

## Sustainability Strategy for Agricultural Reform in Mekarsari Village, Panimbang District, Pandeglang

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### Abstract

*Inequality of land tenure and poverty are two currencies that cannot be separated. This is caused by injustice in gaining access to control and utilizing agrarian resources, especially for the poor. Agrarian reform is one solution to the problem of inequality and injustice. Agrarian reform includes asset management and access arrangements. The implementation of agrarian reform in Mekarsari Village was carried out in 2018 through a land consolidation mechanism and the formation of an agrarian reform village. This study aims to analyze the factors that influence the implementation of agrarian reform in Mekarsari Village and formulate strategies that can be implemented so that the agrarian reform village can be sustainable. The analysis used is the IFE, EFE, IE, SWOT matrix and the strategy architecture. The results showed that 8 internal and external factors influenced the implementation of agrarian reform. The results of the IE matrix analysis are in quadrant I with a growth and development strategy. The SWOT analysis produces 11 alternative strategies, which are then compiled through a strategic architectural approach that has a road map to a sustainable agrarian reform village.*

### Keywords

agrarian reform village; SWOT; sustainable; strategic architecture



## I. Introduction

Land has a very important meaning in human life, especially farmers, because it is a source of livelihood for them. Based on the 2013 agricultural census, the number of farmer households (RTP) in Indonesia reached 26.13 million RTP. Of the number of FHH, 87.96% of the FH belong to the poor farmer group with only an average of 0.45 hectares of land, so that the total land area controlled by poor farmers is 45.71%. While the remaining 54.29% of agricultural land area is controlled by 12.04% of RTP who are categorized as rich farmers with an average land tenure of 3.87 hectares. Looking at these facts, it can be concluded that there is an inequality in land tenure among farmer groups, where only 12% of the rich farmer groups control more than half of the agricultural land area. Meanwhile, 88% of farmer groups only control no more than half of the agricultural land. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The narrow land tenure by poor farmers and the closed access to economic resources are caused by injustice in obtaining the right to control and use agrarian resources. This injustice will lead to inequality in land tenure and lead to increased poverty. Against the problem of poverty caused by inequality of land tenure, radical and systematic efforts are needed to reduce the inequality of land tenure that occurs. The effort is to make changes to

the agrarian conditions in order to achieve a better balance between agrarian subjects in society. This reform and rearrangement of the agrarian structure is called agrarian reform.

Agrarian Reform in accordance with Presidential Regulation of the Republic of Indonesia Number 86 of 2018 is a restructuring of the structure of control, ownership, use, and utilization of land that is more equitable through asset management and is accompanied by structuring access for the prosperity of the Indonesian people.

One example of the implementation of Agrarian Reform (RA) is the implementation of Agrarian Reform in Mekarsari Village, Panimbang District, Pandeglang Regency. Asset management in the form of land redistribution was carried out in 2018 through Land Consolidation activities based on the Decree of the Pandeglang Regent number 590/Kep.215-Huk/2018 regarding the determination of the location for the implementation of Land Consolidation in Mekarsari Village, Panimbang District, Pandeglang Regency in 2018 with a total object area of 48,480 Ha for 235 fields. The location of the activity was then used as an agrarian reform village.

The interesting thing to study in RA activities in the Agrarian Reform Village of Mekarsari Village is the scheme for implementing asset management and the subject of asset management participants which are different from RA activities in general, namely through land consolidation activities. The land redistribution model implemented in Mekarsari Village based on the magnitude of the role carried out by the government can be said to be land reform by grace. Landreform by grace can also be referred to as landreform "from above" or landreform on "generosity" of the government. According to Wiradi (2009) agrarian reform carried out by grace is usually not 'sustainable', because it depends on the 'political market'.

The big role of the government in implementing agrarian reform in Mekarsari Village, Panimbang District, Pandeglang Regency needs to be appreciated as a form of the government's seriousness in carrying out the agrarian reform program which is a national priority agenda. So, it must be ensured that agrarian reform can run in a sustainable manner, therefore it is important to conduct a study on the strategy for implementing agrarian reform in Mekarsari Village, Panimbang District, Pandeglang.

## **II. Research Method**

The research was conducted in the Agrarian Reform Village, Mekarsari Village, Panimbang District, Pandeglang. The data collection and processing process is carried out for 3 (three) months, namely November 2021 to January 2022. The data used are primary data and secondary data. Primary data were obtained through observation, structured interviews and filling out questionnaires by expert respondents. Secondary data is data obtained from the publications of relevant agencies, policy regulations, books and other literature sources relevant to this research. The selection of respondents used a purposive sampling technique, which means that respondents were chosen intentionally based on their expertise or relevance to the agrarian reform program in Mekarsari Village. The number of respondents consisted of 6 (six) internal people and 4 (four) external people. Internal respondents came from the Ministry of Agrarian and Spatial Planning/National Land Agency, Regional Office of BPN Banten Province and the Land Office of Pandeglang Regency. Meanwhile, external respondents came from BAPPEDA of Pandeglang Regency, Department of Cooperatives and SMEs of Pandeglang Regency, Mekarsari Village Government and PNM Mekaar Panimbang branch.

Analysis of internal, external factors, IFE, EFE and SWOT analysis are used to determine alternative strategies, and analysis of strategic architecture is used to create a roadmap for the agrarian reform implementation strategy that is recommended to be implemented in Agrarian Reform Village, Mekarsari Village in an effort to improve community welfare and ensure access the community towards economic resources, especially land and production systems as a source of sustainable community livelihoods

### **III. Result and Discussion**

#### **3.1 Implementation of asset management activities in Mekarsari Village**

Asset management in Mekarsari Village has officially started since its determination as a land consolidation location by the Pandeglang Regent through the Pandeglang Regent Decree No. 590/KEP.215 – HUK/2018 dated 15 May 2018 regarding the determination of the location for the implementation of land consolidation in Mekarsari Village, Panimbang District covering an area of 48,480 Ha. Previously, it was agreed that the sketch design of the land consolidation plan block along with its area and allocation had been agreed. The land redistribution plan through land consolidation is based on an agreement between the land office of Pandeglang Regency and the Mekarsari Village apparatus and the Ministry of Agrarian Affairs and Spatial Planning/BPN, namely:

1. Land for public housing is 225 parcels consisting of 11 clusters with a total area of 13.1777 Ha or 27.18%;
2. Land for the regional government of Pandeglang Regency covering an area of 6.13 Ha or 12.66%, and;
3. BUMDes land for seed or superior fruit gardens as well as reserve land covering an area of 29.17 hectares or 60.16%.

Land consolidation is one of the land policies to reorganize the control, use, ownership and utilization of land in order to be orderly and orderly, so that the location arranged by land consolidation can become a suitable area for settlements and/or agricultural businesses. Land consolidation is seen as an effective space utilization effort because it holistically utilizes space by rearranging the control, ownership, use and utilization of land.

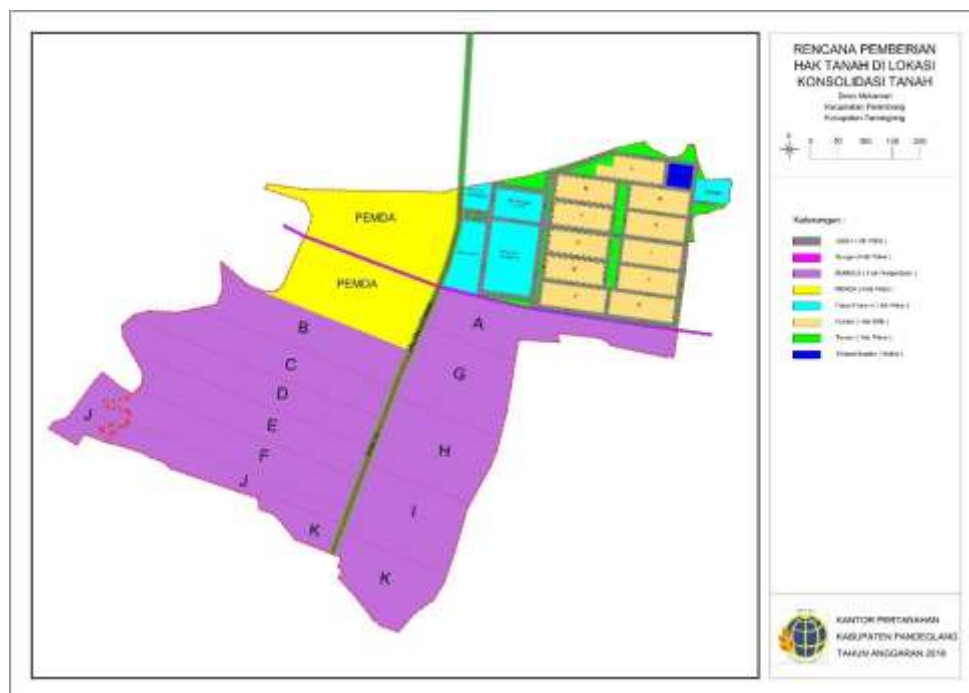
The design of the land consolidation plan can be seen in Figure 1, where a land arrangement plan has been made, namely plots for community housing, jointly owned land and land for local governments in the form of social, public and religious facilities. The preparation of the land consolidation plan design did not encounter significant obstacles because the land that became the object of the land consolidation was vacant land that had not been controlled by the community. The land consolidation design proposed by the land office of Pandeglang Regency was accepted and approved by the community of prospective land recipients and the Mekarsari Village government.

After the determination of the location of land consolidation by the Regent of Pandeglang, then physical and juridical data collection of the land for the location of land consolidation is carried out, namely setting the boundaries of the land parcels; measuring the boundaries of land parcels, making measuring drawings, making maps of land parcels and making land lists. Then finalize the preparation of the soil consolidation design, the final land consolidation design has no changes from the design proposed at the initial stage. After finalizing the land consolidation design, the next step is the release of land rights, but because the object of the Land Consolidation is the former HGU No. 1 and No. 2 whose time has expired and state land is free, there is no relinquishment of land rights.

The next stage is the affirmation of land as the object of land consolidation by the Head of the Banten Province BPN Regional Office through the number: 91/Kep-36.12/VII/2018 dated 11 July 2018, the decree of land affirmation is used as the basis for the issuance of a decree granting land rights by the Head of the Land Office, Pandeglang Regency. The decision letter for granting land rights was issued by the Head of the Land Office of Pandeglang Regency with the number 78/Kep-36.01-400.2/VII/2018 dated 17 July 2018 then the land certificate was issued and signed on 18 July 2018 by the Head of the Pandeglang Regency Land Office.

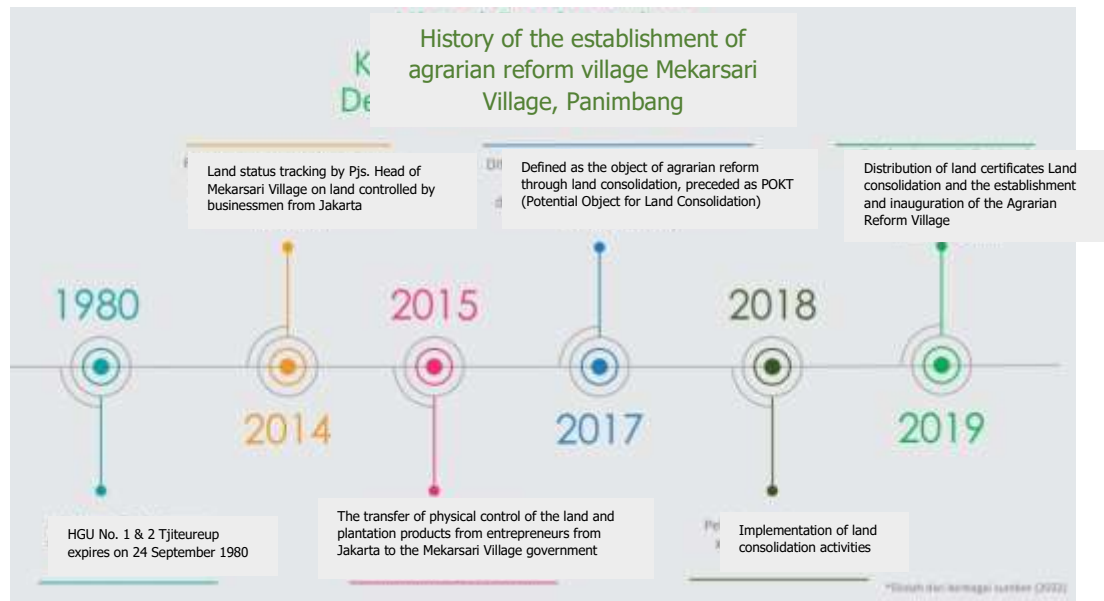
The concept of structuring that is planned at the land consolidation location is quite ideal and comprehensive and is expected to improve the welfare of the community. In the design plan, land consolidation has been allocated for settlements along with public, social and religious facilities. Also allocated joint venture land or communal land which will be a source of livelihood for the community participating in the land consolidation and will be managed by BUMDes.

The plan for granting land rights at the land consolidation location can be seen in Figure 2, the granting of land rights at the land consolidation location consists of property rights designated for residential areas, as many as 225 plots of land with an area of 200 m<sup>2</sup> each. Then the right of use for land to be managed by the Regional Government, public and social facilities, waqf for places of worship and management rights for joint venture land or communal land which will become the source of livelihood for the community participating in the land consolidation. The granting of management rights to joint venture land or communal land aims to prevent land recipients from transferring their land rights (through buying and selling) and becoming poor again because land as a production factor provided by the state is no longer owned. So, instead of agrarian reform distributing land individually in narrow and economically infeasible parcels, it would be better if the land was consolidated and distributed as collective rights. The subject of the rights is village-owned enterprises (BUMDes).



**Figure 2.** Map of the plan for granting land rights at the land consolidation location.

In summary, the history of land tenure which became the object of agrarian reform activities in Mekarsari Village which later became Agrarian Reform Village can be seen in Figure 3.



**Figure 3.** Travel history of Agrarian Reform Village

The implementation of asset management through land consolidation activities in Mekarsari Village was carried out in 2018. In its implementation based on report data, interviews and direct observations in the field, there are several conditions that are not in line with the arrangement planning that has been set so that the implementation of agrarian reform through land consolidation has not run optimally, including:

1. Absence of farmer groups  
Since the division of land parcels through land consolidation in 2018 until now, there has not been a farmer group formed in the agrarian reform village. Whereas 29.17 ha or 60% of the land area designated as the object of land consolidation is joint venture land, which is expected to be a source of livelihood for the people who occupy the agrarian reform village. But in reality the land is not managed by the people in the agrarian reform village but by the Mekarsari village government. People who work as farmers and farm laborers in the agrarian reform village actually work on the land outside the land that is the object of land consolidation separately.
2. The role of BUMDes has not been optimal  
The role of BUMDes in improving the economy and welfare in Mekarsari Village has not been seen, especially for the people of KRA. When asked to the head of the RW in KRA, "what is the role of BUMDes for the welfare of the people in KRA?". He replied that BUMDes was only limited to taking the results of coconut plantations at KRA, from the proceeds 50% were given to the KRA community, 25% for the village treasury and 25% for BUMDes. Meanwhile, for extension activities, training and providing capital are carried out by the Ministry of ATR/BPN, PT PNM and the Ministry of Cooperatives and SMEs.
3. The subject of the land recipient is indicated to be not on target  
Based on the final report of social mapping in the agrarian reform village in 2021 conducted by the land office of Pandeglang Regency, of the 225 heads of families (KK) who were given land there were 109 families or 48.44% who had not occupied the



parcels of land that were assigned to them. Given number who have not occupied land parcels in the agrarian reform village, there are 3 families that cannot be surveyed in social mapping because their whereabouts are not known by village officials, some work abroad and some have died and their heirs are unknown.

4. The joint venture land is controlled by the Local Government

Coconut garden village government which is allocated for joint venture land for the subject of the land recipient, which is managed by the Mekarsari village government. Previously, the joint venture land has been managed by BUMDes since 2018. However, based on the decision of the newly elected village head of Mekarsari, the coconut plantation is managed directly by the village. Meanwhile, the subject community of land recipients in the agrarian reform village who work as farmers and farm laborers actually manage land that is outside the land object of land consolidation, and they are not directly involved in the management of joint venture land at the location of the land consolidation activity.

5. The community does not take advantage of the potential resources of the agrarian reform object

PT PNM provides capital loans without collateral to training participants with a loan value of Rp. 2,000,000 – Rp. 5,000,000 /KK with a payback scheme through installments for one year and paid every week. The community should be able to take advantage of the assets they already have as business capital. The certificate of land rights (SHM) is one of the guarantees that can be received by the bank because it is considered to meet the legal and economic requirements, so that the land assets provided can develop productively and sustainably.

### 3.2 Formulation of alternative strategies for implementing agrarian reform

Strategy preparation begins with identifying internal and external strategic factors. The results of the Internal Factor Evaluation (EFI) and External Factor Evaluation (EFE) are listed in Table 1.

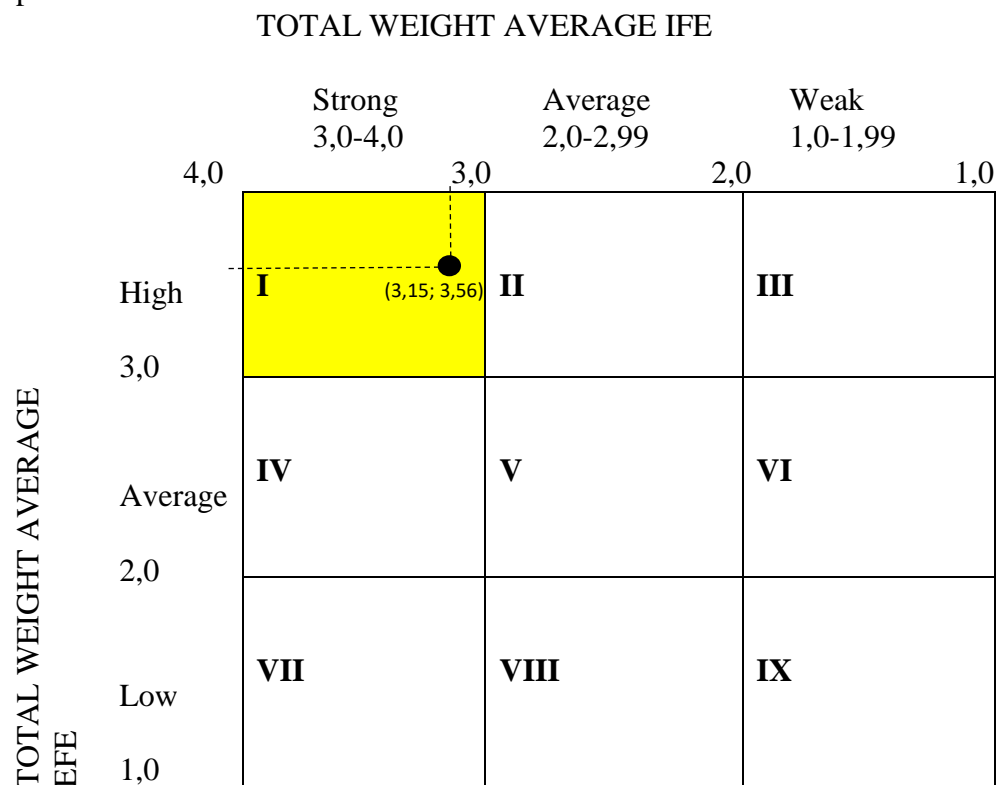
**Table 1.** Matrix IFE and EFE

<b>Internal Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Strengths</b>	<b>0.640</b>		<b>2.560</b>
1. Management support from the center and regional offices of the Ministry of ATR/BPN	0.133	4	0.532
2. Availability of complete land data	0.125	4	0.499
3. Position of BPN as implementing agency for Agrarian Reform	0.122	4	0.488
4. Good relationship between Kantah Pandeglang and other agencies (Stakeholders)	0.130	4	0.521
5. Agrarian Reform	0.130	4	0.521
<b>Weaknesses</b>	<b>0.360</b>		<b>0.596</b>
1. Limited number of human resources	0.119	2	0.238
2. Budget Limitations	0.125	1	0.125
3. Lack of orderly land administration	0.116	2	0.233
<b>Total Internal Factor Score</b>	<b>1</b>		<b>3.155</b>
<b>External Factors</b>	<b>Weights</b>	<b>Rating</b>	<b>Score</b>
<b>Opportunities</b>	<b>0.555</b>		<b>2.218</b>

1. Agrarian Reform is defined as a national program	0.142	4	0.566
2. Support from local government	0.145	4	0.578
3. Support from business entities and financial institutions	0.145	4	0.578
4. There is potential for coconut plantations	0.124	4	0.496
<b>Threats</b>	0.445		<b>1.339</b>
1. The joint venture land is controlled by the village government	0.112	3	0.336
2. Lack of community motivation to try independently	0.106	3	0.319
3. There is no farmer group/ container	0.112	2	0.224
4. The absence of budget allocation for Agrarian Reform in Local Governments	0.115	4	0.460
<b>Total External Factor Score</b>	<b>1</b>		<b>3.558</b>

### 3.3 Internal-External Matrix (IE)

The IE Matrix is a matrix that combines the weighted scores on the EFE and IFE Matrix. The IE matrix is obtained from the total score of the IFE matrix as the x-axis and the EFE matrix as the y-axis. The total score obtained from the IFE matrix is 3,155 and the EFE matrix is 3,558. Next, plot the scores obtained on the IE matrix. The plot results show the position is in quadrant I. Thus, the right strategy to be applied by the company is to grow and develop. The appropriate strategies for this area are intensive and integrative strategies, intensive strategies such as market penetration, market development and product development.



### 3.4 Formulation of Alternative Strategies Using the SWOT Matrix 3

The next step is to combine the IFE matrix and the EFE matrix into a SWOT matrix. The result is that there are 11 (eleven) alternative strategies, as shown in table 3

**Table 3. SWOT Matrix and alternative strategies**

<b><u>SO Strategy:</u></b> <b>(Managing strengths to take advantage of opportunities)</b>	<b><u>WO Strategy:</u></b> <b>(Overcoming weaknesses by taking advantage of opportunities)</b>
<ol style="list-style-type: none"> <li>1. Synchronizing existing programs from stakeholders in supporting agrarian reform</li> <li>2. Maintain intensive communication with stakeholders for the continuity of the implementation of agrarian reform activities</li> <li>3. Establishing coconut agro industry</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruiting support staff for Agrarian Reform activities</li> <li>2. Optimizing GTRA Pandeglang</li> </ol>
<b><u>ST Strategy:</u></b> <b>(Use strengths to avoid threats)</b>	<b><u>WT Strategy:</u></b> <b>(Minimize weaknesses and avoid threats)</b>
<ol style="list-style-type: none"> <li>1. Re-arrange the ownership of the joint venture land</li> <li>2. Forming a farmer group</li> <li>3. Counseling, training and mentoring in the framework of access arrangement</li> <li>4. Formation of cooperatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinating with the Mekarsari Village government</li> <li>2. Continuing cooperation with PT PNM in accessing capital</li> </ol>

### 3.5 Strategic Architecture of Agrarian Reform in Mekarsari Village

Strategic architecture is a mapping of alternative strategy recommendations within a certain period of time that takes into account the challenges currently being faced and the targets to be achieved by the company in the future. Based on the strategy that has been formulated from the results of the SWOT analysis in Table 2, programs and activities are arranged in the context of implementing agrarian reform. The recommended program design is based on the challenges and targets of implementing agrarian reform in Mekarsari Village. Recommendations for program design can be seen in table 4 below.



**Table 3.** Recommendations for program design

No	Strategy	Program	Responsible for Program
1.	Synchronizing existing programs from stakeholders in supporting agrarian reform	<ul style="list-style-type: none"> <li>· Prepare data/work plans for the provision of asset management and access arrangements for Agrarian Reform subjects, both by the Regional Government and other related parties;</li> <li>· Facilitate the implementation of the integration of asset management and access management activities.</li> </ul>	<ul style="list-style-type: none"> <li>· Secretary of GTRA Pandeglang Regency</li> <li>· Chief Executive of GTRA Pandeglang Regency</li> </ul>
2.	Establish intensive communication with stakeholders for the sustainability of the implementation of agrarian reform activities	<ul style="list-style-type: none"> <li>· Carry out socialization in the form of conveying the concept and objectives of agrarian reform in Mekarsari Village by inviting relevant regional apparatus organizations (OPD) and representatives of the community participating in agrarian reform;</li> <li>· Facilitating meetings with OPDs in the context of exploring cooperation related to priority programs in their respective OPDs in the current year's budget;</li> </ul>	<ul style="list-style-type: none"> <li>· Pandeglang Regency Land Office</li> <li>· Pandeglang Regency Land Office</li> </ul>
3.	Build coconut-based agro-industry	<ul style="list-style-type: none"> <li>· Increase the capacity of human resources in the absorption of technology and information on processing coconut processed products through training and business assistance and market knowledge.</li> <li>· Maintaining or increasing the availability of coconut raw materials by maintaining the area of coconut plantations as well as providing superior and pest-resistant seeds;</li> <li>· Conduct a feasibility study on investment in coconut agro-industry in detail so that the industrial front garden that has been run does not experience problems;</li> <li>· Utilizing coconut processing technology by making various processed products such as shell processing industries that make activated charcoal, making nata de</li> </ul>	<ul style="list-style-type: none"> <li>· Pandeglang Regency Cooperatives and SMEs Office and Village Community Empowerment Service</li> <li>· The KRA Community and the Pandeglang Regency Agriculture Service</li> <li>· Higher Education Research Institute, RA Task Force, Department of Agriculture</li> <li>· Research institutes and community service universities, Department of Agriculture,</li> </ul>

	coco, making coconut sugar, VCO and others to increase added value.	Department of Cooperatives and SMEs	
4.	Recruiting support staff for Agrarian Reform activities	<ul style="list-style-type: none"><li>Recruiting support staff for agrarian reform activities with undergraduate education qualifications majoring in: Law, Urban and Regional Planning, Geography, Geodesy, Agriculture, Forestry, Communication Studies, Social Welfare Science, Informatics Engineering or other majors tailored to the needs;</li></ul>	Land Office of Pandeglang Regency
5.	Optimizing GTRA of Pandeglang Regency	<ul style="list-style-type: none"><li>Routinely hold coordination meetings for members of the Pandeglang Regency GTRA led by the Regent, at least once every quarter which includes quarter I in the form of work planning, quarter II and III in the form of progress reports on the implementation of agrarian reform and quarter IV in the form of reports and evaluations of the implementation of agrarian reform;</li><li>Making minutes of understanding and mutual agreement regarding the policy direction and handling of Agrarian Reform.</li></ul>	<ul style="list-style-type: none"><li>Secretary of GTRA Pandeglang Regency</li><li>Secretary of GTRA for Agrarian Reform</li></ul>
6.	Re-regulate of land for joint ventures	<ul style="list-style-type: none"><li>Hold deliberations between the Mekarsari Village government, BUMDes and the community in KRA facilitated by the Pandeglang Regency government and the Ministry of ATR/BPN related to the pattern of control and management of coconut plantations on joint venture land;</li></ul>	Pandeglang Regency Land Office

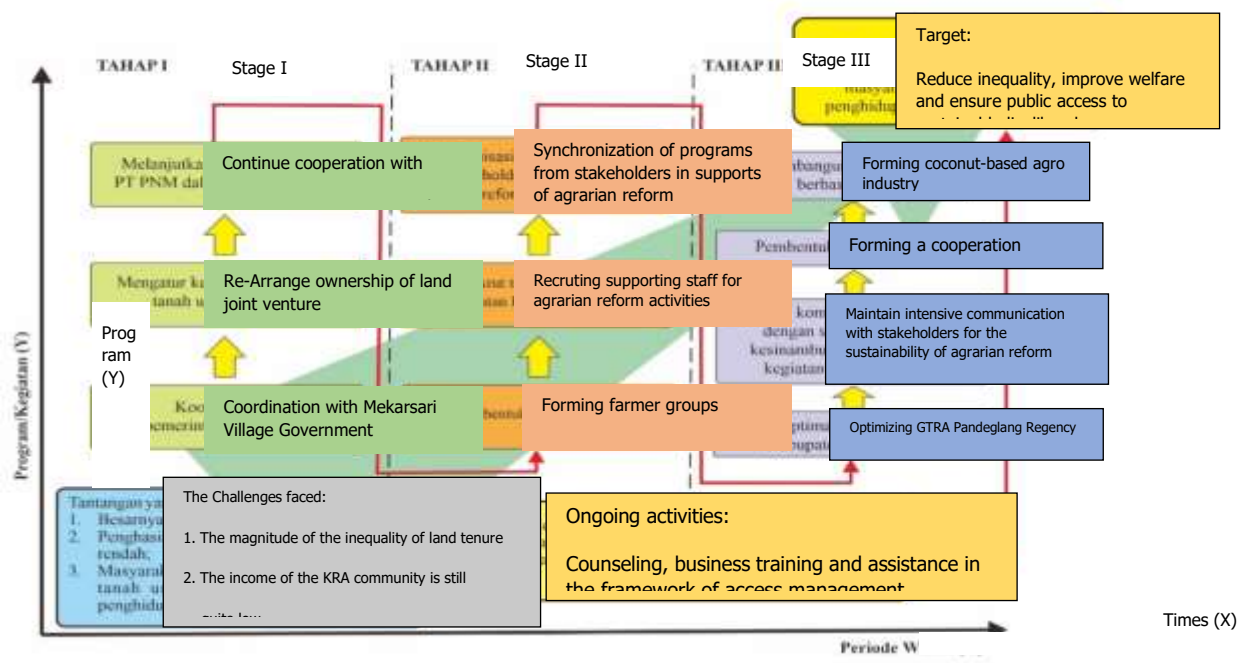
7. Forming a farmer group	<ul style="list-style-type: none"> <li>· Facilitating the formation of farmer groups and linking with relevant agencies;</li> <li>· Coordinate with agricultural extension workers and the Pandeglang Regency agriculture office;</li> <li>· Facilitate agricultural extension meetings with all prospective farmer group members. In the meeting, the extension worker will explain several things related to the aims and objectives of forming a farmer group, the rights and obligations of farmer group members, validating personal data and farming data and assisting in the consultation on the selection of farmer group management;</li> <li>· From the results of the meeting, an official report on the formation of a farmer group was made which was signed by the head of the farmer group, agricultural extensionist and the local village head;</li> <li>· Furthermore, farmer group data is inputted into the Simluhtan (Agricultural Extension Information System) which is directly integrated with the Ministry of Agriculture of the Republic of Indonesia;</li> </ul>	<ul style="list-style-type: none"> <li>· Pandeglang District Agriculture Office, Cooperatives and SMEs Service</li> <li>· Pandeglang Regency Agriculture Office</li> <li>· Pandeglang Regency Agriculture Office</li> <li>· Pandeglang Regency Agriculture Office</li> </ul>
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<b>8.</b> Counseling, training and mentoring in the framework of access management	<ul style="list-style-type: none"> <li>· Facilitating outreach activities and providing motivation to the community in KRA in an effort to change sustainable behavior in order to achieve increased value added production, income, and improvement of welfare;</li> <li>· Facilitate technical training and guidance activities for beneficiaries aimed at improving technical skills of productive businesses, increasing managerial capabilities and developing business diversification for beneficiaries and their families.</li> <li>· Facilitate cooperation with banks to provide access to capital by utilizing land assets in the form of certificates that can be used as collateral.</li> <li>· Facilitating business assistance by relevant agencies to monitor business developments and ensure the business is running well</li> </ul>	<ul style="list-style-type: none"> <li>· Village Community Empowerment Service</li> <li>· Department of Cooperatives and SMEs, Department of Manpower</li> <li>· Department of Cooperatives and SMEs</li> <li>· Office of Cooperatives and SMEs</li> </ul>
<b>9.</b> Establishment of cooperatives	<ul style="list-style-type: none"> <li>· Facilitate the establishment of cooperatives by cooperating with the cooperative and UKM offices of Pandeglang Regency.</li> </ul>	<ul style="list-style-type: none"> <li>· Office of Cooperatives and SMEs</li> </ul>
<b>10.</b> Coordinate with the Mekarsari Village government	<ul style="list-style-type: none"> <li>· Hold a special meeting with the Mekarsari Village government to explain the concept and plan for the use of joint venture land in KRA.</li> </ul>	<ul style="list-style-type: none"> <li>· Section for Arrangement and Empowerment of Community Lands Land Office of Pandeglang Regency</li> </ul>
<b>11.</b> Continuing cooperation with PT PNM in access to capital	<ul style="list-style-type: none"> <li>· Continuing cooperation with PT PNM in access to capital until a cooperative is formed or there is cooperation with financial institutions that can provide access to capital by utilizing land assets that have been given;</li> </ul>	<ul style="list-style-type: none"> <li>· Section for Community Land Arrangement and Empowerment at the Land Office of Pandeglang Regency</li> </ul>

### 3.6 Strategic Architecture Stages

Based on the program that has been prepared in the previous section, the implementation of the program is divided into several stages. At each stage there are several programs/activities that must be implemented. These stages are "sequence" which means a series of stages that are interrelated and continuous with each other. If the program in phase I has been implemented, then the next programs in phase II can only be implemented, as well as the next phase. In determining the time, the size of the year is not used but uses the completion of each stage. It is intended that the program is not limited to a predetermined time span so that after the program in phase I is completed, the program in the next phase can be carried out immediately without having to wait for the predetermined time benchmark.

In addition to programs that are implemented in stages, there are also programs that are carried out continuously, namely counseling, training and assistance in the framework of access management. The architecture of the strategy for implementing agrarian reform in Mekarsari Village can be seen in Figure 5.



**Figure 5.** Architecture of the strategy for implementing agrarian reform in Mekarsari Village

## IV. Conclusion

The implementation of asset management in Mekarsari Village originating from HGU that has been exhausted is carried out through land consolidation activities in 2018. Based on the analysis SWOT there are 11 (eleven) alternative strategies that can be implemented. The strategy for implementing agrarian reform is carried out using a strategic architecture approach. The strategy is designed by integrating the entire series of activities. Further research is needed regarding other factors that are considered to have influenced the implementation of agrarian reform in Mekarsari Village, Panimbang District. Then the author hopes that the proposed strategy that has been produced can be used as input and consideration in the implementation of agrarian reform.

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