

A Strategy for Securing and Managing Problematic Land Assets to Support the Main Tasks of the Indonesian Army (TNI AD) (A Case Study of the XIV/Hasanuddin Regional Military Command)

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Abstract

This research aims to analyze strategies for securing and managing problematic land assets belonging to Kodam XIV/Hasanuddin to support the main tasks of the Indonesian National Army. The main problem is the large number of land assets that have not been certified and are involved in problems with other parties which hinder the operational use of Kodam XIV/Hasanuddin. This research uses a qualitative approach method with a descriptive design and data collection techniques through interviews, observation and literature study. Integration of digitalization of management through the Geographic Information System (GIS) and State Asset Management and Information System (SIMAN) is important to facilitate the asset inventory process. The formation of an Integrated Task Force is can to improve coordination between agencies. The main strategy proposed is the application of the Stakes, Fences, Talking Boards, Patrols, Certification and Supervision (P6 metode) to secure and speed up asset certification. The research results show that this strategy can increase the effectiveness of management and utilization of state assets.

Keywords: Strategy, Security and Manage, Land Assets, Kodam XIV/Hasanuddin

INTRODUCTION

The XIV/Hasanuddin Military Regional Command is a regional command serving as one of the main commands for territorial development and operations of the Indonesian Army. As a strategic compartment, Kodam XIV/Hsn has the primary task of territorial development and active defense operations on land, based on the policies of the TNI Commander and in accordance with the mandate of Law Number 34 of 2004 concerning the TNI. Therefore, Kodam XIV/Hsn is responsible for maintaining defense and security stability in its territory, which encompasses three Military Resort Commands: Korem 141/Toddopuli in South Sulawesi Province, Korem 142/Tatag in West Sulawesi Province, and Korem 143/Haluoleo in Southeast Sulawesi Province. To carry out these defense duties, in addition to the three Korems, Kodam XIV/Hsn also has a Kodam Main Regiment, a Kodam Implementation Agency, a Military District Command, and a Combat/Combat Support Unit that assists in carrying out Kodam XIV/Hsn's primary duties. Where each unit has a military base that is used for offices, housing, and training infrastructure.



Figure1 Map of Problematic Land of the XIV/Hasanuddin Military Command
Source: XIV/Hasanuddin Military Command 2024

The management and security of military land assets is a crucial aspect in supporting the operations of the Indonesian Army (TNI AD), particularly for the XIV/Hasanuddin Regional Military Command (Kodam XIV/Hasanuddin), which is responsible for security stability in South Sulawesi, Southeast Sulawesi, and West Sulawesi. According to the State Asset Inventory Book, Kodam XIV/Hsn owns 641 plots of land totaling 378,449,481 m², used for various military purposes. However, it faces significant challenges related to land certification and disputes. Consequently, 567 plots of land with a total area of 16,531,225 m² have been certified, while 74 plots with a total area of 361,918,256 m² have not been certified. Based on the data, it can be concluded that in terms of land areas that have been certified as much as 88% ($567/641 \times 100\% = 88\%$) and those that have not been certified as much as 12% ($74/641 \times 100\% = 12\%$), however, when viewed in terms of land area it can be concluded that land assets that have been certified as much as 4% ($16,531,225/378,187,122 \times 100\% = 4\%$) and those that have not been certified as much as 96% ($361,918,256/378,187,122 \times 100\% = 96\%$). This phenomenon occurs because the problematic land assets in Kodam XIV/Hsn are very numerous and the resolution process has been protracted from the past until now. As a result, there are very many land assets that cannot be utilized to support the main tasks of the unit.

The main problem is the large number of uncertified assets, which creates the potential for disputes. These disputes are often based on claims by other parties, which slows down the certification process and hinders the use of land assets for strategic purposes. Delays in certification are also exacerbated by bureaucratic obstacles, poor inter-agency coordination, and the complexity of legal disputes. As a result, many military facility development plans have been delayed. This situation threatens the operational readiness of the XIV/Hsn Military Command.

One example of problematic land assets in Kodam XIV/Hsn is in Bone Regency, South Sulawesi, Rindam XIV/Hsn has a Training Area of 322,217 Ha and 3,660 Ha (consisting of four sub-districts, namely Tonra, Libureng, Bulu, Bance'e), but only about 360 Ha can be controlled and the rest is only "idle land" that has not been certified so that every time a training exercise is carried out in the area there are often disputes with the community who claim ownership of the assets, so that the training cannot be carried out optimally.

Referring to the background of the problems faced by Kodam XIV/Hsn, we have provided a strong foundation for compiling this paper, entitled "Strategies for Securing and Managing Problematic Land Assets to Support the Main Duties of the Indonesian Army (Case Study Kodam XIV/Hsn)." This research formulates effective strategies to address these issues. These strategies include accelerating land certification, effectively resolving disputes, and optimizing asset utilization to support the main duties of the Indonesian Army.

This research has an important role, both theoretically for the literature of military asset management, and practically in providing strategic recommendations for the Indonesian Army. By analyzing the most effective land asset management strategies to address the problem of resolving problematic assets and the certification process of Kodam XIV/Hsn, it is hoped that the development and evaluation of various methods of managing Kodam XIV/Hsn land assets can increase the focus on the effectiveness and efficiency of securing and managing Kodam XIV/Hsn land assets. The results are also expected to provide input for policy makers, especially regarding the resolution of problematic assets and accelerating the process of certification of Kodam XIV/Hsn land assets as well as providing strategic recommendations for the Indonesian Army that can be implemented to optimize the management of State Property assets.

Theoretical Conceptual Review

This literature review provides theoretical benefits that can enrich knowledge about defense studies while providing new references for further research related to land asset management, as well as providing practical benefits that can be used as input in improving land asset management strategies, especially in terms of certification, security, and utilization of assets to support the operations and main tasks of the Indonesian Army.

Asset Management Theory

Kaganova and McKellar's Asset Management Theory emphasizes the importance of the theoretical components of asset management, namely the decision-making and implementation processes appropriate to the acquisition, use, and distribution of assets as a strategic process for achieving organizational goals efficiently and effectively. In this paper, asset management theory is used to analyze land asset management at Kodam XIV/Hsn. This theory serves as a grand theory because it provides a comprehensive framework for evaluating the importance of asset inventory and monitoring to prevent them from becoming "idle land."

Policy Theory

Policy Theory, according to Carl J. Frederick, emphasizes the importance of policy theory components in the form of a collection of causal and other assumptions as instruments for achieving organizational goals. In the context of TNI AD land asset management, this policy theory is a middle theory that can support clear policies to regulate TNI AD asset management. This policy includes laws and regulations, government regulations, and decisions that support the effective management of land assets. Land asset management in Indonesia is regulated by Government Regulation Number 28 of 2020 concerning Management of State Property, which stipulates certification and asset security as the main steps to establish legal certainty. Disputed military land can hinder its use for military purposes, so a firm public policy is urgently needed to address this issue. This policy also emphasizes the importance of coordination and cooperation with relevant Ministries/Institutions, such as the Ministry of Finance, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, and relevant Regional Governments to overcome obstacles often encountered in the certification process, such as complex bureaucracy and conflicting interests.

Strategic Planning Theory

The Strategic Planning Theory, according to William Archer and William Overholt, emphasizes the importance of long-term planning in the military environment. The components of strategic planning are objectives (ends), ways to achieve them (ways), and necessary resources (means). In the context of land asset management, strategic planning is necessary to ensure that

land assets are optimally utilized to support the operations and primary duties of the Indonesian Army (TNI AD). Implementing strategic planning requires strong coordination between various parties involved, including Unit Commanders, administrative officials, and relevant agencies. Furthermore, a strong commitment from all parties is required to implement the strategic plan according to the established schedule and budget, particularly regarding the physical security of assets and the legal resolution of problematic assets, so that TNI AD land assets can be optimally managed.

Previous Research

The previous research reviewed in this paper focuses on land asset management and security using a different approach, but it is relevant to research related to land asset management in the military environment. The management and protection of military land assets represent a strategic issue within the Indonesian National Armed Forces, particularly when these assets are classified as problematic or involved in territorial disputes. The study conducted by Mumpuni and Mudiparwanto (2019) indicates that land-related issues within the Indonesian Army largely stem from weak administrative legality, incomplete certification processes, and long-standing community occupation, all of which hinder the optimal utilization of state assets in supporting the Army's principal duties (Mumpuni and Mudiparwanto 2021). Their findings highlight the necessity of integrating both litigation and non-litigation mechanisms to achieve effective and equitable conflict resolution.

These insights are reinforced by the work of Sianipar et al. (2018), who examined asset management efficiency within the Indonesian Air Force and found similar challenges, including inadequate asset inventory systems, irregular administrative management, and insufficient physical and legal safeguards. Their research proposes a comprehensive asset management framework encompassing planning, utilization, safeguarding, monitoring, and evaluation offering a managerial model highly relevant to military institutions (Sianipar, Hendra, and Widodo 2024). Collectively, these studies provide a strong theoretical and empirical foundation for formulating strategies to secure and manage problematic land assets under the jurisdiction of the XIV/Hasanuddin Regional Military Command, particularly in reinforcing the Indonesian Army's operational readiness and fulfillment of its primary duties.

RESEARCH METHODS

This research adopts a qualitative approach with a descriptive design to explore strategies for securing and managing problematic land assets within the Indonesian Army. A qualitative approach is suitable for understanding social realities, institutional behaviors, and contextual processes in depth (Creswell 2019). The descriptive design enables the researcher to present an accurate and systematic depiction of the conditions and problems being studied without manipulating variables sugiono (Sugiono 2019). Data were collected through interviews, observation, and literature study. Interviews were conducted to obtain detailed information directly from key informants and to capture their experiences and perspectives regarding land asset issues (Sugiono 2019). Observation was used to document real conditions in the field and to understand the situational dynamics within the military environment (Creswell 2019). Meanwhile, literature study was employed to strengthen data triangulation by comparing empirical findings with existing theories and previous research (Sugiono 2019). The combination of these techniques enhances the credibility of the research and ensures that the analysis is grounded in both empirical evidence and theoretical insights.

This study used a qualitative approach with descriptive techniques and data collection through interviews, observation, and literature review to analyze land asset management strategies at the XIV/Hsn Regional Military Command (Kodam XIV/Hsn). The research was

conducted in Makassar City, with the research subjects being the XIV/Hsn Regional Military Command (Kodam XIV/Hsn) located on Jl. Urip Sumiharjo Panaikang, Makassar City; the DJKN Regional Office of South Sulawesi and West Sulawesi (Kanwil DJKN Sulseltrabar) on Jl. Urip Sumiharjo Lompoa, Makassar City; and the ATR/BPN Regional Office of South Sulawesi (Kanwil ATR/BPN Sulsel) on Jl. Cenderawasih No. 438, Mamajang, Makassar City. This study interviewed several key informants: Misail Palagia, Head of the State Asset Management Division of the DJKN Sulseltrabar Regional Office; Kuncoro Hanung, Head of the Rights Determination and Registration Division of the ATR/BPN Sulsel Regional Office; and Kpt Czi Sirajuddin, Head of the Facilities and Services Section of the Engineering Corps of the XIV/Hsn Regional Military Command (Kanwil ATR/BPN Sulsel). A qualitative approach was chosen because it allows for in-depth exploration of the complex phenomena that occur in land asset management. The case study was chosen because the focus of this research is to specifically explore the context of land asset management within the Indonesian National Armed Forces (TNI). This approach explores in detail how the asset management process is carried out, including identifying challenges that arise in certification and land dispute resolution. Thus, the research design of this journal will reveal the true state of the Strategy for Securing and Managing Problematic Land Assets to Support the Main Tasks of the Indonesian Army.

The data sources used in this study consisted of primary data obtained from key informants and secondary data obtained through official reports from the XIV/Hsn Military Command and relevant academic documents. This secondary data can provide a quick and affordable overview of the research topic. Furthermore, field observations were conducted to assess the physical condition of the problematic land assets to specifically understand the root causes of the problems.

In this study, the data analysis technique used was the Miles and Huberman model. Data analysis in qualitative research is conducted during data collection. Interview responses were analyzed during the interviews. Miles and Huberman stated that qualitative data analysis is interactive and continues until complete, resulting in data saturation. Data analysis activities include data reduction, data display, and conclusion drawing. The first stage, data reduction, is the process of simplifying relevant data to answer the questions. The second stage, data presentation, presents the data in a structured manner to facilitate further analysis. The third stage, drawing conclusions, is the process of interpreting the presented data and verifying it to ensure valid conclusions.

RESULT AND DISCUSSION

Results

a. Data and Profile of Kodam XIV/Hsn

Kodam XIV/Hsn is a regional military command whose territory covers the provinces of South Sulawesi, West Sulawesi, and Southeast Sulawesi, with diverse areas such as coastal areas, lowlands, and mountains. The administrative division of this region consists of three Korem (Regional Military Commands), namely Korem 141/TP, Korem 142/TTG, and Korem 143/HO. This diversity presents its own challenges in managing land assets belonging to the Indonesian Army, which consist of 641 plots of land with a total area of approximately 378 million square meters. Although most of these assets have been certified, there are still 74 plots of land that have not been certified, covering an area of 368 million square meters, making them vulnerable to problems with other parties who often claim land without official documents.

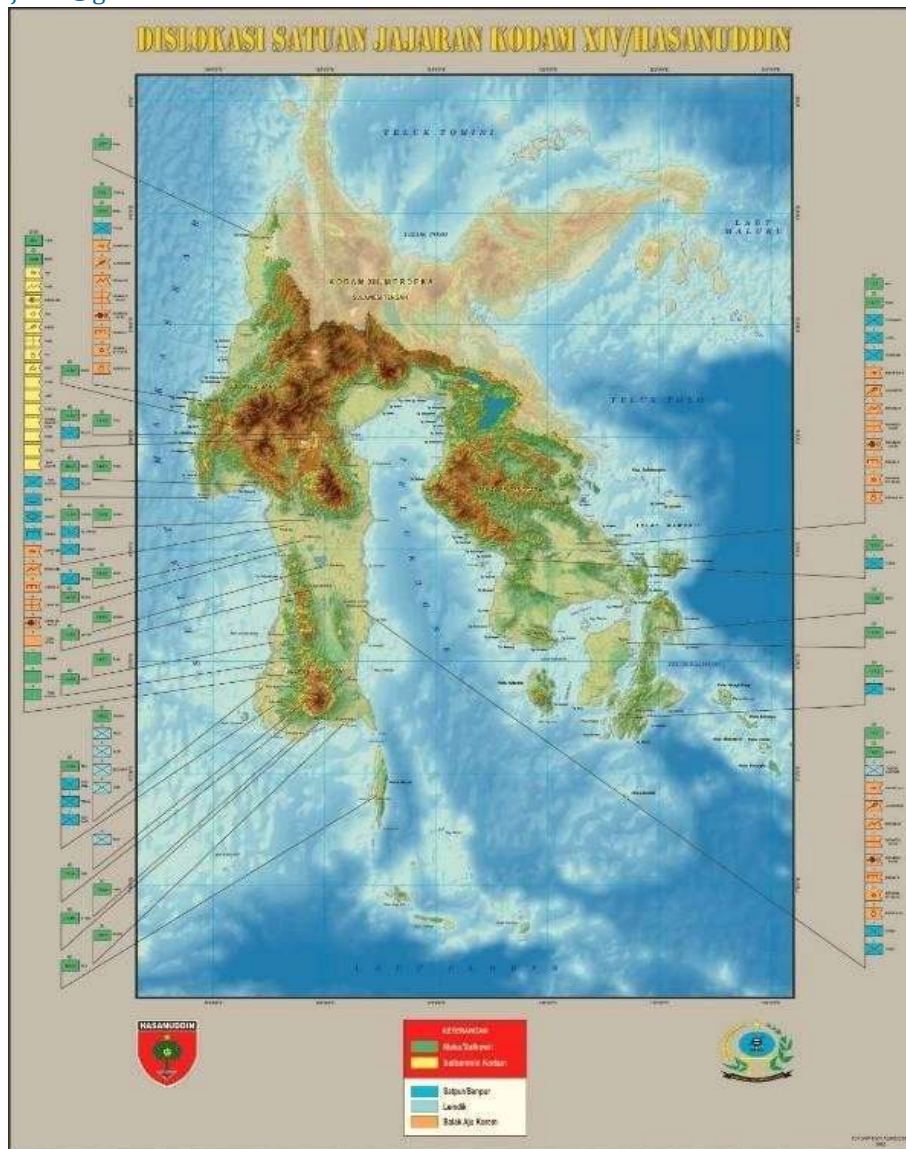


Figure2 Dislocation of Units of the XIV/Hasanuddin Regional Military Command
Source: XIV/Hasanuddin Military Command 2024

The XIV/Hsn Regional Military Command (Kodam XIV/Hsn) plays a crucial role in maintaining stability and security in its strategic region, which lies along international trade routes and borders other countries. The organizational structure of Kodam XIV/Hsn encompasses territorial units such as the Korem (Regional Military Command), Kodim (District Military Command), and Koramil (Military Military Command), as well as various Combat Units and Combat Support Units such as the Infantry Brigade, Infantry Battalion, Combat Engineer Battalion, and Field Artillery Battalion. Kodam XIV/Hsn also has a Main Regiment and various Kodam Implementation Assistance Units. Each of these units possesses land and building assets that must be secured and utilized effectively to support the Indonesian Army's operations and core tasks, both for Military Operations of War and for Military Operations Other Than War. Land assets are primarily utilized for military bases, official housing, training facilities, and other supporting infrastructure. These assets are crucial to supporting various operational activities, including military training and operations across a vast and geographically diverse region.

b. Regional Office of the Directorate General of State Assets of South, Southeast, and West Sulawesi (Kanwil DJKN Sulseltrabar) and the Makassar City State Assets and Auction Services Office (KPKNL Makassar)

The Regional Office of the Directorate General of State Assets (DJKN) of South Sulawesi, South Sulawesi, and the Makassar Regional Office of the Ministry of Finance (KPKNL) are responsible for managing state assets, including state land assets used by the Indonesian National Armed Forces (TNI), specifically the XIV/HSN Regional Military Command (Kodam XIV/HSN). Within the scope of Kodam XIV/HSN, the DJKN and KPKNL play a crucial role in ensuring that state land used by Kodam XIV/HSN is nationally inventoried as state assets. The DJKN also plays a role in preparing the budget for the certification of BMN assets and collaborates with Kodam XIV/HSN to expedite the certification process for TNI assets located in remote and coastal areas to ensure they have clear legal standing. The DJKN and Kodam prioritize digital inventory to ensure all assets are promptly registered as BMN, a crucial step in securing assets during legal proceedings for dispute resolution. This is crucial to safeguard every inch of state land from illegal occupation. Collaboration with law enforcement officials such as the Supreme Court continues to be improved so that assets currently undergoing legal proceedings can be saved and utilized for the benefit of the state.

c. Regional Office of Agrarian Affairs and Spatial Planning/National Land Agency of South Sulawesi Province (Kanwil ATR/BPN Sulsel)

The South Sulawesi Regional Office of the ATR/BPN plays a central role in managing and regulating land rights, establishing national agrarian policies such as land registration, land mapping, and issuing land title certificates for legal ownership. The ATR/BPN's role is crucial in providing legal certainty that all state land assets used by the Indonesian Army (TNI AD) have clear legal standing, manifested in the issuance of Right to Use Certificates (SHP) in the name of the Government of the Republic of Indonesia, c.q. the Ministry of Defense of the Republic of Indonesia. The clear legal status of the SHP can prevent protracted disputes and serve as a basis for asset utilization through development programs using the SBSN (State Sharia Securities) mechanism. The ATR/BPN also acts as a "Land Bank" with the authority to take over problematic land assets for further management based on state policy.

d. Problems in Land Asset Management

Land asset management in the XIV/Hsn Regional Military Command (Kodam XIV/Hsn) area faces various challenges, particularly in terms of land asset certification, disputes with other parties, as well as the legal process and the prolonged process of resolving problematic assets. Based on the Kodam XIV/Hsn Land Asset Recapitulation Data, there are still 74 plots of land with an area of 361,918,256 square meters that do not have a right of use certificate due to disputes with other parties and obstacles in the completeness of ownership documents that are the basis for issuing SHP so that there is no clear legal certainty. This legal uncertainty causes the potential for asset loss. Land disputes in the XIV/Hsn Regional Military Command (Kodam XIV/Hsn) area are mostly cases with the community, private parties, non-TNI government agencies and also with TNI retirees themselves which often end in legal processes that are quite time-consuming and expensive. Disputes with other parties directly impact the operational effectiveness of the XIV/Hsn Regional Military Command. Land that does not have a SHP will hinder land use to support ground force training programs, base infrastructure development, and adequate unit deployment. This will certainly affect the readiness of the Indonesian Army in carrying out military operations, both in the form of Military War Operations and Military Operations Other Than War, as well as the ability of the Indonesian Army to respond to defense and security threats quickly and effectively. In addition, assets with problematic status cause inefficient budget allocation, where the budget should be used to support TNI AD operations, but is diverted to resolve disputes and protracted legal processes. The inability to manage land assets effectively can reduce the ability of the Indonesian Army to maintain defense and security stability in its area of responsibility.

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Discussion**Main Factors Causing Many Land Assets to Have Problems and Disputes with Other Parties****a. Complex Bureaucracy of the BMN Certification Process**

The state-owned asset certification process should ideally be effective and efficient to ensure the legal ownership of state-owned assets used by all government agencies, including the XIV/Hsn Regional Military Command (Kodam XIV/Hsn). However, in reality, this procedure is often hampered by complex administrative procedures, requiring intensive cross-agency coordination. The Directorate General of State Assets (DJKN) and the ATR/BPN frequently encounter difficulties in harmonizing the administrative requirements and standards required for the state-owned asset certification process. This complexity is exacerbated by the lack of uniformity in the registration document requirements requested by each ATR/BPN office in the region, where administrative requirements vary between ATR/BPN offices. For example, some ATR/BPN offices require a Boundary Signature Letter signed by the local Village Head, while others do not require this, but instead require a Letter of Absolute Accountability from the Commander of the Unit Using the asset if the Village Head refuses to sign. Specifically for the ATR/BPN Office which requires the signature of the Village Head, but the Village Head is unwilling to provide a boundary signature for various reasons, this can hinder the completeness of the certificate registration administration required to issue a Certificate of Use Rights for the asset.

b. Limited Budget for Settlement of Problem Assets and Certification of State Assets

The operational budget to support the dispute resolution process and the certification process for state-owned assets, supported by the High Command, is very minimal. The existing budget must be streamlined to support the dispute resolution process and the issuance of Land Titles (SHPs). This means that not all land issues can be resolved quickly. However, if these assets are not immediately secured through the issuance of SHPs, they will be highly vulnerable to seizure by unauthorized parties due to their lack of clear legal status. Furthermore, land assets

that are still in dispute will certainly not be able to be used for base construction to support the Indonesian Army's primary duties.

c. Limited Ownership Documents

In addition to bureaucratic constraints and limited budgets, the legality of the legal title, which serves as the official ownership document for land assets, also hampers the resolution of problematic assets and the certification process. This is because most of the Indonesian Army's assets originated from the transfer of the Royal Netherlands East Indies Army (KNIL) based on the Warlord's Letter of Surrender in 1950, which only included a description of the situation for each plot of land. Some Indonesian Army assets also stem from occupations of assets whose original owners are unknown. Occupations of assets by colonialists during the War of Independence were common, leading to legal uncertainty regarding these assets in the future. The absence of official documents hampers the certification process and also increases the potential for disputes with other parties who may claim ownership of the same plot of land.

d. Lack of concern from unit commanders

The next problem is the Unit Commander's lack of concern for securing their unit's assets, resulting in suboptimal physical security of assets, which hampers their utilization, particularly in military infrastructure development and development plans. For example, due to the negligence of the Unit Commander, several retired Indonesian Army (TNI AD) individuals have attempted to seize and own official residences that do not belong to them. Sometimes, some Unit Commanders fail to actively secure land and buildings within their units, considering this the responsibility of the Kodam Logistics Staff and Kodam Engineers. Furthermore, if these assets are disputed, many Unit Commanders lack the courage to secure them by taking firm, concrete steps for fear of being removed from their positions, thereby preventing them from physically or administratively controlling the assets and ultimately from being used to support TNI AD operations.

Land Asset Management Strategy to Resolve Problematic Assets and Asset Certification Issues of Kodam XIV/Hsn

a. Implementing P6 Steps (Stakes, Fences, Talking Boards, Patrols, Certification, and Supervision)

The land asset management strategy at Kodam XIV/Hsn has faced various challenges, particularly in terms of asset certification and the resolution of problematic assets. Kodam XIV/Hsn has implemented the P5 steps to address these issues: Stakes, Fences, Signboards, Patrols, and Certification. Stakes, fences, and signboards are crucial for marking, coordinating, and physically delimiting Kodam XIV/Hsn land assets, thereby providing tangible protection from illegal occupation by third parties. Patrols are also crucial for verifying the security of these assets. Certification can be carried out independently by each Dansat (unit commander) to provide legal certainty for land assets within their units. These P5 steps are a strategy that requires all Dansats to implement them in their units to ensure that each land asset has been accurately inventoried and physically controlled to mitigate the risk of land disputes that could hamper Kodam XIV/Hsn operations. However, these steps require strict oversight from all relevant parties to ensure the assets are truly secure from various problems. Therefore, step P5 needs to be developed into step P6 (Stakes, Fences, Talking Boards, Patrols, Certification, and Supervision). This supervision is not only the responsibility of the Unit Commander; all members of the unit are required to act as Asset Security Agents.

b. Implementation of Electronic Certification of State-Owned Assets

Innovation in scientific and technological developments based on digital applications is crucial as a breakthrough in securing state assets. One such approach is the implementation of electronic certification for state-owned assets. This electronic certification process can simplify the certification process for all relevant agencies, as all activities are digitally based, reducing bureaucratic complexity and saving operational costs. This process, starting with registration and

data verification, asset area measurement, land boundary determination, and certificate issuance, is all carried out online and in an integrated manner.

c. Increasing Cooperation with Related Ministries/Institutions

The next strategic step is the need to improve cooperation and coordination between the XIV/Hsn Military Command (Kodam XIV/Hsn), the ATR/BPN in the region, as the certification implementer, and the Directorate General of State Assets (DJKN), which provides activity targets and budget allocations for state property certification. This can be achieved through a Memorandum of Understanding (MoU) that establishes a framework for managing state land assets. Furthermore, effective coordination with relevant regional government agencies, such as the Regional Asset and Wealth Management Agency (BAP), sub-district heads, village heads, and local traditional and community leaders, is also necessary. The implementation of this strategy is expected to address internal issues, such as the lack of an integrated system and administrative capacity, as well as external challenges related to the resolution of problematic land assets. In addition to coordination and cooperation, a proactive approach to land ownership documentation, such as updating land maps and collective certification applications, is crucial to ensuring that land currently used by the Indonesian Army (TNI AD) has clear legal standing.

CONCLUSION

This study reveals several important findings related to land asset management issues at the XIV/Hsn Regional Military Command (Kodam XIV/Hsn), particularly regarding the obstacles faced in resolving problematic land assets and the state-owned asset certification process. These conclusions cover the condition of the assets, problem-solving strategies, and proposed steps for the Indonesian Army (TNI AD). The following are four main conclusions drawn from this study:

- a. Most of the XIV/Hsn Regional Military Command's land assets are in dispute with other parties, preventing the issuance of land use certificates. This hampers the optimal use of these assets for the Indonesian Army's operational needs due to unclear legality and ownership status.
- b. Implementing P6 measures (Stakes, Fences, Signboards, Patrols, Certification, and Surveillance) is a strategic solution to improve the security and management of land assets. These measures help ensure that land boundaries are clearly identified physically and administratively, and provide protection from illegal occupation by third parties.
- c. The formation of an Integrated Task Force involving personnel from various agencies, including the XIV/Hsn Military Command, ATR/BPN, DJKN, and related regional government officials, is very necessary to accelerate the resolution of land disputes and certification of BMN assets because it can reduce bureaucratic complexity.

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