



Strategic Management: TNI Manunggal Builds Villages as Bhakti TNI

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Abstract

In operations other than war, it is stated that the TNI also has to assist regional governments. Together with the local government, the TNI has collaborated to carry out development in various fields jointly. The TNI has a Bhakti TNI program, namely TNI Manunggal Building Villages (TMMD), as the involvement of the TNI as a state tool to support the development and implementation of regional government without neglecting vigilance and National Defense and Security. This paper aims to look at the strategic management of the TMMD program. The research method used is a descriptive qualitative literature study. It will review it from the rationale SWOT analysis (strengths, weaknesses, opportunities, and threats) to strategic policies and evaluations from the TNI Manunggal Village Development implementation.

Keywords: TNI, Unity, Village Building, Strategic Management

1. Introduction

In-Law no. 34 of 2004, it is stated that the Indonesian National Army is a defense tool of the Unitary State of the Republic of Indonesia. It is tasked with carrying out state defense policies to uphold state sovereignty, maintain territorial integrity, protect the safety of the Nation, carry out military operations for war and military operations other than war. Also, participate actively in the task of maintaining regional international peace. In functions other than war, it is stated that the TNI also has to assist provincial governments. Together with the local government, the TNI has collaborated to carry out Development in various fields jointly. In addition, the TNI also has a program, namely **Bhakti TNI**, which can be interpreted as involving the TNI as a state tool to support the development and implementation of government without neglecting vigilance and National Security.

Optimizing the role of the TNI is solely a moral call or part of the TNI's function to carry out the task of assisting the TNI to other institutions or institutions such as local governments if needed by the TNI's capacity limit. The goals and targets to be achieved are to realize the active participation and real contribution of the TNI in assisting the government in carrying out national Development to reach the main goals, namely increasing national unity and integrity, increasing intelligence and people's welfare, helping to enforce discipline, order, and law and assisting improve the image of the Indonesian Nation in the eyes of the world through international cooperation under the auspices of the UN flag.¹

Through various TNI Service programs, such as the TNI Manunggal Building Village (TMMD) program, it is hoped that it will further assist the acceleration (acceleration) of the Development of 3T regions (lagging, frontier, and outermost). The TMMD program is implemented to assist the government in empowering defense areas and helping the local government. It increases the acceleration of Development in the region, helping to improve community welfare, strengthening

¹Pangdam I/BB: Optimizing the Role of the TNI in Assisting Local Governments. <http://kodam1bukitbarisan.mil.id/2010/06/>.

national insight into the life of society, Nation and State to realize the integrity of the Unitary State of the Republic of Indonesia (NKRI). The TNI Manunggal Village Development Program (TMMD) is expected to empower rural communities to realize regional resilience and resilience, which are expected to unite the Nation. This program can also improve people's welfare and strengthen national insight into daily life. This program is also likely to answer the aspirations and interests of villagers to reduce public anxiety about the lack of facilities and infrastructure.²

The TMMD program fits perfectly with the approach taken for the Development of villages, especially the 3T (underdeveloped, frontier, and outermost) areas. The Development of these areas needs to use an approach to security and welfare and the environment that go hand in hand.³ For a more in-depth look at TNI Manunggal Building Villages, this paper aims to look at the strategic management of the emergence of the program. SWOT analysis (*strengths, weaknesses, opportunities, and threats*) to strategic policies and evaluations from the rationale.

2. Literature Review

2.1 Strategic Management⁴

Jauch and Glueck (1994) define strategy as "*a comprehensive and integrated plan that links the company's strategic strengths with the environment it faces, all of which ensure that the company's goals are achieved*." The strategic management process is how strategic planners set goals and make decisions. Several important stages were formulated as follows: 1) Establishing the company's vision, mission, and goals; 2) Researching threats, opportunities, and strengths, weaknesses (SWOT analysis); 3) Considering alternative strategies; 4) Choosing a Strategy; 5) Strategy Implementation; 6) Strategy Evaluation.

Vision is a desire for a condition in the future by the ideals of all company members. At the same time, the mission is the fundamental purpose that distinguishes a company from other similar companies. It describes the scope of its operations in the form of products and markets that the organization will realize. Goals are a description of the mission.

The most important step to formulating a strategy is conducting an environmental analysis. This analysis includes the environment outside the company and the company itself. The external or external environment is one of the important factors that will affect the formulation and strategic decisions for a company. Studying the company's external environment will produce opportunities and threats for a company in an industry.

The company's external environment is divided into three subcategories: remote environment, industrial environment, and operational environment. The remote *environment*, consisting of factors from outside and usually not related to the operating conditions of a company, consists of economic factors, socio-cultural factors, political factors, technological factors, demographic and epidemiological factors: these remote environmental factors present opportunities, threats, and constraints for companies. The Industrial Environment is an environment that affects the company, consisting of entry threat factors, strong supplier factors, strong buyer factors, product substitution factors, competition factors among industry members. The competitive State of an industry depends on five main competitive forces: potential new entrants, the level of rivalry among existing competitors, substitute products, the bargaining power of buyers, and the bargaining power of suppliers. The operating *environment consists* of factors in a competitive situation that affect the company's success in obtaining the resources it needs or in marketing its products or services profitably. The operational environment is usually much more able to be influenced or controlled by

² TMMD Increases Regional Development Acceleration. Bukit Barisan Magazine. Edition II/2009.

³ Kennedy P.S.J, Tobing S.J.L, Toruan R.L., Tampubolon E. 2019. Analisis Masalah Pengelolaan Kawasan Perbatasan antara Provinsi Maluku dan Negara Timor Leste, Prosiding Seminar Nasional Pakar ke 2 Tahun 2019

⁴ Pearce, John A.; Robinson, Richard B. 2014. Strategic Management. McGraw-Hill Education/Irwin

the company. This environment consists of competitive position, customer profile, supplier, creditor, and human resource factors.

The internal environment is an environment within the company itself (company management) so that it can be known about the company's strengths *and* weaknesses by reviewing the company's existing profile. An analysis of the company's internal environment can be carried out by developing a company profile. Several key internal factors are usually the focus of internal study in most companies. Key internal factors are the capabilities, limitations, and basic characteristics of the company, including marketing, finance, accounting, production, operations and engineering, personnel, quality management, information systems, and organization and general management.

A SWOT (*Strength, Weakness, Opportunity, and Threat*) analysis is performed from the external and internal environment. SWOT analysis is a systematic way to identify the company's internal factors that will maximize strengths and opportunities and minimize weaknesses and threats. *Strengths* are resources, skills, or advantages relative to competitors and the market's needs being served or to be served. Strengths are special competencies (*distinctive competencies*) that give the company a comparative advantage. *Weaknesses* are limitations or lack of resources or skills that seriously impede the company's effective performance. *Opportunity* is a critical situation that is profitable in the company's environment. Identifying market segments that previously neglected, the company is in a competitive condition, technological changes, and improving performance changes with buyers or suppliers can provide opportunities for the company. *The threat* is a critical situation that does not benefit the company.

From the SWOT analysis, it is possible to determine alternative strategies and their selection. In principle, generic strategies are grouped into four groups, namely: vertical integration strategies, incentive strategies, diversification strategies, and survival strategies. The vertical integration strategy requires companies to exercise more control over their distributors, suppliers, and competitors, for example, through mergers, acquisitions, or creating their own company. An intensive approach requires intensive efforts to improve the company's competitive position through existing products. In diversification strategy, it intended to add new products. This strategy is becoming less and less popular, at least in terms of the high level of management difficulty in controlling the activities of different companies. The defensive scheme means that the company takes rescue actions to escape from greater losses, which is bankruptcy. The company must determine what strategy is chosen and applied.

In implementing the strategy, it is necessary to overcome various existing problems, including the costs incurred to formulate the strategy. It must implement the strategy according to the goals and plans set. This stage requires commitment from all units, levels, and company members to be successful. For the strategy to be implemented, its implementation must be by the culture, structure, system, style, employees, skills, and values generated (*share value*). The strategy's implementation is detailed more clearly how the strategy choices are realized as planned. The last stage of the strategic management process is strategy evaluation to see how far the results of the stages passed and feedback in implementing the strategic management process.

2.2 The TNI Unity Builds Villages as a Service for the TNI⁵

TNI is a warrior army born from the womb of the people. Therefore, the TNI will continue to fight for the interests of the people who desire justice and prosperity. In-Law no. 34 of 2004 stated that the Indonesian National Army is a defense tool of the Unitary State of the Republic of Indonesia. They carry out state defense policies to uphold state sovereignty, maintain territorial integrity, protect the safety of the Nation, carry out military operations for war and military operations other than war, and participate actively in the task of maintaining regional international peace.

⁵Mala Dalini. 2011. The Role of the Indonesian National Army in Regional Development (Case Study of TNI Manunggal Building the 84th Village of Tanjung Baringin-Sigading Village, Huristak District, Padang Lawas Regency)

In operations other than war, it is stated that the TNI also has to assist regional governments. Together with the local government, the TNI has collaborated to carry out Development in various fields jointly. In addition, the TNI also has a program, namely Bhakti TNI, which can be interpreted as involving the TNI as a state tool to support the development and implementation of government without neglecting vigilance and national security defense.

The forms of TNI service include:

- TNI Manunggal Building a Village (TMMD) is a form of concern and participation of the TNI in carrying out Development which is carried out in an integrated manner with relevant agencies and involves the community as the subject of Development, prioritizing the most basic needs for the community.
- As a form of social care from the TNI to the people, the TNI carries out the TNI Manunggal Sosial Sejahtera (TMSS). Targets are prioritized in areas/locations that have not been reached by other Bhakti TNI or in areas/sites affected by natural disasters. Every year it is programmed in three Kodams with financial support from the TNI, with rehabilitation activities due to natural disasters and rehabilitation of slum/poor people's houses/environments.
- Many denuded forests often cause the danger of natural disasters, floods, and landslides. TNI is actively collaborating with local governments to assist in implementing the Reforestation program through reforestation of denuded land or forests with the TNI Manunggal Reforestation (TMR) program.
- The TNI is actively participating with the local government in building a food reserve forest by planting various types of food plants as forest enrichment adapted to local conditions and can be used as food substitutes by the local community. The rising public awareness of actively participating in maintaining and increasing the results of the Development of food reserve forests with the TNI Manunggal Food Reserve Forest (TMHCP) program.
- The monetary crisis has afflicted most Indonesian people due to the increase in various basic needs. For this reason, the TNI Manunggal Sembako (TMS) helps the community to get necessities at low/reasonable prices.
- The monetary crisis of 1998 had a broad impact on the economy. The TNI was called upon to take anticipatory steps to help overcome food shortages and the problem of layoffs/unemployment through the TNI Manunggal Agriculture (TMP) program by processing/empowering idle land. With the program.
- Realizing that ignorance is the root cause of backwardness, which leads to poverty, misery, and suffering, the TNI is determined to fight it. One of the efforts taken by the TNI is collaborating with the Ministry of Education and Culture, the Ministry of Home Affairs, and the Ministry of Religion to eradicate illiteracy through the TNI Manunggal Aksara (TMA) program for citizens aged 11-44 years.
- The TNI assists the government's program in terms of population distribution by collaborating with the Ministry of Transmigration. In its implementation, the TNI placed members in the transmigration location for six months to help overcome health problems and family planning with the TNI Manunggal Transmigration (TMT) program.
- The active participation of the TNI as a form of concern in the success of government programs in the field of Family Planning and Health has been realized through the TNI Manunggal KB-Health (TMKK) program. From initially limited activities to family planning and health services, they have expanded to other activities such as providing milk and nutritious food, scholarships, and others.

The Bhakti operation of the Manunggal Army to Build a Village (TMMD) has a strategic value to increase the soul and spirit of unity and integrity amid the phenomenon of vulnerability to the disintegration of the Nation that is currently developing. Manunggal is a self-unification with integrity in all aspects carried out harmoniously and harmoniously. The unity of the TNI-People is a condition or attitude of behavior that unites from or is united by the TNI-People, both physically and

mentally, in the context of realizing national resilience to achieve national goals. The Bhakti TMMD operation program must be implemented correctly, on target, and in line with the demands of actual and factual developments in the region, leading to the acceleration of growth in the area.⁶

TNI Manunggal Building Villages (TMMD), been known as ABRI Enters the Village (AMD) since its inception in 1980. It is carried out throughout the territory of the Unitary State of the Republic of Indonesia to support and accelerate national Development in rural areas. Especially areas classified as underdeveloped/poor, isolated/remote areas, border areas, urban slum areas, and other areas affected by the disaster. TNI Manunggal Building Villages (TMMD) is a form of TNI Bhakti operation, an integrated cross-sectoral program between the TNI and Ministries, Non-Ministerial Government Agencies, Regional Governments, and other components of the NationNation.

General M. Yusuf, Menhankam Pangab in 1978, received instructions to build ABRI's unity with the people. It means that at that time, ABRI had to unite with the community to develop in the countryside and help improve their welfare jointly. The realization was that the ABRI Enters Village (AMD) program was launched with the main objective of bringing ABRI closer to the community (*In the Memoir of General M. Yusuf*).

Apart from that, there are still targets to be achieved in the AMD program, namely to build a defense base area, assist the community in building village infrastructure, and ensure a sense of security. Because the conditions at that time required the presence of ABRI, build a defense base, because at that time it was being organized and inventoried the defense areas that would be used as bases for defense. And this fits perfectly with a universal defense system that involves all citizens and regional potentials and existing national resources.

Building village infrastructure, which could be said to be still underdeveloped, meant that the roads had not been paved, and sometimes even had to open new avenues so that the village was not isolated, build places of worship. Repair irrigation canals because the remnants of the Dutch heritage had to be repaired, rehabilitate bridges or build bridges and many others needed by the village.

And the last is to ensure the community's sense of security. At the beginning of the AMD implementation, security conditions in certain areas of Indonesia had not recovered. There was a new form of rebellion, namely armed separatists in Aceh and Papua, which required the presence of ABRI. Indeed, at that time, there were many requests from the regions to be included in the AMD program because they felt that the benefits were very large for rural economic growth. So that automatically, the program becomes the mainstay of ABRI to continue developing from year to year based on the community's needs.

The program is still running, and its scale is getting wider starting in 2000. It was known as the TNI Manunggal Village Development (TMMD) program because of the separation of the TNI and Polri organizations by TNI reform. The TMMD program is a cross-sectoral program that still exists and continues to grow and has a wider scope, and the program is completely untouched by the influence of reform. The parties involved are elements of the TNI, departments, non-departmental government agencies, local and city governments, and the community.⁷

3. Research Method

This paper was made using a descriptive qualitative literature study research method. The main secondary data was taken from Captain Kav Zulkifer Sembiring entitled *Optimizing the Activities of the Manunggal TNI to Build Villages in the Framework of Improving the Welfare of Community in the Regions*, and other supporting literature.

⁶ It optimized the operation of the Manunggal TNI to Build Villages in Accelerating Development in the Regions. Territorial Bulletin Edition No. 03 of 2004, page 30 (author of Lt. Ctp Ari Maryadi) was published by the Army Territorial General Staff.

⁷ Untung, W. Memetik nilai lebih TMMD.

4. Discussion

The following is the strategic management process in Bhakti TNI Manunggal Entering the Village for planning in determining goals and making decisions.

4.1 The Foundation of Thought as the Vision of the TNI Manunggal Building a Village⁸

The Ideal Foundation of Pancasila

It is the ideal foundation that animates the ideals of the struggle of the Indonesian people as contained in the preamble to the 1945 Constitution, namely to protect the entire Indonesian Nation and all of Indonesia's bloodshed and promote the general welfare. One form of public interest is optimizing the TNI Manunggal to Build Villages.

Constitutional Foundation of the 1945 Constitution

The main ideas about Defense and Security and the limits of authority are regulated in the 1945 Constitution. The main task of the TNI, according to Law No. 34 of 2004, the main mission of the TNI is to uphold the sovereignty of the State, to maintain the territorial integrity of the Unitary State, the Republic of Indonesia based on Pancasila, the Constitution of the Republic of Indonesia 1945. To protect the entire homeland of Indonesia from threats and disturbances to the integrity of the Nation and State. In article 7, paragraph 2, one of the tasks of Military Operations Other than War carried out by the TNI is to empower the defense area and its supporting forces early by the universal defense system. As for Article 8, one of the tasks of the TNI AD is to carry out the empowerment of defense areas on land. Its efforts are made using Territorial Development, one of which can be carried out in TMMD activities.

Conceptual Foundation

- 1) Visional Foundation. Archipelago insight is the perspective and attitude of the Indonesian people regarding their identity and environment. Which are all-archipelagic, diverse, and have strategic value by prioritizing the unity and integrity of the Nation and regional agreement in organizing the life of society, Nation, and State to achieve the national goal, namely the creation of a just and prosperous society. Evenly in all areas of life.
- 2) Conceptual Foundation. National resilience is a dynamic condition of the Indonesian Nation that contains tenacity and resilience in facing threats, disturbances, obstacles, and challenges, including the threat of poverty that threatens the survival of the Indonesian Nation. We must fight this poverty so that we become a developed country and can be aligned with other developed countries.

Historical Platform

Historically, the values contained in the history of the Nation's struggle and the history of the TNI's struggle are values that are continuously the basis of the TNI's work, both to maintain independence and in the context of carrying out joint Development with the people. In the history of its struggle, the TNI and the people have always been inseparable.

Operational Foundation

- 1) Law of the Republic of Indonesia Number 34 of 2004 concerning the TNI.
- 2) Kasad Decree No. Kep/23/IV/2007 dated April 24, 2007, concerning the Ratification of the TNI AD Doctrine "Kartika Eka Paksi."

⁸ Zulkiflar Sembiring. 2011. Optimalisasi Kegiatan TNI Manunggal Membangun Desa dalam Rangka Meningkatkan Kesejahteraan Masyarakat di Daerah, Bandung 2011.

- 3) Master Manual on Territorial Development, ratified by Kasad Skep Number Skep/98/V/2007, dated May 16, 2007.

Rationale

- a. The foundation of the Idil Pancasila is the 2nd, 3rd, and 5th precepts. It namely just and civilized humanity, Indonesian unity, and social justice for all Indonesian people.
- b. Paragraph 2 of the 1945 Constitution states that the earth, water, and natural resources contained therein are controlled by the StateState and used for the greatest prosperity of the people.
- c. The Kartika Eka Paksi Doctrine and Master Manual on Territories are described in regional resilience by improving the welfare of the people in the region through TNI Service.

4.2 SWOT Analysis⁹

The government's limited capacity is currently uneven due to the implementation of regional Autonomy. Some have been able to both from natural resources and human resources, but some regions have not been able and are still very dependent on the central government. The Nation'sNation's overall economic factor is an important factor in supporting the success of Development and other factors that are no less important. For success in carrying out Development in all areas of life, several criteria are needed to support this success. Likewise, in implementing the TNI Manunggal Village Building as one of the activities to increase Development, it is influenced by several factors, both from within (internal) and from outside (external).

Internal Factors

Internal factors are internal or human factors, both individually and in groups, concerning mental, physical conditions, skills, and abilities. Internal factors are divided into strengths and weaknesses, including the following:

Strength

1. Kinship. Family is a mental condition reflected in one's behavior towards others in dealing with various situations they face together. In general, the Indonesian people are known to be tenacious and unyielding, and this is an asset for the implementation of Development. With the family spirit of the Indonesian people, it will be easy to carry out Development if this is used properly. TNI Manunggal Building Villages will be carried out properly by utilizing the strengths possessed by the community in carrying out each activity with cooperation based on kinship will be easier than carrying out these activities individually.
2. The Unity of the TNI and the People. The spirit of corps possessed by the TNI and the Indonesian people, in general, is a great strength of the Indonesian NationNation. The essence of korsa is loyalty, pride, and enthusiasm that is ingrained in human beings. The unity of the TNI and the People is still quite strong despite the many disturbances they face, but the TNI and the People are still one. By utilizing the unity of the TNI and the People, the United TNI to Build Villages can be carried out properly, especially since TNI Soldiers are based on an awareness of identity that Soldiers come from the people, by the people and fight for the people.
3. Spirit. The spirit of the Indonesian people, motivated by the nature of wanting to move forward to catch up with other nations, is a force to carry out Development in Indonesia. The spirit of 45 that never goes out in the bosom of the Indonesian people is the background of the Indonesian Nation'sNation's desire to carry out Development to become an advanced nation.

Weaknesses

⁹ *Ibid.* Zulkifar Sembiring. 2011.

1. Mental condition. The condition of the soul is reflected in a person's attitude towards various situations he faces. This condition is certainly a weakness that must be overcome, and of course, it is our shared responsibility not to hinder development.
2. Skills and Skills. The equitable distribution of education in Indonesia, in general, has not been evenly distributed, so it has an impact on the level of skills and skills that are not evenly distributed. This condition is a weakness in implementing the TNI Manunggal in Developing Villages.

External Factors

These factors are external factors that can affect the implementation of Development, such as natural resources and population owned by the Indonesian people as opportunities and threats, including:

Opportunity

1. Natural resources. Our country has areas rich in natural resources both on land and at sea. Our vast country with abundant wealth has not been fully explored and developed. It is the Nation's capital and asset that must be immediately processed to be used for the prosperity of the people. We can build the Indonesian Nation into a developed nation with this large basic capital. Implementing the TNI Manunggal Building a Village can be used as an activity to process natural wealth with a small budget but can take advantage of the natural wealth capital. With the implementation of the TNI Manunggal Building a Village, the natural wealth contained in Mother Earth, which has not been touched due to its quite remote location, can be immediately utilized. The opening of remote areas can open up opportunities for the community to carry out Development in the region. Local governments can increase Regional Original Income by maximizing the processing of the area's potential.
2. Total population. Our country has a large population and is spread throughout the territory of our country. With a large population, it means that Indonesia has a large workforce. If used properly, this population is a large capital for Development. The TNI Manunggal Building Villages implementation will be successful with the support of a large workforce. Construction will be carried out quickly without having to pay expensive labor. The government must immediately utilize this good opportunity by optimizing the implementation of the TNI Manunggal Building Villages.

Threats

1. Even distribution of population. As a result, the territory of our country, which consists of islands, impacts the uneven distribution of the people. The unequal population has resulted in an unbalanced rate of economic growth between one region and another and the distribution of Development that is affected. The implementation of the TNI Manunggal Building Villages can also be affected by the distribution of the population. Because often, the performance of the TNI Manunggal Building Villages encounters obstacles because they do not receive sufficient support from the workforce compared to the targets that have been set, especially when faced with a very limited time.
2. Economic conditions. The financial crisis that occurred in our country has not yet ended, and this has had a wide impact on the following crises in various fields of life. In general, the country's economic situation has not been stable, resulting in many development programs that we are about to carry out being delayed and some even canceled. This condition also impacts the implementation of the TNI Manunggal Building Villages, where funds may sometimes have to be diverted for interests that are considered more important. Although the TNI Manunggal Village Development program is not unimportant, some things must be prioritized as an example of overcoming security turmoil in the country must be a priority. TNI Manunggal Building Villages will not be carried out if the security situation is unstable because they can carry out development properly if the security situation is conducive. 3) Crisis of confidence. As a result of the high

number of corruption cases in our country, both those carried out by state officials at the central and regional levels, it impacts the level of public trust in the government. The low level of public trust in state administrators will certainly impact Development in Indonesia in general.

4.3 Strategy¹⁰

TNI Manunggal Developing Villages is a TNI program in assisting government programs to accelerate development in the region and for equitable development in Indonesia and improve the welfare of people in the area.

Policy

The TNI Manunggal, Building Villages activities, is part of the Territorial Guidance, which is carried out to empower the defense area on land and its supporting forces at an early stage by the universal defense system and to realize the Unity of the TNI-People. For the implementation of the TNI Manunggal Building Village to be optimally successful, a policy is needed through the Development of cooperation between relevant agencies and the community.

Destination

1. To create mutual understanding among relevant agencies regarding the duties, functions, and roles of the Army, especially the Satkowil, in the implementation of Binter.
2. To create good and integrated relations, cooperation, and coordination mechanisms between the TNI AD, related agencies, and the community.

Target

- 1) It is to the realization of the mechanism and management of integrated TMMD activities between functional institutions in the direction of regional resources to improve the welfare of the people in the region.
- 2) The realization of the understanding of the Regional Government and related agencies on the intermediary function carried out by the TNI AD.

Subject

It fosters cooperation between relevant agencies to create optimal results from TMMD activities to improve the community's welfare in the area. The subjects are Dandim and Danramil. In implementing cooperation, development activities are carried out by coordination, communication, and collaboration with related agencies simultaneously.

Object

The objects in the Development of cooperation between related agencies and status as partners are:

- 1) Local government at the district and city levels.
- 2) Regency and City DPRD levels.
- 3) Police at Polwil, Polres and Polsek levels.
- 4) Service or other related agencies have the task and authority in empowering the area for the community's welfare.

Method

The method used is

- 1) An extension is a form of communication activity that aims to provide understanding or transfer of knowledge formally or informally.

¹⁰ *Ibid.* Zulkiflar Sembiring, 2011.

- 2) Coaching is a form of communication activity that aims to provide positive supervision and control that is carried out continuously and continuously so that it is effective.
- 3) Joint activities are communication activities that aim to develop cooperation with related agencies and the community.

Facilities and Infrastructure ¹¹

In-Law no. 34 of 2004 Article 7 paragraph (2) concerning the Main Duties of the TNI states that one of the main tasks of the TNI apart from war is to assist the tasks of the regional government. The purpose of helping local government tasks is to assist in implementing government functions that require *the TNI's facilities, tools, and capabilities*. To resolve the problems being faced, including helping to cope with the effects of natural disasters, rehabilitating infrastructure, and overcoming problems resulting from strikes and communal conflict.

- **Facilities.** What is meant is everything that is used to achieve a goal. One of the facilities owned by the TNI is the existence of a TNI hospital which is not only intended for members of the TNI but can also be used by other communities. In a disaster in an area, the hospital can help victims of natural disasters, and the existing medical personnel will be ready to help. In addition, other facilities owned by the TNI, in this case, can be seen from the existence of Koramil (Military Rayon Command) in every area at the sub-district level or Posko built by the TNI. As for the use of these facilities, namely in the event of a natural disaster or conflict, they can use the place to store aid in the form of food, clothing, medicine, or other necessary assistance.
- **Tool.** A tool is an object that is used to do something. In terms of assisting local governments, the TNI has several types of equipment that local governments can use if needed. These include trucks, planes, helicopters, ambulances, ships, and others. If a disaster occurs in an area, the equipment owned by the TNI is very necessary. For example, TNI trucks can be used to evacuate residents, can use planes, helicopters, or ships to send aid and evacuate victims to hard-to-reach areas. Likewise, TNI ambulances can be used to evacuate victims.
- **Ability.** It is all the capabilities or strengths possessed by the TNI in assisting local governments. This capability demands the professionalism of a member of the TNI. A member of the TNI not only can operate weapons or in the field of defense, but he also has other abilities that can use for operations other than war. If there is a conflict or separatism in the region, then with all the capabilities it has, the TNI will try to stop the fighting. The TNI's powers are also in terms of health. Within the TNI itself, there are health workers who are intended for TNI members themselves and the entire community. Not infrequently, this health team is deployed in conflict and disaster areas. Even one of the battalions owned by the TNI, namely the Combat Engineer Battalion, has special abilities, where its members can construct roads, bridges, housing, and others. Local governments can utilize this capability of the TNI in accelerating the regional development process.

Suppose the local government faces natural disasters, damage to infrastructure caused by natural disasters, strikes, and communal conflicts. In that case, the TNI can participate in helping local governments solve these problems. In the event of a natural disaster, the involvement of the TNI is if the local government at the Governor/Regent/Mayor level verbally submits a request for assistance for TNI forces to the Pangdam/Danrem/Dandim/Danyon, according to the position structure and level of authority in the affected area. Disaster following a written request.¹² Likewise, in tackling the consequences caused by disasters, namely infrastructure damage, the TNI participates in rehabilitating various damaged infrastructures with the capabilities and equipment they have. And suppose there is a communal conflict in an area, for example. In that case, a dispute regarding unclear territorial boundaries caused by regional expansion, the TNI, through the Topography Bureau (Jantop), can help

¹¹ *Ibid.* Mala Dalini. 2011.

¹² Contingencies in dealing with natural disasters in the Kodim area 0212/TS.

resolve it by using a map belonging to the TNI. Likewise, if there is a strike, the TNI and the local government will jointly solve the problem.

TNI's Physical and Non-Physical Development Program¹³

The physical Development carried out by the TNI is one of the efforts to improve the welfare of the people in the regions by building supporting facilities and infrastructure to increase the people's economic level in the areas. Physical Development carried out through the activities of the TNI Manunggal Building Villages includes the economic and socio-cultural fields. Economic Development provides agriculture, services, and transportation. Development in the agricultural sector to improve the quality of farm products is aimed at empowering/increasing yields from existing land. Increasing agrarian profits through increasing numbers are carried out by clearing idle land. Improvements in services and transportation are needed because they are the main means of improving the community's economy and the backbone of the local economy. It increases the number of roads as a means of economic activity, a program of opening new routes is usually carried out.

Physical Development in the socio-cultural field is an increase in the community's welfare in the area through the socio-cultural field, including health and education. In the health sector, the construction of Puskesmas and Polindes is the main target of TNI activities for the community in the region so that the level of public health improves. In implementing TNI Manunggal Building Villages, one of the main priority targets is the education sector. With sufficient education, the community will explore the potential of their region.

In addition to physical Development, non-physical Development is also carried out. Non-physical Development focuses on human development as the subject of Development. Equipping the community with skills and shaping the community's mentality is very important. The non-physical development targets include defending the country and skills. All Indonesian people must own aware of defending the country. The younger generation must have a spirit of patriotism. Therefore, one non-physical development target is fostering awareness of protecting the State.

Non-physical Development through skill improvement includes equipping the community in the economic, socio-cultural, and legal fields. Development and training activities in the financial sector include agriculture and entrepreneurship. Activities in the socio-cultural area include education, such as eradicating illiteracy, and health in outreach activities for disease prevention. In addition, promoting a culture of legal literacy is an important activity to do. By having a law-literate society, it is hoped that security and order will be created by themselves. By knowing the law, people will feel afraid to break the law.

In its implementation to date (2019) for 39 years since 1980, TNI Manunggal Building Villages has built a road of 24,391,653 meters. In addition, the construction of trenches, irrigation, siring along 3,572,223 meters and 7,418 bridges. Thirty-five thousand one hundred sixty-six houses have also been built or rehabilitated, and 1,209,002 clean water pipes have been installed. Eight thousand one hundred sixty-two worship facilities have been constructed. Seven thousand seven hundred eighty-six school buildings have been installed, and an electricity network has been installed in 15,484 locations.¹⁴

The results of the Development that the TNI has carried out. The physical activities include road construction, road rehabilitation, road asphaltting, road paving, bridge construction, construction of drainage/water channels, rehabilitation of siring/trench), installation of culverts, installation of gabions, construction/ house rehabilitation, construction of schools/madrasas/childcare centers, construction/rehabilitation of religious facilities, construction/rehab of Poskamling, construction/rehab of washing toilets/washing toilets, installation of water pumps, construction of shelters, construction of sports facilities, clearing of sleeping areas, tree planting/greening. Non-physical activities include counseling/lectures covering: agriculture, animal husbandry, poultry and bird flu vaccination, fisheries

¹³ *Ibid.* Zulkiflar Sembiring, 2011.

¹⁴ Tjahjanto, Hadi. 2019. 39 Tahun TMMD, TNI Bangun 24,3 Juta Meter Jalan di Indonesia, 8 Agustus 2019.

and marine affairs, plantations, cooperatives, employment and transmigration, health/Family Planning, PKK skills, education/compulsory education for 9 and 12 years. year, forestry/reforestation, land/agrarian law/UN/taxpayer, residency/birth certificate. And other activities such as screenings of films/people's entertainment, free mass treatment, making free birth certificates, providing fish seed assistance to the community, providing capital strengthening loans, holding events, holding cheap markets, holding sports with the community, socializing smart cars and libraries. Reforestation and distribution of greening seeds. By doing so, it is hoped that it will improve the wheels of the regional economy due to the opening of isolation between villages or remote areas and improve community skills.¹⁵

In the health sector, collaboration with the TNI is in line with Presidential Instruction Number 1 of 2017 concerning the Healthy Living Community Movement. It is a national movement in strengthening the health development paradigm that prioritizes promotive and preventive efforts. Without compromising curative and rehabilitative measures by involving all components of the NationNation in socializing healthy paradigm. This movement is considered capable of evoking a sense of responsibility that a healthy life must begin with oneself, family, and society and be a strategic momentum as the initial milestone for the simultaneous start of the healthy living community movement.¹⁶

4.4 Implementation Stages¹⁷

Planning Stage

- a. Program determination. In the current reform era, the system of government shifts from centralization to decentralization. It will implement regional Autonomy. With the implementation of regional Autonomy, the determinant of development programs in the region is the local government. With regional Autonomy, the determination of the TNI Manunggal Village Development program can be determined earlier so that it is hoped that the implementation of activities can achieve the desired goals. When choosing the TNI Manunggal Village Building program, it is expected that the local government can involve all relevant agencies, and each agency can deploy existing experts according to the target of the TNI Manunggal Building Villages to be implemented.
- b. Coordination. The implementation of coordination before implementing the TNI Manunggal Building Villages should be easier than in the past. In the past, local governments did not have the authority to determine whether they could implement a program. Still, with Regional Autonomy, the local government itself is the one who is faced with a tight budget. Available, thus, the implementation of the TNI Manunggal Village Development program is also expected to run smoothly. Coordination can be carried out at the lower level without waiting for a decision from above. Carrying out coordination before carrying out an activity is very important because it is with integrated coordination that activity can run smoothly.
- c. Make an initial plan. After the coordination is carried out properly, an initial project starts, including determining possible targets. In determining the target plan of the TNI Manunggal Building a Village, it is necessary to involve various elements of the community with the intention that the government can input which targets need to be prioritized.
- d. Field survey/Survey. After determining the temporary target to ensure that it becomes the target of the TNI Manunggal Building a Village, it is necessary to carry out a field survey/survey in the

¹⁵ Dalini, Mala. 2011. Peran Tentara Nasional Indonesia Dalam Pembangunan Daerah (Studi Kasus TNI Manunggal Membangun Desa Ke-84 Desa Tanjung Baringin–Sigading Kecamatan Huristak, Kabupaten Padang Lawas), Medan Mei 2011.

¹⁶ Moeloek, N.F. 2017. Kementerian Kesehatan dan TMMMD Semangat Sehatkan Masyarakat, Kementerian Kesehatan Republik Indonesia, Jakarta, 16 Mei 2017.

¹⁷ Zulkiflar Sembiring. 2011. Optimalisasi Kegiatan TNI Manunggal Membangun Desa dalam Rangka Meningkatkan Kesejahteraan Masyarakat di Daerah, Bandung 2011.

field. When conducting the study, it is essential to involve agencies or departments belonging to the region, which, of course, have experts in their respective fields.

- e. Plan improvement. After the TNI Manunggal Build a Village targets have been determined, then a complete plan is made. The program must already contain how much capacity the local government has in assisting the implementation of the TNI Manunggal in Developing Villages, both from facilities and infrastructure and funds and budget. Completing this plan must be mature so that the methods of the Regional Government and the TNI itself can be synchronized and minimize possible obstacles that will encounter in the field. In completing this plan, all parties must be involved, both from the TNI and from the local government.
- f. Exposure. At the time of presentation, it should be carried out by the *Tk II* Regional Government accompanied by the Kodim. In this case, the Regent and Dandim presented all plans to the *Tk I* Regional Government and the Danrem that the Command of each agency, TNI, and *Tk I* Regional Government. It can find out all the plans for the Lower Command. It is also possible to identify the obstacles and constraints faced. Even though regional Autonomy is now being implemented, it does not mean that the central government is not responsible. The TNI Manunggal Building a Village is an integrated program if the local government faces obstacles, the central/regional government should also find a solution.

Preparation Phase

- a. Pre TMMD. Pre-TNI Manunggal Village Building activities are carried out to carry out tasks or targets that are quite heavy, which are usually not expected to be completed during the TNI Manunggal Village Building takes place. The activities of the TNI Manunggal Building Villages typically do the work that must be done using heavy equipment. Pre-TNI Manunggal Building Villages is very helpful in achieving the desired goals. The implementation of TNI Manunggal Building Villages is expected to be that the Regional Government can support optimally both the preparation of the required facilities and infrastructure and the deployment of human resources that can help the implementation of activities. If the pre-TNI Manunggal Building can carry out a village properly, it can use the available time to work according to the target.
- b. Preparation of Facilities and Infrastructure.
 - 1) Preparation of equipment. TNI Implementation single. Building a village is expected to run smoothly, to support the smooth running of activities, including equipment. The tools in question range from heavy equipment to individual work equipment; heavy equipment is usually the task of the regional government to prepare it, while personal work tools other than the provincial government are also the duty of the TNI and the community. To mobilize the community to organize work equipment requires a driving force. Officials from the lowest level to those at the Regency level must play an active role, and Babinsa must play a role.
 - 2) Location Setup. In the implementation of the United TNI. Building a village occurs where the location/land used for the target is still problematic with the owner community. It is certainly not expected to happen because the TNI Manunggal Building a Village aims to help the community, not burden the people or cause harm. Therefore, even though coordination has been carried out at the previous activity stage, at this preparatory stage, it is reassured that there are no problems with the implementation of the TNI Manunggal Village Building.
 - 3) Manpower preparation. Apart from TNI soldiers as the core staff, because TNI Manunggal Building Villages is not a pure TNI program, it is necessary to prepare workers from the community. TNI soldiers tend to be the driving force, while the community as the main force is assisted by other personnel from related agencies. Because the community will feel the TNI Manunggal Building a Village results, the district must be directly involved in this activity. Therefore, in preparing the workforce, a driving force is needed, both from local government

officials, religious leaders, community leaders, and from the TNI, in this case, members of the Kodim.

Implementation Stage

- a. Physical Development. TNI Manunggal Building a Village is an integrated activity between the TNI and the people. As a manifestation of the unity of the Soldier and the People. In the activities of the TNI Manunggal Building, a soldier's village and the community facilitated by the government carrying out Development to improve the welfare of the people, especially the people in the region. Physical Development as the target of TNI Manunggal Building Villages is aimed at activities to build facilities that the community can use to improve their welfare. Considering the large role of the TNI Manunggal Building Villages in advancing the region, in its implementation, it must be able to run smoothly, the local government as the person in charge of the budget must support full of activities. The facilities and infrastructure needed to complete the targets that have been set need to be prioritized. At the time of the opening of the TNI Manunggal to Build Villages, the facilities and infrastructure required must be ready so that the TNI and the people assisted by other personnel are only ready to work. When the TNI Manunggal Building a Village begins, it does not mean that it has just prepared facilities and infrastructure. If this happens, the implementation of the TNI Manunggal Building a Village will certainly delay the performance of the TNI Manunggal Building a Village, and the targets that have been set will be difficult to achieve properly. TNI Manunggal Building Villages is not an activity to spend the budget only to meet report targets. Still, on the contrary, TNI Manunggal Building Villages is an important activity to help people, especially those in remote areas, and at the same time save the government budget when compared to the work if done by the private sector. TNI Manunggal Building a Village is also one of the activities to increase the TNI and the people's unity because TNI comes from the people and fights for the people. During the activities of the TNI Manunggal Building Villages, government officials must be willing to go to the field to see firsthand the development activities carried out by the TNI together with the people. The local government should be grateful for the actions of the TNI Manunggal Building Villages because areas that were originally backward with the activities of the TNI Manunggal Building Villages can be opened so that the progress of the site will progress rapidly. For example, the construction of roads that connect one area to another, especially underdeveloped regions, is often carried out with the activities of the TNI Manunggal Building Villages without having to spend large funds.
- b. Non-Physical Development. The non-physical development targets targeted by the TNI Manunggal Building Villages are more focused on activities on building human resources so that they can advance to advance themselves. Non-physical Development is carried out through activities using methods including:
 - 3) Briefing/Counseling. This activity is usually aimed at activities to shape the mentality and knowledge of the community. For example, the action is about health and legal education with the aim that people can live healthily and have legal literacy.
 - 4) Guidance/coaching. The activities carried out are almost the same as counseling. Still, the targets are different. For example, advice on environmental security and state defense, the officers who provide advice are usually a combination of the TNI and Polri.
 - 5) Training. To equip the community with practical skills expected to improve their welfare. Such as an example of activity from the agriculture office for enhancing the quality of agricultural products.
 - 6) Examples/examples. This activity is carried out by carrying out positive actions hoping that the local community will participate. This activity is mostly carried out by TNI soldiers who work together in the field.

Termination Stage

In carrying out activities, apart from requiring careful planning and preparation, it is also necessary to terminate or review the course of actions to see the shortcomings and advantages of the activities

carried out. The results of this review should be used as a benchmark for similar activities in the future. Activities that are already good need to be maintained and improved, while those lacking must be improved. The implementation of the TNI Manunggal Building Villages has improved both in terms of performance and achieving results. The benchmark for the TNI Manunggal in Developing Villages is increasing regional Development and increasing community welfare.

Evaluation

- In implementing the TNI Manunggal Building a Village, the targeting must be well planned so that the determined targets can touch the needs of the community and are by the priority scale of needs. Improving the welfare of the district must be a benchmark for the success of the TNI Manunggal in Developing Villages.
- It is in determining the target of the TNI Manunggal to Build Villages, to involve the user community so that the results of the TMMD activities are by the priority scale of community needs.
- Coordination of activities needs to be intensified so that the implementation of TMMD can be integrated between the TNI, local governments, relevant agencies, and the community to achieve optimal results.
- Good cooperation will be carried out through strong coordination, both at budgeting and program initiation. However, it still cannot be implemented optimally. The problems that arise include, among others, regarding the targets of the TMMD, poor coordination with related elements. And funding that is not by the target plan.
- It can meet the fulfillment of materials and equipment early on. Implementing TMMD, especially physical Development, can achieve the time and targets determined optimally.

In addition, what must be considered are:¹⁸

- It is necessary to design activities that are more creative and innovative, which can involve broad and optimal community participation, which are adapted to the dynamics and characteristics of the social life of the people in the area;
- allocation to expand the range of TMMD's physical target activities to achieve more optimal TMMD objectives;
- It is necessary to raise the volume and reach of targets along with a longer time to be more effective in increasing the proximity of the TNI and the People;
- TMMD program comprehensively based on facts and objective conditions in the field every year to be used as material for preparing TMMD program activities in the following year.

5. Conclusion

- TNI Manunggal Building a Village is an integrated program between the TNI and the government that aims to accelerate the implementation of development in the region to improve the welfare of the people in the area. Improving the people's interest in the areas still needs attention from the government because, in general, people live below the poverty line, and most of them live in rural areas. In addition to its main target of improving the community's welfare in the region, TMMD also aims to foster regional security.
- The TNI Manunggal Village Development Program can be carried out properly and successfully if there is mutually supportive cooperation from all elements of the TNI, government, relevant agencies, and the community. Integrated coordination will support the smooth implementation of the TNI Manunggal in Building Villages.

¹⁸ Samuel, Djaali, Tunas. 2017. Evaluasi Program TNI Manunggal Membangun Desa (TMMD) di Wilayah DKI Jakarta dan Sekitarnya, Jurnal Pertahanan dan Bela Negara, Volume 7 Nomor 2, Agustus 2017.

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