited budget, experts, and equipment. Efforts to resolve this were made through the issuance of a number of regulations, including PRONA (National Agrarian Operations Project) in 1981, which aimed to facilitate mass land registration.

However, land registration has not been fully successful, with many plots of land not yet certified until 2016. This is exacerbated by the problems of fake certificates, overlapping certificates, and land disputes. To address this, the government launched the Complete Systematic Land Registration (PTSL) as part of the Nawa Cita program, with a target of five million certificates in 2017 and all registered land in 2025. This program aims to provide legal certainty for land in a simple, fast, and integrated manner. However, implementation challenges still often arise in various regions, as can be seen in Table 1.1.

Table 1. Targets and Realization of the PTSL Program in Indonesia

Year	Unregistered Land Area	Target Field	Realization	%
2017	63.827.880	5.000.000	4.906.525	98.13
2018	58.827.880	9.000.000	8.406.293	93.40
2019	49.827.880	9.000.000	8.727.373	96.97
2020	40.827.880	6.000.000	5.446.638	90.78
2021	34.827.880	8.000.000	7.323.123	91.54
2022	26.827.880	10.000.000		



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2023	16.827.880	10.000.000
2024	6.827.880	6.827.880
2025	0	0

Source: Bureau of Planning and Cooperation, Ministry of ATR/BPN, 2022

Table 1 shows the Target and Realization of the PTSL Program in Indonesia. The target and Realization did not reach 100%, which indicates that there are different problems or obstacles in each region, so the Realization of the issuance of certificates from the PTSL program varies in percentage each year.

According to Ministerial Regulation Number 6 of 2018 concerning Complete Systematic Land Registration, the Kupang City Land Office is one of the regions that supports the PTSL program. In addition to the PTSL program, the Kupang City Land Office is also carrying out the Kupang City Complete City program, so the PTSL program must be realized first, and this Complete City is planned to be realized this year based on Figure 1.



Source: Survey and Mapping Section, Kupang City Land Office, 2024

Figure 1. Aerial Photo of Complete City Mapping Activities in 2024

The Complete Systematic Land Registration Program (PTSL) in Kupang City aims to support the Realization of a Complete City, with an area of 15,934 Ha covering 3,073 Ha of forest areas and 12,861 Ha of other use areas (APL). By 2024, this program has reached 86.9% of the mapped area. However, the implementation of PTSL in Kupang City still faces various challenges, which encourages the need to accelerate the program to meet the target. Policy revisions in the last three years, including in 2021, are steps to adjust to the obstacles faced. Analysis of program targets and realizations over the last three years is the basis for evaluating and optimizing its implementation, as can be seen in Table 2.

Table 2. Targets and Realization of the PTSL Program in Kupang City

NO	Year	Target		Realization			
		PBT	SHAT	PBT	%	SHAT	%
1	2021	770	3.870	770	100	1.114	29
2	2022	500	600	500	100	600	100
3	2023	-	428	-	-	428	100
4	2024	-	1.022	-	-	128	13

Source: Land Rights Determination and Registration Section, Kupang City Land Office, 2024

Table 2 shows that the Realization of the PTSL Program in Kupang City has not fully achieved the target, especially in 2021. Of the target of 3,870 land plots, only 1,114 plots or 29%, were realized, mainly due to revisions in several sub-districts such as Alak, Penkase Oeleta, Manulai II, Manutapen, Kolhua, and Fatukoa. However, in 2022 and 2023, the Realization increased significantly with full achievement in Manulai II Sub-district (2022) and five other sub-districts in 2023, namely Naimata, Fatukoa, Sikumana, Kolhua, and Naioni. For 2024, the Realization is still low, which is only 128 out of 1,022 land plots (13%), due to various obstacles, such as lack of socialization, absence of land owners, land boundary disputes, limited documents, land status in green areas or owned by the government. This obstacle resulted in delays in the issuance of certificates, so the PTSL program has not optimally supported the Complete City vision and the Nawa Cita target to complete land certification throughout Kupang City by 2025.

Based on these problems, this study focuses on analyzing the implementation of PTSL acceleration in Kupang City according to Ministerial Regulation Number 6 of 2018 concerning Complete Systematic Land Registration. It aims to understand and evaluate efforts to accelerate the program and provide recommendations to improve its performance in the region.

Previous Research. This study refers to several previous studies on Complete Systematic Land Registration (PTSL), which provide an overview of the implementation, challenges, and success of the program in various regions. Sari Dewi Rambu Lika's (2022) study discusses the implementation of the PTSL policy in Medaeng Village with a focus on routine implementation according to the provisions, although constrained by low community education and incomplete administrative requirements. Mira Novana Ardani (2020) highlights the challenges of implementing PTSL, especially the low interest of the community to participate. Tito Inneka Widyawati (2019) examines the service aspects of PTSL at the Tangerang City Land Office, with an emphasis on the provision of facilities and the responsiveness of officers. Hanida Gayuh Saena (2019) examines the implementation of PTSL in Sleman Regency which achieved 100% physical achievement despite being constrained by implementing personnel and implementation time. The similarity of all these studies is that they discuss the PTSL Program, but this study emphasizes the implementation of the acceleration of the PTSL program as its main focus.

Public Policy. The term public policy comes from the English word public policy. According to Samodra Wibawa (1994) and Darwin (1998), the word policy is translated as policy, while Wahab (1990) uses the term wisdom. Public policy is any action taken or not taken by the government with the aim of providing great benefits to the community. Thomas R. Dye (1992) stated that public policy must be considered holistically so as not to cause harm to the community.

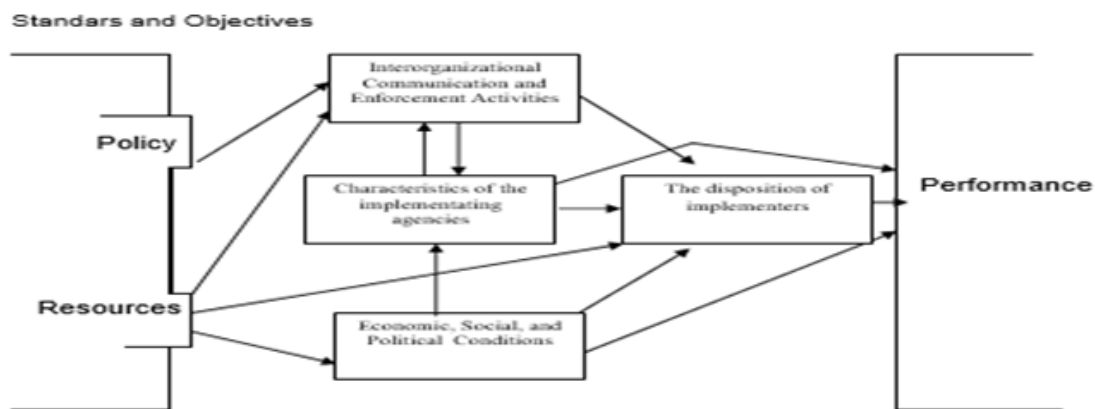
The public policy process includes various stages, namely agenda setting, policy formulation, policy adoption, policy implementation, and policy evaluation (Lindblom, 1986; Tresiana, 2015). Each stage involves various actors and variables that influence each other.

Implementation of Public Policy. Implementation of public policy is a series of activities after a policy is formulated. Grindle (1980) in Wahab (2002) state that implementation is not just a description of political decisions into routine procedures but also includes the distribution of policy benefits to targets. Lester and Stewart (Winarno, 2012) explain that implementation is the stage of policy realization that involves processes, outputs, and outcomes.

Van Meter and Van Horn (1975) identified six variables that influence policy implementation: policy standards and objectives, resources, inter-organizational communication, characteristics of implementing institutions, socioeconomic conditions, and implementer disposition. These variables determine the success of policy implementation.

Public Policy Implementation Model. The Van Meter and Van Horn (1975) policy implementation model explains the linear relationship between policy, implementers, and performance through six main variables that influence each other. These variables include policy standards and objectives that must be clear to prevent differences in interpretation; availability of resources such as funds, materials, and human resources that support implementation; good inter-organizational communication to clarify performance indicators; characteristics of implementing institutions, including competence and relationships with policymakers, which determine success; social, economic, and political conditions that influence resources and community acceptance; and implementer disposition, namely their perception, acceptance, and response to policies that greatly determine the final result.

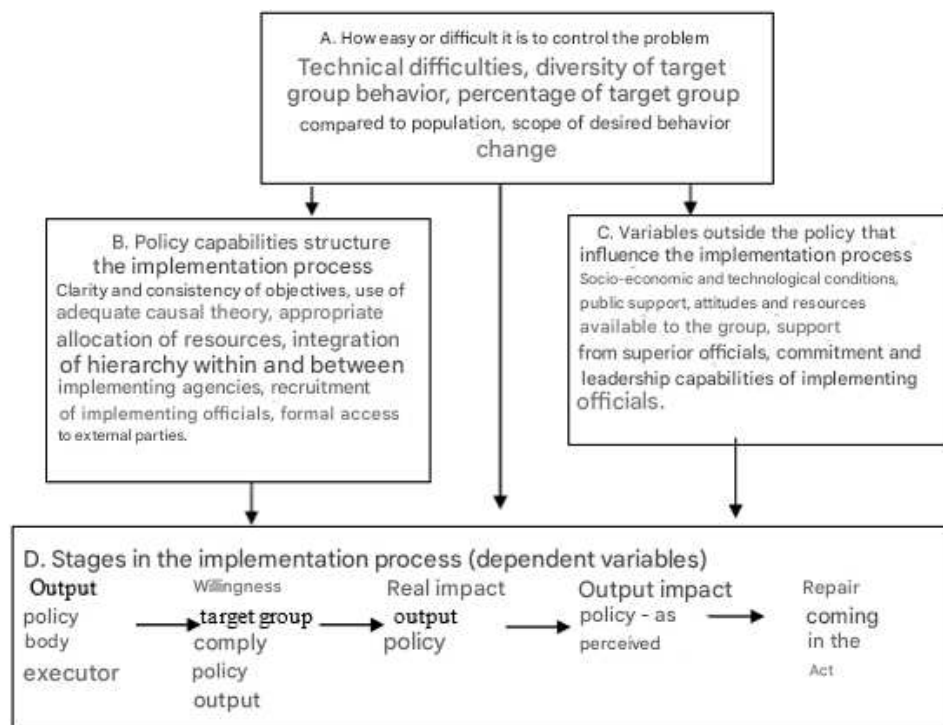
The figure below clarifies the relationships between each component in the policy implementation model.



Source: Van Meter and Van Horn (1975: 463)

Figure 2. Policy Implementation Process Model

Based on the Van Meter and Van Horn policy implementation model, this model attempts to complement the weaknesses of the Top-Down policy implementation approach by presenting clarity of implementation variables and the interplay between these variables. However, the weakness is the overlap between indicators and dimensions of policy performance variables. As a further development, Mazmanian and Sabatier (1983) introduced a policy implementation analysis framework that emphasizes the identification of variables that influence the achievement of formal policy objectives. They divide these variables into three categories: independent variables (ease of problem-solving, indicators of theory, technique, and desired changes), intervening variables (ability of policy structure through clarity of objectives, resource allocation, and institutional coordination), and dependent variables (implementation stages that include understanding, compliance, actual results, acceptance of results, to policy revision). The relationship between these variables is dynamic, where each stage influences each other to determine the success of policy implementation.



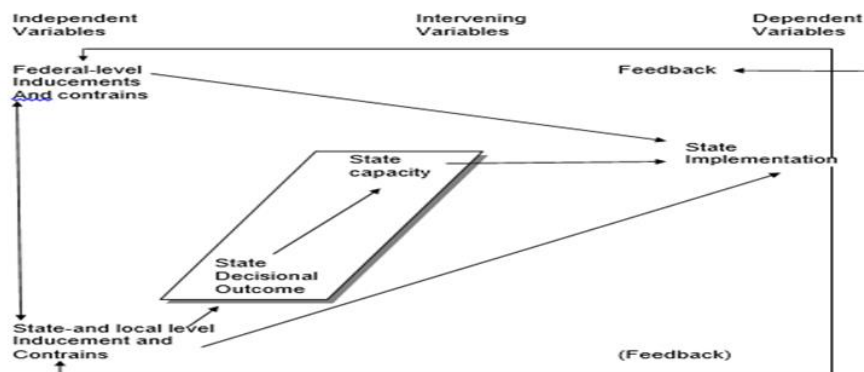
Source: Mazmanian and Sabatier (1983: 71)

Figure 3. Policy Implementation Process Variables

Based on this implementation model, the advantage is its ability to identify and explain the policy implementation process, starting from the policy output to the policy impact, which is shown as a dependent variable and influenced by the independent variables identified in the model image above. The weakness is that this implementation process model is relatively complicated, which lies not only in the bureaucracy as the implementer but also in factors outside the bureaucracy.

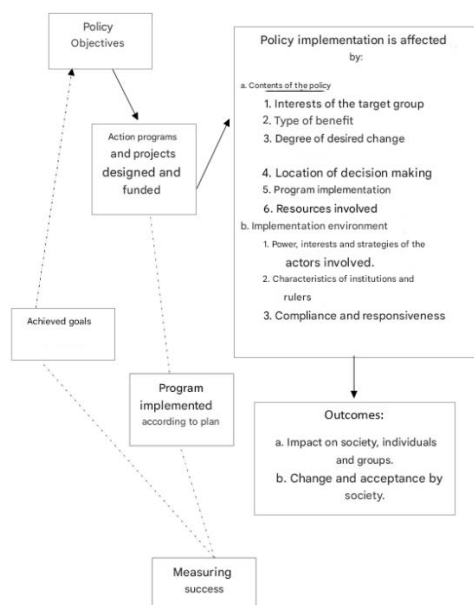
The policy implementation model from Brian W. Hogwood and Lewis A. Gunn (1978), known as the Top-Down approach, identifies ten requirements for achieving perfect policy implementation. These requirements include supportive external conditions, availability of adequate time and resources, reliable causal relationships, minimal interdependence, understanding and agreement on objectives, detailed tasks, good communication, and the ability of authorities to ensure compliance. The advantage of this model lies in the clarity of the implementation requirements. However, its weakness is that it does not show specific implementation variables or dimensions and does not explain the relationship between these variables.

Malcolm Goggin, Ann Bowman, and James Lester developed what is called a "communication model" for policy implementation, which they call the third generation of policy implementation models (1990). Goggin et al. aimed to develop a more scientific policy implementation model by prioritizing a research method approach using the Policy Implementation Process Variables by Mazmanian and Sabatier (independent, intervening, dependent) and placing communication factors as the driving force in policy implementation. The model is described as follows:



Source: Goggin (1990)
Figure 4. Goggin Model (1990)

The policy implementation model, according to Merilee S. Grindle, assesses the success of a policy from two main things: first, whether the implementation of the policy is in accordance with the specified design, and second, whether the objectives of the policy are achieved. This success is measured through the impact on society and the level of change that occurs. Grindle also emphasizes the importance of the Content of Policy and the Context of Policy in determining the implementability of a policy. Content of Policy includes the interests that influence, the benefits obtained, the degree of change achieved, the location of decision-making, the competence of the implementer, and the resources used. Meanwhile, the Context of Policy involves the power, interests, and strategies of the actors involved, the characteristics of the institutions and regimes in power, and the level of compliance and response of the implementer. Effective policy implementation depends on ensuring that the policy is in accordance with the desired objectives and can influence the expected changes.



Source: Agustino (2016:146)
Figure 5. Implementation Approach Model as A Political and Administrative

The use of Merilee S. Grindle's Theory (in Leo Agustino 2016:142) will make it easier for the author to discuss the Implementation of Public Policy thoroughly and in-depth by looking at the 2 dimensions above. The dimensions used can be seen from the process by questioning whether the implementation of the policy is in accordance with what is determined (design) by referring to its policy actions and whether the policy objectives are achieved. This dimension is measured by looking at two factors of the implementation stage: the impact on society and changes to society. The ultimate goal is that the theory can be used as a benchmark in assessing the success or failure of the policy and the impact and changes that occur in society.

The policy implementation model, according to Edward III (1980), identifies four main factors that influence the success of public policy implementation, namely communication, resources, implementer disposition, and bureaucratic structure. Communication includes the delivery of clear, consistent, and precise information to all related parties, including policy implementers and target groups. Sufficient resources, both in terms of humans, budget, authority, and equipment, are very important to ensure the success of the policy. The disposition of the implementer, namely the willingness and tendency to implement the policy seriously, is also an important factor, which is influenced by the appointment of the right bureaucracy and incentives that motivate the implementer. Finally, the bureaucratic structure, which includes standard operating procedures (SOPs) and fragmentation within the organization, can support or hinder policy implementation, especially if the policy requires changes in the way of working or the type of personnel. These four factors are interrelated and influence the effectiveness of public policy implementation.

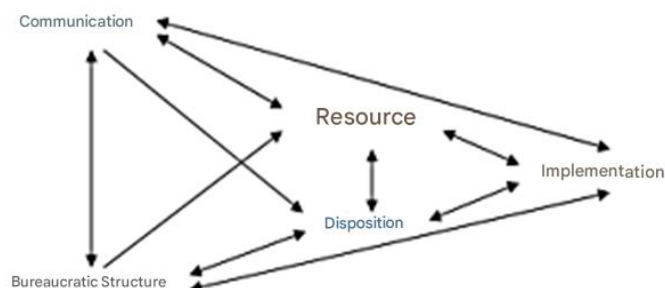


Figure 6. Implementation of the Edward III Model (Edward C George, 1980)

Edwards III in Winarno (2005:155) explains that "fragmentation is the distribution of responsibility for a policy to several different agencies so that coordination is required." A fragmented bureaucratic structure (broken up or spread out) can increase communication failure because the opportunity for instructions to be distorted is very large. The more distorted communication in policy implementation, the more intensive coordination is needed.

Complete Systematic Land Registration (PTSL). Complete Systematic Land Registration (PTSL) is a simultaneous land registration activity for the first time throughout Indonesia. This process includes the collection of physical and legal data on one or several land registration objects, aiming to provide legal certainty for land rights in a simple, fast, safe, and transparent manner. The implementation of PTSL is carried out at the village or sub-district level, covering all land areas, including government land, indigenous peoples, state land, and transmigration land.

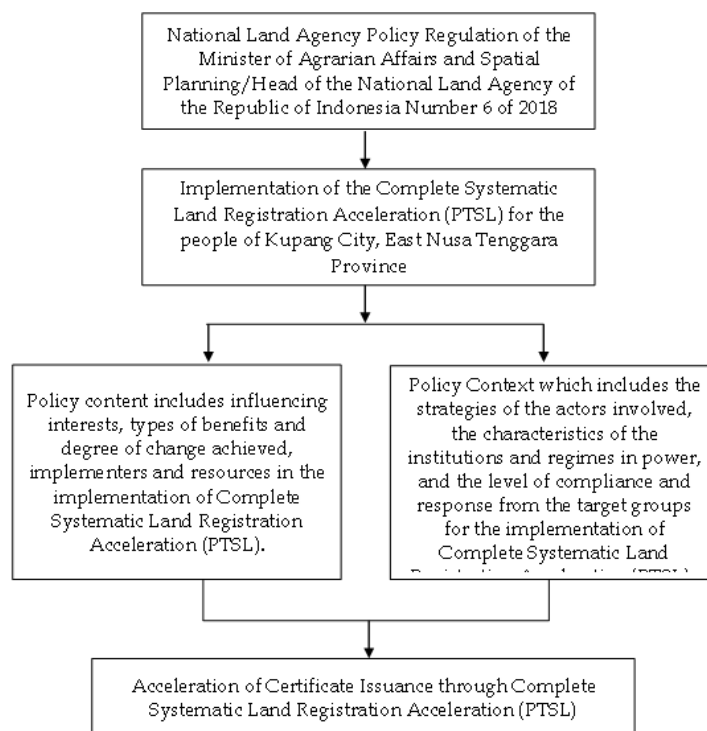
The main objective of PTSL is to accelerate the provision of legal certainty, protect community land rights, improve welfare, and prevent land disputes. This registration is carried out through the stages of planning, location determination, preparation, counseling, data collection, to the issuance



of land certificates. Each stage involves coordination between agencies and community involvement, ensuring that its implementation runs efficiently and effectively.

PTSL also groups the results of activities into four clusters based on the completeness of data and the legal status of the land. Clusters 1 to 4 include land that has met the requirements for issuance of certificates to land that requires remapping. Affirmation of land rights is carried out for land with sufficient proof of ownership, while land that is still in dispute will be resolved according to the court's decision.

The certificate issuance process involves signing by the Chairperson of the PTSL Adjudication Committee on behalf of the Head of the Land Office. The certificate issued includes restrictions on land use according to the rules. With the implementation of PTSL, it is hoped that all land areas in Indonesia will have legal certainty, supporting more orderly and equitable land management.



Source: Adapted by the Author According to Merilee S. Grindle's Implementation Model

Figure 7. Thinking Framework Model

METHODS

This study uses a qualitative method that aims to identify and explore the main problems in the phenomenon being studied. The focus of the study is directed at the implementation of the acceleration of complete systematic land registration (PTSL) at the Kupang City Land Office, based on the policy dimensions according to Merilee S. Grindle's theory, namely policy content and policy context. The location of the study is at the Kupang City Land Office and the Manulai II and Manutapen Village areas. Data sources include primary data, which are obtained directly from informants through interviews and observations, as well as secondary data from related documents.

Informants, including officials at the Land Office and the local community, were selected through purposive sampling techniques. Data collection techniques involve direct observation, in-



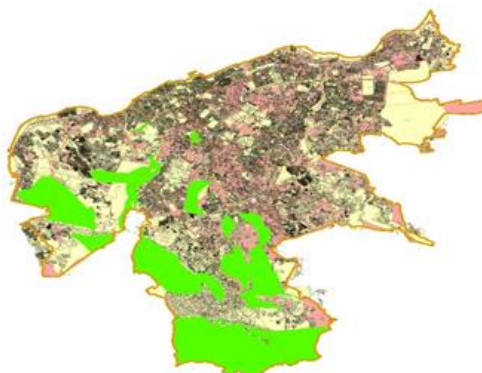
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depth interviews, and document searches to obtain relevant information. Data analysis was carried out using the Miles and Huberman interactive model, which includes data reduction, data presentation, and conclusion. Data validation was carried out through credibility, transferability, and dependability tests to ensure the validity of the research results.

The results of this study are expected to provide a deep and comprehensive understanding of the implementation of the PTSL policy, the factors that influence it, and relevant solutions to increase its effectiveness.

RESULT AND DISCUSSION

Overview of the Implementation of Acceleration (PTSL) at the Kupang City Land Office, East Nusa Tenggara Province. The main problem in the implementation of Complete Systematic Land Registration (PTSL) in Kupang City is the delay in the program due to the lack of community participation that is not yet orderly and optimal in registering their land. This has the potential to hinder the achievement of the completion target in 2025. To overcome this problem, a comprehensive PTSL acceleration method is needed so that the community can obtain legal certainty of land ownership through certificates. This effort needs to refer to Ministerial Regulation Number 6 of 2018 concerning Complete Systematic Land Registration. However, until 2024, the acceleration of PTSL has not been optimally implemented because the Kupang City Land Office faces obstacles in the data collection process for issuing certificates.



Source: Survey and Mapping Section, Kupang City Land Office, 2024

Figure 8. Aerial Photo of Complete City Mapping Activities in 2024

The Complete Systematic Land Registration Program (PTSL) in Kupang City until 2024 has succeeded in mapping 86.9% of the total area of Kupang City, which is 15,934 hectares, with 3,073 hectares in the form of forest areas and 12,861 hectares of other use areas (APL). Although it has achieved significant achievements, acceleration of the PTSL program is still needed to support success towards a complete city.

However, after seven years of implementation, the PTSL program in Kupang City still faces various obstacles. These problems have led to revisions to the program's implementation, with the largest revision occurring in 2021. This emphasizes the importance of implementing an acceleration strategy to overcome obstacles and ensure the completion of planned targets.

Table 3 shows the targets and Realization of the PTSL Program in Kupang City over the Last three Years.



Table 3. Targets and Realization of the PTSL Program for the Last 4 Years

NO	Year	Target	Realization	
		SHAT	SHAT	%
1	2021	3.870	1.114	29
2	2022	600	600	100
3	2023	428	428	100
4	2024	1.022	128	13

Source: Land Rights Determination and Registration Section, Kupang City Land Office, 2024

Based on the data in Table 3, the implementation of the PTSL program in Kupang City showed varying results. In 2021, from the target of 3,870 land plots, only 1,114 were realized, or around 29%. The failure to achieve the target was due to revisions in several sub-districts, namely Alak, Penkase Oeleta, Manulai II, Manutapen, Kolhua, and Fatukoa. However, in 2022 and 2023, the PTSL target was fully realized. In 2022, the focus was on the Manulai II Sub-district, while in 2023, it covered five sub-districts, namely Naimata, Fatukoa, Sikumana, Kolhua, and Naioni. For 2024, from the target of 1,022 land plots, only 128 plots were realized, or around 13%, because the measurement process is still ongoing.

Table 4. Targets and Realization of PTSL in 2021

No.	Village/Sub-District	Target SHAT	Realization/Handed Over
1.	Alak	595	561
2.	Manutapen	190	80
3.	Penkase-Oeleta	2.043	100
4.	Manual II	142	108
5.	Fatukoa	692	104
6.	Kolhua	208	161
Total		3.870	1.114

Source: Kupang City Land Office Adjudication Committee, 2024

From this study, the results of the research conducted by the researcher were obtained, which were then processed and analyzed so that several questions arose by conducting interviews with several research informants. Direct observation was carried out at the research location. Furthermore, an explanation of the research focus in detail will be discussed through the Content of Policy, which consists of 6 Indicators, namely:

Interests that Influence. In 2021, the PTSL Program in Kupang City experienced obstacles, with only 29% of the target being achieved. Of the 3,870 target recipients, only 1,114 were realized. The main problems include data revisions in several sub-districts (Alak, Penkase Oeleta, Manulai II, Manutapen, Kolhua, Fatukoa), delays in issuing certificates, and problems related to land boundaries, disputes, and land that is included in the green area or owned by the local government. Data verification that only relies on information from the local sub-district without direct checking with households causes a lot of inaccurate data. This study uses the theory of policy implementation from Merilee S. Grindle, which states that the success of policy implementation depends on several factors, including the interests that influence it, the types of benefits generated, and its implementation. In the case of PTSL, the problem of data collection and coordination with the sub-district is the main obstacle. Although the Kupang City Land Office has followed the established procedures, many obstacles arise when the data of certificate recipients is incomplete or misdirected.

The researcher conducted interviews with various related parties to determine the obstacles that occurred. The results showed that coordination problems, especially related to community data



and family land issues, affect the success of the PTSL program. In Manutapen Sub-district, although there were initial difficulties in receiving information, better coordination eventually allowed the PTSL program to be accelerated. However, in several sub-districts, there are still obstacles that need to be resolved so that the target can be achieved according to plan.

Type of Benefits Obtained. The benefits obtained from implementing the policy, in this case, the PTSL program. This policy aims to provide legal certainty of land ownership, with certificates provided free of charge without measurement, survey, and issuance costs. This has a positive impact on the community, especially in matters of land sales, inheritance, and bank loans for business needs.

Communities in several sub-districts, such as Manutapen and Manulai II, expressed their gratitude for being able to obtain certificates for free. Although there are several problems related to the status of land that is included in the forest area or owned by the government, they still feel helped because they do not need to spend additional costs. Several communities also hope that this program can be continued in the following year to increase the certainty of their land rights. Overall, the benefits obtained from the PTSL program are greatly felt by the community, especially in terms of the legality of land ownership and the potential for economic improvement through the use of certificates for bank loans.

Degree of Desired Change. Merilee S. Grindle explained that in a policy, the degree of desired change must have a clear scale and can provide sustainable benefits. Good policy implementation will have a positive impact in the short and long term. The Complete Systematic Land Registration Acceleration Program (PTSL) aims to increase the motivation of the community, especially the less fortunate, to register their land ownership for free, thus providing legal certainty for their land rights. Interviews with the Head of the Government Section in Manutapen and Manulai II Villages expressed the hope that people from the lower middle class can make good use of this program. They hope that this program can continue to run, provide legal certainty, and increase public awareness of the importance of legal land ownership.

Location of Decision Making. Decision-making in policy plays an important role in implementing the policy, especially in ensuring that goals are achieved. Decisions must be in accordance with regulations and common interests. In the Complete Systematic Land Registration Acceleration Program (PTSL), decision-making focuses on revision and arrears issues, including handling inaccurate data.

The problem that arose in the implementation of the PTSL program in Manulai II and Manutapen Villages was the inaccuracy of recipient targets due to reliance on data from the Village Head without direct verification in the field. This caused delays and imbalances in the distribution of certificates. A member of the PTSL Adjudication, Mrs. Lisna, stated that despite the difficulties, they tried to fix this problem with more intensive socialization and better coordination with the Village Head and direct surveys to ensure more accurate data.

Program Implementers. Program implementation plays an important role in achieving policy objectives. In the PTSL program, the main implementer is the PTSL Adjudication Committee, assisted by the Village Head and the Survey Measurement and Mapping Sub-Division. This committee is tasked with planning and distributing certificates by conducting intensive coordination with the local Village for supervision and data collection.

The interview results showed that although the PTSL program implementers had collaborated with the Village, obstacles occurred because data collection still relied on data from the Village without direct verification in the field. In several villages, such as Manutapen, new measurements will be carried out. However, coordination efforts continue to be made so that the PTSL program can run smoothly.



Resources Used. Policy implementation requires adequate resources, especially quality Human Resources (HR). At the Kupang City Land Office, sufficient HR has been available to support the acceleration of the PTSL program. This office has a special organizational structure for PTSL, including assistance from the Cadastral Measurement and Mapping Section. However, in 2017-2019, the lack of HR caused all employees to be involved in PTSL. In 2019, with the addition of contract employees, HR was sufficient, although there was an acceleration that required the involvement of more parties. However, in Manutapen Village, coordination for the acceleration of PTSL was not optimal.

The policy environment, including the power, interests, and strategies of the actors involved, influenced the success of the PTSL program. In Manutapen, there was a delay in measurement and a lack of socialization in the community. The community only received information related to this program in 2019, and there has been no information update since then. The Village hopes that this program will continue.

The characteristics of institutions and authorities also influence policy implementation. The Kupang City Land Office does not provide special facilities for complaints about the PTSL program; it only accepts general complaints. The community and sub-districts hope that there will be a special media for complaints related to this program.

The level of compliance and response of implementers to the PTSL program is good. The Kupang City Land Office and the PTSL committee provide good and disciplined services to the community in the certificate issuance process. However, communication and coordination with the community in Manutapen Village still need to be improved.

The results of this study indicate that the implementation of the acceleration of complete systematic land registration (PTSL) at the Kupang City Land Office has not been fully implemented. Although there was an implementation of data collection for prospective program recipients in 2021 and the benefits of the program have been felt by the community, especially the lower middle class, several obstacles were still found in its implementation. Coordination between the Land Office and the sub-districts is still lacking, which has an impact on data inaccuracy and program implementation in several sub-districts. In addition, socialization regarding the PTSL program is still limited, reducing public understanding of the benefits of this program.

In terms of compliance and service, the Kupang City Land Office shows a high commitment by carrying out its duties with discipline. However, the main challenge faced is the lack of communication and coordination between the sub-district and the community, especially in the Manutapen Sub-district, which has not received socialization regarding the acceleration of PTSL. Even so, the Land Office is making efforts to improve the situation by conducting more intensive coordination, including going directly to the field to ensure the program runs according to target.

Overall, although the implementation of the PTSL acceleration program has a positive impact in providing legal certainty for the community and improving the economy, its implementation still faces obstacles, especially in terms of coordination and communication. Therefore, there needs to be an improvement in coordination between related institutions, as well as increased socialization so that the benefits of the program can be felt by all levels of society evenly.

CONCLUSION

Based on the results of this study, the implementation of the acceleration of the Complete Systematic Land Registration (PTSL) program at the Kupang City Land Office has not been running optimally. Although the benefits of this program have been felt by the community, especially the lower middle class, there are problems in coordination between the Land Office, sub-districts, and



the community. This has an impact on data inaccuracy and delays in measurement and socialization of the program in several sub-districts, including the Manutapen Sub-district. Although there have been efforts to improve by going directly to the field, more intense communication and coordination are still needed to ensure that this program is right on target and can be realized properly.

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