

## Effectiveness And Innovation Of Village Treasury Land Management In Improving The Welfare Of Orphans: A Case Study Of Sidomulyo Village, Jember Regency

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### ABSTRACT

**Introduction:** This study aims to analyze the effectiveness of Village Treasury Land (TKD) management in improving the welfare of orphans in Sidomulyo Village, Silo District, Jember Regency. The research uses a descriptive qualitative approach with a case study method. Data was collected through observation, in-depth interviews, and documentation, then analyzed using the Miles and Huberman model with a source triangulation technique to ensure the validity of the data. The results of the study showed that TKD management was carried out transparently through an annual lease auction system that generated Village Original Income (PAD) of Rp212,500,000 per year. All of these results were allocated 100% to orphan welfare programs with a composition of 50% consumptive, 25% educational, and 25% productive. The effectiveness of the program has been proven to be high, as shown by the reduction in the dropout rate from 8 cases (2022) to 1 case (2025), as well as the fulfillment of the basic needs of 161 orphans. Obstacles in the management of productive funds are overcome through institutional innovation in the form of the formation of cooperatives that manage productive businesses.

**Methods:** The research employs a descriptive qualitative approach with a case study method. Data were collected through observation, in-depth interviews, and documentation, and analyzed using the Miles and Huberman model, with source triangulation applied to ensure data validity.

**Results:** The results indicate that TKD management is conducted transparently through an annual lease auction system, generating Village Original Revenue (PAD) amounting to IDR 212,500,000 per year. The entire revenue is allocated 100% to orphan welfare programs, with a composition of 50% for consumptive needs, 25% for education, and 25% for productive purposes. The program demonstrates a high level of effectiveness, as evidenced by a significant reduction in school dropout cases from 8 cases in 2022 to 1 case in 2025, as well as the fulfillment of basic needs for 161 orphans.

**Conclusion and suggestion:** Challenges in managing productive funds were addressed through institutional innovation by establishing a cooperative that manages productive business activities. This study concludes that TKD management based on the principles of trust (amanah) and justice is not only socially effective but also capable of creating a sustainable economic empowerment model for vulnerable groups.

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## 1. Introduction

A village is a legal entity that has autonomous authority in managing its resources and assets to improve the welfare of the community. This is as mandated in Law Number 6 of 2014 concerning Villages (Village Law), which gives legitimacy to villages to regulate and manage their interests independently. One of the strategic assets of the village is the Village Cash Land (TKD) which functions as the main source of Village Original Revenue (PAD). However, empirical reality shows that the management of village assets, especially TKD, still faces various problems, such as weak inventory systems, lack of transparency, and potential deviations in management. This condition is contrary to the principles of trust and justice as affirmed in Q.S. An-Nisa verse 58, which requires every trust manager to fulfill his responsibilities fairly and professionally. In this context, Sidomulyo Village, Silo District, Jember Regency, presents innovative and progressive village asset management practices. This village has a TKD area of 10.5 hectares and is the only village in Jember Regency that allocates 100% of the results of TKD management for welfare and empowerment programs for orphans' welfare and empowerment.

This policy has become increasingly relevant considering that the number of orphans in the village continues to increase, reaching 161 people by 2025. This group is a vulnerable category that needs support in terms of education, health, and meeting basic needs. Therefore, the full allocation of TKD for orphans is a form of strategic social intervention. However, this 100% allocation model raises academic questions related to the effectiveness, accountability, and sustainability of the program. Is the management of TKD with a single philanthropic orientation able to have a significant and sustainable impact on welfare? Based on this, this study is important to examine in depth the effectiveness of TKD management in improving the welfare of orphans in Sidomulyo Village. Problem Formulation Based on the above background, the formulation of the problem in this study is:

1. What is the mechanism for managing the Village Treasury Land (TKD) and its allocation for the orphan program in Sidomulyo Village?
2. How effective is TKD management in improving the welfare of orphans in Sidomulyo Village?
3. What are the obstacles faced and innovative solutions in the management of TKD funds for orphan programs?

## 2. Literature Review

### 1. Village Asset Management and Village Treasury Land (TKD)

Village asset management is an important part of village governance which aims to improve community welfare. Normatively, the management of village assets is regulated in Law Number 6 of 2014 concerning Villages, which gives the authority to villages to regulate and manage assets

independently and responsibly. Village assets are defined as all village property derived from the original village wealth, purchased through the Village Revenue and Expenditure Budget (APBDes), or obtained through other legitimate acquisitions. One of the strategic assets that has high economic value is Village Treasury Land (TKD).

Based on the provisions of Article 2 of the Regulation of the Minister of Home Affairs Number 1 of 2016, TKD is part of village assets that can be used to generate Village Original Revenue (PAD). The management of TKD is the responsibility of the Village Government, especially the Village Head and his devices, which must be carried out in a transparent, accountable, and professional manner. The use of TKD can be carried out through various schemes, including cooperation with third parties, as long as it aims to increase the economic value of assets and provide the greatest benefits to the village community. Thus, the management of TKD is not only oriented towards increasing village income, but must also be directed towards improving the social welfare of the community.

## 2. The Concept of Organizational Effectiveness

Effectiveness is a key concept in this study, which is used to measure the success rate of TKD management in achieving the set goals. Concept The effectiveness used refers to the model put forward by Richard M. Steers (1985), which assesses organizational effectiveness through three main dimensions. First, goal attainment, which is the level of success of the organization in achieving the goals that have been set. In the context of this study, the achievement of goals is measured by the extent to which the TKD program is able to improve the welfare of orphans, for example through reducing the dropout rate or increasing access to economic resources.

Second, integration, which is the ability of the organization to harmonize various interests, build coordination, and maintain internal solidarity in achieving common goals. In this case, integration reflects the ability of the Village Government to manage resources and involve various parties in a harmonious manner. Third, adaptation, which is the organization's ability to respond to environmental changes, both internal and external. This adaptation includes the ability to overcome administrative and structural obstacles and create innovations, such as the establishment of new institutions to support program effectiveness. These three dimensions are important indicators in assessing the success of TKD management comprehensively.

## 3. Social Welfare and Empowerment of Orphans

Social welfare is a condition for the fulfillment of the basic needs of individuals and groups, both in material and non-material aspects. In the context of this research, the focus of welfare is directed to orphan groups that are included in the category of vulnerable communities and require specific social interventions. The measurement of welfare in this study includes three main dimensions. First, the education dimension, which is related to access to education and the reduction of school dropout rates. Second, the consumption or expenditure dimension, which includes the fulfillment of basic needs such as clothing and social assistance. Third, the economic dimension, which is related to access to sources of livelihood, such as business capital or employment opportunities.

In addition, the concept of empowerment is an important approach in this study. Empowerment not only aims to provide assistance, but also encourages the independence of the target group. According to Kuncoro (2009), economic empowerment is directed to change the position of the

community from passive assistance recipients to active actors in productive economic activities. Thus, empowerment-based programs have greater potential to create sustainable welfare.

#### 4. Islamic Perspective: Trust and Justice

From an Islamic perspective, the management of public resources, including village assets, must be based on the principles of trust and justice. Trust means that each manager has a moral and spiritual responsibility to manage resources in an honest, transparent, and responsible manner. Meanwhile, justice requires that the distribution of benefits be carried out proportionately and on target.

This principle is affirmed in Q.S. An-Nisa verse 58 which commands that the mandate be conveyed to the rightful and that every decision be determined fairly. In the context of TKD management, the mandate means that village assets must be fully utilized for the benefit of the community, especially the most needy groups such as orphans. Every form of deviation in the management of village assets not only violates the rule of law, but is also a form of injustice (tyranny) that is contrary to Islamic values. Therefore, the integration of trust and justice values is a normative and ethical foundation in the management of TKD that is oriented towards social welfare.

### 3. Methodology

#### 1. Types and Approaches to Research

This research uses a type of descriptive qualitative research with a field research approach. The descriptive qualitative approach aims to understand, analyze, and interpret in depth the phenomenon of KasDesa Land Management (TKD) and its effectiveness in improving the welfare of orphans. The case study approach was chosen because this study focuses on the unique and contextual management practices of TKD in one specific location, thus allowing researchers to gain a comprehensive and holistic understanding of the research object.

#### 2. Research Location

This research was carried out in Sidomulyo Village, Silo District, Jember Regency, East Java Province. The selection of the location was carried out purposively with the consideration that Sidomulyo Village is the only village in Jember Regency that implements a 100% location policy of TKD management results for orphan welfare and empowerment programs. This uniqueness makes this village relevant as an object of study to analyze the effectiveness of village asset management based on social philanthropy.

#### 3. Data Sources and Research Informants

The data sources in this study consist of primary data and secondary data.

##### a. First Date

Primary data was obtained directly through the process of observation and in-depth interviews. Research informants were determined using the purposive sampling technique, which is the deliberate selection of informants based on certain considerations that are relevant to the research objectives.

The key informants in this study include:

1. The Head of Sidomulyo Village, as a policy maker and person in charge of village asset management.
2. Head of Village Finance Affairs, as the executor of TKD financial administration and the manager of the village financial system (Siskeudes).
3. Guardians or administrators of orphans, as beneficiaries as well as informants related to the impact of the program.

#### b. Data Seconds

Secondary data is obtained from various relevant documents and written sources, including:

1. APBDes Accountability Report and TKD financial statements.
2. Document of the establishment of the Tirta Gunitir Sejahtera Bahagia Producers Cooperative.
3. Data on the number of orphans from the Village Welfare Department.
4. Scientific literature, books, and previous research results relevant to the research topic.

#### 4. Data Collection Techniques

The data collection techniques in this study include:

- a) Observation carried out by directly observing the physical condition of the Village Treasury Land managed and the activities of the business units developed, such as the operations of Café Gapura.
- b) Deep Interview (In-depth *Interview*)
- c) It is carried out in a structured and semi-structured manner to key informants to obtain in-depth information about the management mechanism, obstacles faced, and innovations carried out in the management of TKD.
- d) Documentation carried out by collecting and analyzing written documents,
- e) official archives, and other supporting data relevant to the focus of the research.

#### 5. Data Analysis Techniques and Data Validity

##### a. Data Analysis

The data analysis in this study uses an interactive qualitative analysis model proposed by Miles and Huberman, which includes three stages:

1. **Data Reduction** The process of selecting, focusing, and simplifying raw data obtained from the field, with an emphasis on the management aspect of TKD and its impact on the welfare of orphans.

2. Presentation of reduced Data is presented in the form of descriptive narratives, tables, and charts to facilitate understanding and analysis.

3. Conclusion Drawing and Verification The final stage is in the form of drawing conclusions based on the data that has been presented, as well as conducting verification to ensure the consistency and validity of the findings.

#### 4. Result

This section presents research findings obtained through field observations, in-depth interviews, and documentation analysis in Sidomulyo Village, Silo District, Jember Regency, related to the management of Village Treasury Land (TKD) in supporting orphan welfare programs.

1. Mechanism for the Management and Allocation of Village Treasury Land Funds (TKD) The results of the study show that Sidomulyo Village has 10.5 hectares of Village Treasury Land (TKD) assets which are managed through an annual lease auction mechanism. The auction process is carried out openly and transparently, so that it is able to minimize potential irregularities in the management of village assets.

From the auction results, the village obtained a relatively stable Village Original Income (PAD) of IDR 212,500,000 per year. The main uniqueness in the management of TKD in Sidomulyo Village is the policy of allocating 100% of the management results for the welfare and empowerment programs of orphans.

The allocation of funds is divided into three main posts based on their objectives and benefit characteristics, as presented in the following.

Table 1. Allocation of Village Treasury Land Management Results for Orphans

No	Allocation Destination	Percentage of Benefits	Annual	Estimation Dana
1	Hari Raya Allowance (THR) and Clothing	50%	Konsumtif	Rp106.250.000
2	Education Scholarships	25%	Non-Konsumtif (Edukasi)	Rp53.125.000
3	Long-Term Business Savings	25%	Produktif (Ekonomi)	Rp53.125.000
4	Total Program Well-being Orphans	100%		Rp212.500.000

The distribution of this allocation shows a balance between meeting short-term needs, investment in education, and strengthening the economy in the long term.

## 2. Effectiveness of TKD Management (Goal Achievement)

The effectiveness of TKD management is measured based on the dimension of goal attainment as stated by Steers. The results of the study show that the programs implemented have had a real impact on improving the welfare of orphans, especially in educational and social aspects.

show that the TKD program is not only administrative, but also able to produce measurable and significant social impacts. The drastic decline in the dropout rate is a strong indicator that the interventions carried out are on target and effective.

## 3. Institutional Constraints and Innovation (Organizational Adaptation)

Despite showing positive achievements, this study also found obstacles in the implementation of the program, especially in the early stages of management.

- a. Management Constraints
- b. Functional Constraints Funds of 25% allocated for long-term business savings tend not to be utilized optimally and settle in village accounts. This causes the goal of economic empowerment to not be achieved optimally.
- c. Administrative Constraints There are difficulties in the reporting and financial accountability process because the allocation of funds is outside the standard structure in the village financial system (Siskeudes).
- d. Institutional Innovation as a Solution (Adaptation)  
To overcome these obstacles, the Sidomulyo Village Government carries out institutional innovation as a form of organizational adaptation, namely through the formation: Tirta Gunitir Prosperous Happy Producers Cooperative (2024)

This cooperative functions as a productive fund management institution (25%) separately from the village financial system (off-budget), but remains under village supervision.

The results of the innovation are:

1. Transformation of Passive Funds into Productive Funds that previously settled were successfully used as business capital.
2. Development of Business Units (Café Gapura) Cooperatives establish Café Gapura business units that are able to generate profits and provide profit sharing.
3. Job Creation The business unit also opens up job opportunities for the community, including orphans who have entered productive age.

Thus, this institutional innovation not only solves administrative problems, but also changes the approach of the program from mere social assistance to a model of sustainable economic empowerment.

In addition, common problems that often occur in other villages, such as difficulties in the recovery of village assets, are not found in the case of Sidomulyo Village. This is due to the implementation of a transparent auction system and the strong commitment of the village government in implementing the principles of trust and accountability in asset management.

#### 1. Analysis of the Mechanism of Trust-Based TKD Management

The findings of the study show that the management mechanism of Village Treasury Land (TKD) in Sidomulyo Village is carried out through a transparent and stable annual lease auction system, with a stable Village Original Income (PAD) achievement of Rp212,500,000 per year. This practice reflects the implementation of village asset management in accordance with the provisions of Law Number 6 of 2014 concerning Villages, which affirms the authority of the village in managing assets independently and responsibly.

The most prominent aspect of this finding is the policy of allocating 100% of TKD proceeds for orphans, which is a form of affirmation of social justice-based policies. The policy is not only administrative, but also normative and ethical, because it directly implements the principles of trust and justice as affirmed in Q.S. An-Nisa verse 58.

From the perspective of public governance, this policy reflects the orientation of pro-poor policy, where public resources are directed specifically to vulnerable groups. This is also a mechanism to prevent moral hazard practices and irregularities in village asset management that often occur in various regions.

In addition, the 100% allocation policy strengthens the integration dimension in the theory of organizational effectiveness (Steers), because all TKD resources are aligned to achieve one clear and focused social goal. Thus, there is no policy fragmentation or overlapping programs, so that organizational effectiveness can be optimally improved.

## 2. Effectiveness of TKD Management in the Perspective of Goal Attainment.

The effectiveness of TKD management in this study was analyzed using the goalattainment approach of Richard M. Steers. The results of the study showed that the TKD management program in Sidomulyo Village has a high level of effectiveness, which is proven through real improvements in several dimensions of welfare.

In the education dimension, the allocation of funds of 25% for scholarships has been proven to be able to significantly reduce the dropout rate, from 8 cases in 2022 to 1 case in 2025. This decrease shows that the interventions carried out are targeted interventions and are able to overcome structural barriers in access to education for orphans. This is in line with the concept of social welfare that places education as the main instrument of social mobility (Kuncoro, 2009).

In the consumptive dimension, an allocation of 50% for Hari Raya Allowance (THR) assistance and clothing needs has a direct impact on the fulfillment of basic needs. This assistance acts as a social safety net that is able to reduce short-term economic pressure experienced by families or guardians of orphans.

Furthermore, the allocation pattern consisting of 50% consumptive, 25% educational, and 25% productive shows that the Sidomulyo Village Government has implemented a balanced approach between short-term needs and long-term capacity building. This approach reflects a comprehensive social intervention model, which is not only oriented towards momentary assistance, but also on the sustainability of welfare.

Thus, the management of TKD in Sidomulyo Village is not only effective administratively, but also substantive in improving the quality of life of the target group.

## 3. Institutional Innovation as a Form of Organizational Adaptation.

Research findings related to functional and administrative constraints in the management of productive funds (25%) show that there are structural limitations in the village financial system, especially in the management of funds outside the Siskeudes standard scheme. This condition is a common challenge in village financial governance in Indonesia.

In response to these obstacles, the Sidomulyo Village Government is conducting institutional innovation through the establishment of the Tirta Gunitir Sejahtera Bahagia Producers Cooperative in 2024. This step reflects the organization's adaptability as stated by Steers, namely the ability to respond to changes and create innovative solutions to the problems faced.

This cooperative has two strategic functions. First, as an instrument of legal legitimacy and accountability, because it provides a formal forum that allows the management of productive funds to be carried out more flexibly but still accountable. Second, as a means of economic transformation, which converts passive funds into productive business capital through the establishment of the Café Gapura business unit.

This transformation shows a paradigm shift from a charitable approach to an empowerment approach. From the perspective of economic empowerment, this step is very significant because it is able to change the position of beneficiaries from beneficiaries to economic actors. This is in line with the concept of empowerment which emphasizes increasing the economic capacity and

independence of the community (Kuncoro, 2009).

Furthermore, the existence of cooperatives as productive fund management institutions also contributes to the sustainability of the program, because it creates a new source of income that does not depend entirely on TKD rental results.

Thus, the institutional innovation carried out by Sidomulyo Village not only functions as an administrative solution, but also as a transformational strategy that strengthens the economic resilience and sustainability of orphan welfare programs. This innovation is also an aspect of novelty in the practice of social philanthropy-based village asset management.

## 5. Conclusion

Based on the results of the research and discussion, it can be concluded that the management of Village Cash Land (TKD) in Sidomulyo Village, Silo District, Jember Regency shows a high level of effectiveness in improving the welfare of orphans through an innovative, accountable, and socially oriented approach.

First, the TKD management mechanism is implemented transparently through an annual lease auction system that generates Village Original Revenue (PAD) of IDR 212,500,000 per year. All of these results are allocated 100% to orphan programs with a structured composition, namely 50% for consumptive needs, 25% for education, and 25% for productive activities. This pattern reflects the implementation of the principles of trust and justice in the management of village assets.

Second, the effectiveness of TKD management, as measured through the goal attainment approach, has proven to be successful in achieving the program's goals. This is shown by a significant decrease in the dropout rate from 8 cases to 1 case, as well as the fulfillment of the basic needs of orphans through evenly distributed social assistance. Thus, the program not only has an administrative impact, but also provides real and measurable social results.

Third, obstacles in the management of productive funds, both functionally and administratively, have been successfully overcome through institutional innovation in the form of the establishment of the Tirta Gumitir Sejahtera Bahagia Producers Cooperative. This cooperative plays a role in transforming passive funds into productive business capital through the establishment of business units, thereby encouraging the sustainability of economic empowerment programs.

Overall, Sidomulyo Village has succeeded in developing a TKD management model that is not only effective and transparent, but also innovative and sustainable. This model can be a best practice in the use of village assets to improve the welfare of vulnerable groups, especially orphans, through the integration of social approaches and economic empowerment.

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