

**THE POLICY IMPLEMENTATION OF TNI MANUNGGAL
MEMBANGUN DESA (TMMD) PROGRAM TO IMPROVE RURAL
COMMUNITY WELFARE**

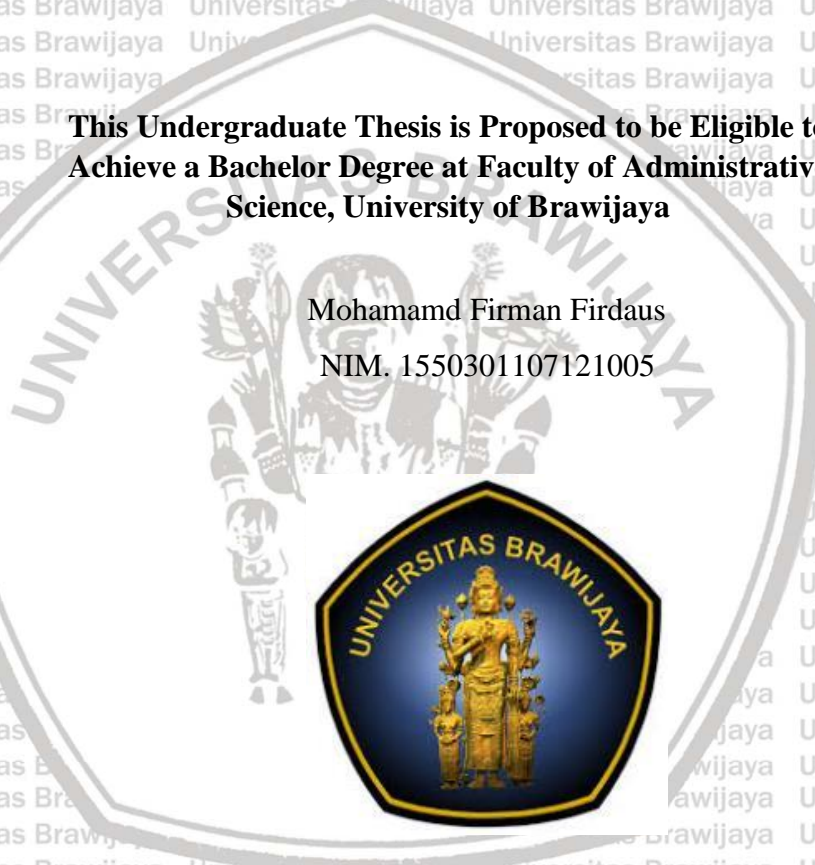
**(Study Case in Kaligentong Village, Pucanglaban District, Tulungagung
Regency, East Java Province)**

UNDERGRADUATE THESIS

**This Undergraduate Thesis is Proposed to be Eligible to
Achieve a Bachelor Degree at Faculty of Administrative
Science, University of Brawijaya**

Mohamad Firman Firdaus

NIM. 1550301107121005



UNIVERSITY OF BRAWIJAYA

FACULTY OF ADMINISTRATIVE SCIENCE

PUBLIC ADMINISTRATION DEPARTMENT

PUBLIC ADMINISTRATION SCIENCE STUDY PROGRAM

MALANG

2021

QUOTE

Your mind will always believe everything you tell it. Feed it faith.

feed it truth, feed it with love



APPROVAL SHEET OF UNDERGRADUATE THESIS

Title : The Implementation of TNI Manunggal Membangun Desa (TMMD) Program To Improvbe Rural Community Welfare

Staked by : Mohammad Firman Firdaus

SID : 155030107121005

Faculty : Administrative Science

Study Program : Public Administration

Concentration : -

Malang, February 13th 2021

Academic Supervisor

Head

Member

Dr. Siti Rochmah M. Si
NIP. 195703131986012001

Taufiq Akbar Al Fajari S.S M.Pd
NIP. 20130486 1204 1 000



APPROVAL SHEET FOR UNDERGRADUATE

It has been maintained in from of the panel of examiners of undergraduate thesis Faculty of Administrative Science, University of Brawijaya, at:

Day : Thursday
Date : 25 March 2021
Time : 09.30 – 10.30 WIB

An undergraduate Thesis

On behalf of : Mohammad Firman Firdaus
Title : The Implementation of TNI Manunggal Membangun Desa (TMMD) Program To Improvbe Rural Community Welfare

And declare

PASSED

PANEL OF EXAMINERS

Head

Member

Dr. Siti Rochmah M. Si
NIP. 195703131986012001

Taufiq Akbar Al Fajri S.S M.Pd
NIP. 2013048612041000

Assembly of examiners 1

Assembly of examiners 2

Farida Nurani, S.Sos, M.Si
NIP. 197007212005012001

Dr. Alf Haris Wanto, S.AP, M.AP, MMG
NIP. 198106012005011005

LETTER OF DEDICATION

This undergraduate thesis is dedicated to the people, who have meaning and place in the journey of my life.

1. Mrs. Siti Bastiyah, my mama. The gratitude I have for you, can hardly be expressed by words and fill my heart with love and joy. Thank you for everything, I love you.
2. Mr. Didik Winarko, my Abah who support me financially until I can be here right now, loved me, supported me. Thank you for everything, I love you.
3. my sister (Latifa,Rifana,Yolan) thank you for being my backbone when I could not stand up for my self. I love you.
4. Fikri Alvhirino Thank you for always believed in me even when I stopped believing in my self.
5. Peferia, Galih, Bayu, Sita, Febrina, Duratun, Sita and Cintya, Fabi for always being there for me through thick and thin in college.
6. My classmates in college, K class. Megawati, Febrina, Zafar, Gagang, Cintya, Bayu, Elfa, Sita, Manda, Ablat, Cindy, Duro, Marta Thank you all for being part of my journey in Malang. Inspired, help and support me.

RINGKASAN

Mohamamd Firman Firdaus, 2020, **Implementasi Program TNI**

Manunggal Membangun Desa (TMMD) untuk Meningkatkan Kesejahteraan Masyarakat Pedesaan (Studi Kasus di Desa Kaligentong, Kecamatan Pucanglaban, Kabupaten Tulungagung, Provinsi Jawa Timur). Dr. Siti Rochmah M. Si, Taufiq Akbar Al Fajri S,S M.Pd, 120 + x

Penelitian ini bertujuan untuk (1) mendeskripsikan dan menganalisis implementasi program TNI Manunggal Membangun Desa (TMMD) terhadap peningkatan kesejahteraan masyarakat pedesaan di Desa Kaligentong, Kecamatan Pucanglaban, Kabupaten Tulungagung, Provinsi Jawa Timur, (2) mendeskripsikan dan menganalisis faktor pendukung dan faktor penghambat dalam implementasi program TNI Manunggal Membangun Desa (TMMD) untuk meningkatkan kesejahteraan masyarakat pedesaan di Desa Kaligentong, Kecamatan Pucanglaban, Kabupaten Tulungagung, Provinsi Jawa Timur.

Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian deskriptif dengan pendekatan kualitatif. Fokus penelitian yang digunakan adalah pengembangan model implementasi David C. Korten yang terdiri dari program, organisasi pelaksana dan kelompok sasaran. Untuk mengetahui faktor pendukung dan penghambat dari program ini digunakan model implementasi George Edward III yang terdiri dari komunikasi (*communication*), sumber daya pelaksanaan (*reources*), struktur birokrasi (*bureaucratic structure*) dan sikap pelaksana (*dispotition*). Teknik pengumpulan data dilakukan dengan wawancara secara mendalam kepada pihak pelaksanaan dan pihak sasaran program. Metode analisis yang digunakan adalah analisis data kualitatif model Miles dan Huberman yang terdiri dari empat tahapan yaitu pengumpulan data, kondensasi data, penyajian data dan penarikan kesimpulan.

Hasil analisis mengenai implementasi program TNI Manunggal Membangun Desa (TMMD) terhadap peningkatan kesejahteraan masyarakat pedesaan di Desa Kaligentong, Kecamatan Pucanglaban, Kabupaten Tulungagung, Provinsi Jawa

Timur secara umum sudah efektif dan sesuai antara program, organisasi pelaksana serta kelompok sasaran yang diketahui bahwa program tersebut sudah berjalan sesuai dengan perencanaan serta harapan masyarakat Desa Kaligentong yaitu salah satunya dengan pemenuhan fasilitas umum berupa MCK. Selanjutnya faktor pendukung dalam implementasi program TNI Manunggal Membangun Desa (TMMD) untuk meningkatkan kesejahteraan masyarakat pedesaan di Desa Kaligentong, Kecamatan Pucanglaban, Kabupaten Tulungagung, Provinsi Jawa Timur yaitu adanya komunikasi yang baik dari BABINSA kepada masyarakat Desa Kaligentong, sumberdaya pelaksanaan yang mampu merealisasikan program, struktur birokrasi yang mengacu pada aturan yang jelas serta sikap pelaksana yang memahami tujuan program TMMD di Desa Kaligentong tersebut. Faktor penghambat dari implementasi program TNI Manunggal Membangun Desa (TMMD) adalah dari ketersediaan jumlah realisasi program yang sementara hanya berfokus pada satu dusun saja di Desa Kaligentong.

Kata Kunci: Implementasi Program, TMMD, Masyarakat Desa

SUMMARY

Mohamad Firman Firdaus, 2020, **Implementation of the TNI Manunggal**

Membangun Desa (TMMD) Program to Improve Rural Community Welfare

(Case Study in Kaligentong Village, Pucanglaban District, Tulungagung Regency,

East Java Province). Dr. Siti Rochmah M. Si, Taufiq Akbar Al Fajri S,S M.Pd, 120

+ x

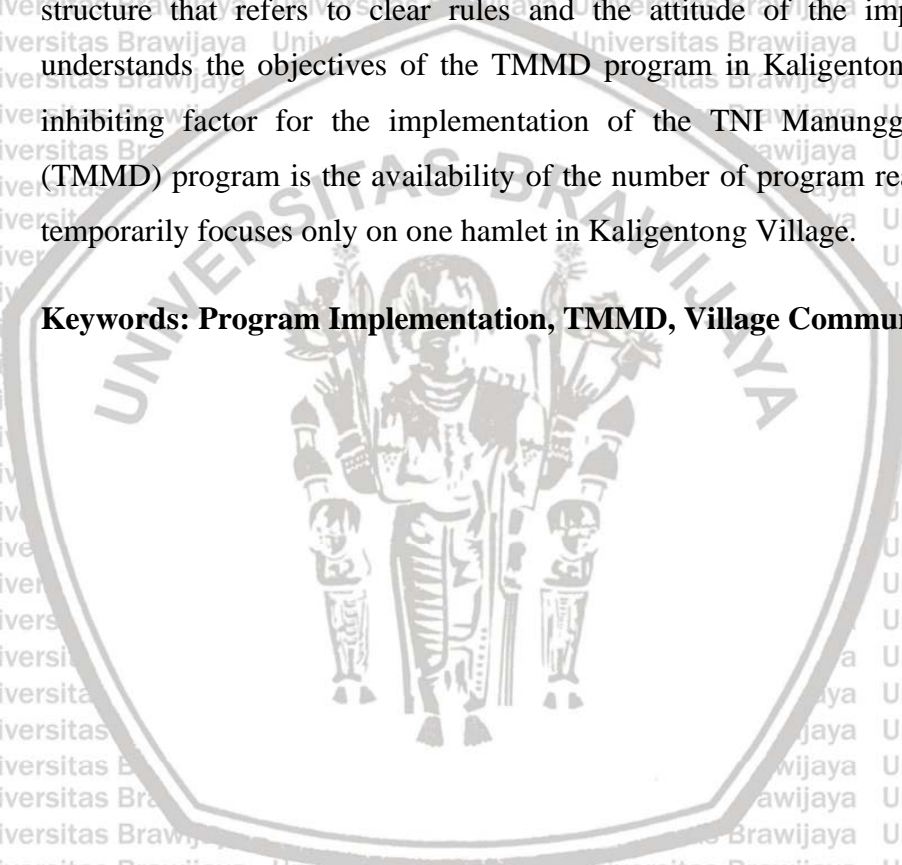
This study aims to (1) describe and analyze the implementation of the TNI Manunggal Pembangunan Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province, (2) describe and analyze the supporting and inhibiting factors in implementation of the TNI Manunggal Building Village (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province.

This type of research used in this research is descriptive research with a qualitative approach. The focus of the research used is the development of David C. Korten's implementation model which consists of a program, implementing organization and target groups. To determine the supporting and inhibiting factors of this program, George Edward III's implementation model is used which consists of communication, resources, bureaucratic structure and disposition. The data collection technique was carried out by conducting in-depth interviews with the implementing party and the program target parties. The analytical method used is the qualitative data analysis model of the Miles and Huberman model which consists of four stages, namely data collection, data condensation, data presentation and drawing conclusions.

The results of the analysis regarding the implementation of the TNI Manunggal Building Village (TMMD) program towards improving the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province are generally effective and suitable between programs, implementing organizations and target groups who know that the program has

running according to the plans and expectations of the Kaligentong Village community, one of which is the fulfillment of public facilities in the form of toilets. Furthermore, the supporting factor in the implementation of the TNI Manunggal Building Village (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province is good communication from BABINSA to the people of Kaligentong Village, implementing resources capable of realizing the program, bureaucratic structure that refers to clear rules and the attitude of the implementer who understands the objectives of the TMMD program in Kaligentong Village. The inhibiting factor for the implementation of the TNI Manunggal Build Desa (TMMD) program is the availability of the number of program realization which temporarily focuses only on one hamlet in Kaligentong Village.

Keywords: Program Implementation, TMMD, Village Communities





PREFACE

Assalamualaikum, wr. Wb

Thank God, all praise and gratitude, the writer prays to Tuhan Yang Maha Esa, because on the blessings and guidance, the writer can complete this Undergraduate

Thesis with the title of “ The Policy Implementation Of Tni Manunggal Membangun Desa (Tmmd) Program To Improve Rural Community Welfare”. This writing is one of the requirements to compile an Undergraduate Thesis in completing studies in the Faculty of Administrative Science, Department of Public Administration, Universitas Brawijaya Malang. Therefore, the author expresses his utmost gratitude to the parties who contributed to this Undergraduate Thesis:

1. Prof. Dr. Bambang Supriyono, MS. as Dekan of the Faculty of Administrative Science, Universitas Brawijaya.
2. Dr. Andy Fefta Wijaya, MDA., Ph.D. as Chairman of the Departemen of Public Administration Science, Universitas Brawijaya.
3. Dr. Fadillah Amin, M.AP., Ph.D. as Chair of Study Program in the Public Administration Science, Universitas Brawijaya.
4. Dr. Siti Rochmah M. Si as Head of Undergraduate Thesis supervisor who is always the supervising in writing and discussion.
5. Taufiq Akbar Al Faj'ri, S.S M.Pd. as my Undergraduate Thesis supervisor who is always supervising in writing and discussion.
6. To all my lecturers who has provided knowledge during the lecture period, thus I can complete this Undergraduate Thesis.
7. Department of Population and Civil Registration of Malang City as the research sites that has allowed the author to conduct the research, particularly Mrs. S and Mrs. D as the informants and help the author a lot in giving statements and documentations.
8. Kaligentong village Government and staff of the administrative sub-division, other sub-division who have deigned to take the time to provide information to researchers.

Only hope and prayer may God give a multiple reply to all parties who have contributed in helping the author to complete this Undergraduate thesis. Therefore, constructive criticism and suggestions are highly expected for the improvements of this Undergraduate thesis. I hope this Undergraduate Thesis will be useful for the society in general and for writers, students and descendants of the future writers.

Aamiin.



Malang, February 13th 2021

Mohammad Firman Firdaus



TABLE OF CONTENTS

	Pages
QUOTE	i
APPROVAL SHEET OF UNDERGRADUATE THESIS	ii
APPROVAL SHEET FOR UNDERGRADUATE.....	iii
DECLARATION OF UNDERGRADUATE THESIS ORIGINALITY	iii
LETTER OF DEDICATION.....	iv
RINGKASAN	v
SUMMARY	vii
PREFACE	ix
TABLE OF CONTENTS.....	xi
LIST OF TABLES	xiii
LIST OF PICTURES.....	xiv
APPENDIX	xv
CHAPTER I.....	1
INTRODUCTION.....	1
A. Background of the Study.....	1
B. Statement of the Problem	7
C. Reseach Objectives	7
D. Research Contribution.....	8
1. Theoretical Benefits	8
2. Practical Aspects	8
E. Systematics Discussion	8
CHAPTER II.....	10
LITERATURE REVIEW.....	10
A. Research of Related Studies	10
B. Theoretical Review	13
1. Implementation	13
2. Community Welfare.....	28
3. Public Policy Implementation.....	35
CHAPTER III.....	52
RESEARCH METHOD	52
A. Research Approach	52
B. Focus of Research	52
1. Policy of TNI Manunggal Membangun Desa (TMMD) Program.....	53
2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program.....	54
C. Object of Research	55
D. Subject of Research.....	56
E. Data Sources	56
F. Techniques of Data Collection.....	57
G. Research Instruments	58
H. Techniques of Data Analysis	58



I. Data Validity	60
CHAPTER IV	62
RESULTS AND DISCUSSION	62
A. General Overview of the Research Locations.....	62
1. Geography	62
2. The History of Kaligentong Village.....	63
3. The Governance of Kaligentong.....	64
B. Focus of Data Research Presentation.....	67
1. Policy of TNI Manunggal Membangun Desa (TMMD) Program.....	67
2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program	78
C. Discussion	85
1. Policy of TNI Manunggal Membangun Desa (TMMD) Program.....	85
2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program.....	92
CHAPTER V	97
CONCLUSION AND RECOMMENDATIONS	97
A. Conclusion	97
B. Recommendations.....	98
REFERENCES.....	99
APPENDIX.....	103



LIST OF TABLES

No.	Title	Pages
	Table 1: Depth Index Poverty in East Java by Region Residential.....	4
	Table 2: <i>Mapping</i> of Related Studies.....	10
	Table 3: Resources for Implementation of Construction of MCK.....	80



LIST OF PICTURES

No.	Title	Pages
Figure 1.	Poor Population in East Java, 2011-2019	3
Figure 2.	Suitability Model of Korten Program Implementation.....	23
Figure 3.	Qualitative data analysis according to Miles and Huberman 2018	60



APPENDIX

No.	Title	Pages
	Attachment 1. Draft Interviews with TNI or representatives.....	103
	Attachment 2. Draft Interviews with Village Heads.....	105
	Attachment 3. Draft Interviews with the People.....	107
	Attachment 4. Documentation of Researcher.....	108



CHAPTER I INTRODUCTION

A. Background of the Study

Both the Indonesian government and non-governmental organizations (NGOs) state that rural development is very important. Since the beginning of Pelita I until now, rural development have carried the development of rural institutions, development of rural infrastructure, economic, social and cultural activities. Moreover, several kinds of approaches have been used in rural development. First, a natural resources-based approach through the provision of infrastructure to support the development of agribusiness activities and small-scale industrial handicrafts, as well as institutional development to strengthen the application of technology and utilization of natural resources. The second is an approach that aims to accelerate improvement in the rural economy, through spatial planning (spatial), both physical and socio-economic aspects, which are expected to create equitable growth in regions, especially underdeveloped areas. The two approaches above are expected to help accelerate rural development. The third approach is community participation planning and sustainable development (Adisasmita, 2013: 43).

The development planning in Indonesia is often said to have applied a top-down approach. Therefore the development outcomes have not provided benefits to local communities. Many projects are considered physically successful. However, these projects were not able to skyrocket in the community, because they were not able to empower them. In conclusion,

regional development planning has adopted a top down approach, whereas in practice the national development planning is a combination of a top-down approach, and a bottom up approach. The main problem lies in the application of the method and technique of the approach, which it has not been implemented as it should be (Adisasmita, 2013: 77).

Since Repelita IV, the bottom-up approach has been properly introduced.

However, the government (central, provincial and district) still carry an important role in the process. Thus, the bottom-up approach is unable to be applied thoroughly. Moreover, in the preparation of rural development programs in the past, the influence of the village head was still very much taken into account. The views and thoughts of the village head are not always aligned with the development programs needed by the community. The voice of the village head, which is approved by many members of the village community, does not guarantee to reflect the majority vote or the community's need (Adisasmita, 2013: 142).

Furthermore, in the preparation of the future rural development programs, the weaknesses and deficiencies that occurred in the past must be avoided. The formulation of rural development programs must be carried out based on community's needs (need assessment). In other words, the programs must be carried out through: (1) SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), (2) analysis of the problems faced, (3) analysis of potential (based on basic potential can be identified as potential derivatives), and (4) analysis of interests (from various groups in society). Furthermore, various proposed

development programs must be assessed using measurable criteria (Adisasmita, 2013: 87).

On a national scale, according to the Minister of Home Affairs Decree Number 99 of 1999, rural development and development programs are directly handled by the Directorate General of Village Community Empowerment. The duties and functions of this institution are to formulate and prepare policies that facilitate the village and sub-district governments, community resilience, socio-culture, economic enterprises, natural resource utilization, technology utilization, coordinate the preparation of programs in the field of rural community empowerment, and carrying out the administration of the Directorate General (Adisasmita, 2013: 90).

One province that still has a fairly high poverty rate in Indonesia is East Java. Based on data published by BPS (2019), it shows fluctuations in the poverty rate in East Java from 2011 to 2019 as shown in the following figure.



Source : BPS (2019)

Figure 1. Poor Population in East Java, 2011-2019

Based on the graph above, it can be inferred that the poverty rate in East Java is quite high, with a 10.37% rate of 4.112.000 people. Therefore, this situation needs immediate attention from the government and related agencies.

Furthermore, the data submitted by BPS (2019) regarding the poverty depth index in East Java (based to their area of residence) explains that people who live in rural areas do have a higher poverty depth index, compared to people living in urban areas. The Poverty Depth Index Data in East Java by Area of Residence from March 2018 to March 2019 is shown in the following table.

Table 1. Depth Index Poverty in East Java by Region Residential
(March 2018 - March 2019)

Period	Shelter		Difference in
	Rural	Urban	
March 2018	2,800	1,167	1,633
September 2017	3,043	1,199	1,844
March 2019	2,549	1,147	1,402

Source: BPS (2019)

Based on the table above, it can be seen that people who live in rural areas have a higher poverty depth index compared to residents who live in urban areas. In March 2018 the poverty depth index for residents living in rural areas was 2,800 points, whereas residents who live in urban areas have 1,167 points.

This shows that the poverty depth index in rural areas was higher by 1.633 points compared with the poverty depth index in urban areas. Furthermore, in

September 2017, the poverty depth index for residents living in rural areas increased to 3.043 points. On the other hand, the poverty depth index for residents living in urban areas was also increased slightly to 1.199 points. This

shows that the poverty depth index in rural areas was higher at 1.844 when compared to the urban residents' poverty depth index. Then in March 2019, the poverty depth index for residents living in rural areas decreased to 2.549 points, and the poverty depth index for residents living in urban areas was also

decreased to 1.147 points. This explains that the poverty depth index in rural areas was higher at 1.402 when compared to the urban area's poverty depth index.

The explanation above is sufficient to emphasize that poverty in East Java, specifically in rural areas, needs serious attention from various parties. One of the various parties that has an important role in this matter is the Indonesian National Army (TNI). TNI has a program called TNI Manunggal Membangun Desa (TMMD). As stated by Marunduh et al (2019: 31), the target of TMMD is physical and non-physical development, especially on infrastructure, other public facilities and infrastructure such as roads, houses of worship, schools and others. The examples of non-physical development include counseling, eradicating drugs and social diseases as well as improving the quality of educational facilities, modernizing agriculture to achieve food security, revitalizing agribusiness, empowering Small and Medium Industries (IKM), improving the fishing economy, and empowering the people's economy. Non-physical targets aim to encourage the growth of innovation and creativity of rural communities in order to improve the quality of life in developing their own regions towards a more advanced, prosperous and independent social life.

The similarities between TMMD and ABRI's dual function which became a program in 1980 were conveyed by Setiowati and Sumarno (2015 : 101) conveyed the similarities between TMMD and Dwifungsi ABRI, which stated that after the separation of POLRI from the ABRI unit, there was a name change in the TMMD program. At the 61st AMD in 2000, the program which was

originally called ABRI Masuk Desa (AMD), later changed its name to TNI Manunggal Masuk Desa (TMMD). Entering the 65th TMMD in 2002, there was a change of name from TNI Manunggal Masuk Desa (TMMD) to TNI Manunggal Membangun Desa (TMMD) which has survived to this day.

One of the villages that has been managed by TMMD Program is Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java.

Kaligentong Village is shown to have a low standard of living. Thus, it became a perfect candidate for TMMD. The program itself focuses on improving the standard of living of the villagers. Some of the targeted aspects of the TMMD Program are the construction of 833 meters road alignment, renovation on 10 units of unfit houses (RTLH), and addition of constructed toilets (MCK) (Jatim Times, 2018).

Based on the explanation above, the researchers are interested in exploring further about the implementation of the TNI Manunggal Membangun Desa (TMMD) program in order to improve the welfare of rural communities in Kaligentong Village, Pucanglaban, Tulungagung as a measure of the implementation of TNI reform, and its role in improving the welfare of the community. Therefore, the researcher will conduct a research titled "**The Policy Implementation of the TNI Manunggal Membangun Desa (TMMD) Program to Improve the Welfare of Rural Communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province**".

B. Statement of the Problem

Based on the background explanation above, this research has formulated several problems, namely:

1. How is the policy implementation of the TNI Manunggal Membangun Desa (TMMD) program towards improving the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, Java Province East from the perspective of the program, implementing organization, and target group?
2. What are the supporting and inhibiting factors in the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province as seen through communication, implementation resources, bureaucratic structures and the attitude of the implementer?

C. Research Objectives

Based on the formulation of the problems taken in this study, the objectives of the research are:

1. To describe and analyze the implementation of the TNI Manunggal Membangun Desa (TMMD) program towards improving the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, Java Province East from the perspective of the program, implementing organization, and target group.

2. To describe and analyze the supporting and inhibiting factors in the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province.

D. Research Contribution

Based on the reseach objectives in this study, this research is expected to contribute in the form of

1. Theoretical Benefits

This research is expected to give contribution towards the development of general knowledge which is assessed from a theoretical point of view. Moreover, this research also aims to contribute ideas in public administration, especially in the role of the TNI in improving welfare of rural communities.

2. Practical Aspects

The research contribution expected from this research is based on its practical aspects, which is expected to be used as input for government agencies, especially the Indonesian National Army (TNI) and the regional government of East Java Province in improving the welfare of rural communities in East Java Province.

E. Systematics Discussion

Systematics discussion on the study entitled "Implementation of the TNI Manunggal Membangun Desa (TMMD) Program is to improve the welfare of

rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province" is as follows:

CHAPTER I : INTRODUCTION

The introductory chapter in this study describes the background so that it is important to conduct research on the TNI Manunggal Membangun Desa (TMMD)

Program in Kaligentong Village, the formulation of the problems to be revealed in the research, the objectives to be achieved and the benefits of this thesis.

CHAPTER II : LITERATURE REVIEW

This literature review chapter will explain previous studies related to the research title. In addition, the theories used as references in conducting research, for example, are related to program implementation models and public policy implementation models.

CHAPTER III : RESEARCH METHODS

This chapter describes the methods used to conduct the research that includes types of research, research focus, research objects, data source, techniques of data collection and analysis. The research focus used is in two aspects, namely policy of TNI Manunggal Membangun Desa (TMMD) Program dan factors supporting and inhibiting in the implementation of the TMMD program,

While the data analysis method used is interactive model data analysis from Miles and Hubberman (2009: 17).

CHAPTER IV : RESULTS AND DISCUSSION

The results and discussion in this study are presented systematically to answer research problems and achieve the research objectives, namely the policy of the TNI Manunggal Membangun Desa (TMMD) Program and supporting and inhibiting factors in the implementation of the TMMD program..

CHAPTER V : CONCLUSION

This last chapter presents the conclusion and suggestion of the research. It also discusses formulation of the problem briefly.

CHAPTER II

LITERATURE REVIEW

A. Research of Related Studies

Research of Related Studies was used as a basis for the writer in determining the research method and focus. The consideration of selecting previous research was due to the similarity of themes, the similarity of objects and the similarity of methods with this research. Some of the previous studies used in the study are described in the following table.

Table 2. Mapping of Related Studies

No.	Name and Year	Title of the Studies	Research Methods and Focus Studies	Results
1.	Wijaya et al (2018: 50)	The Implementation of TNI Manunggal Membangun Desa Empowering Defense Areas (Study in the Military Command Region 1620 / Lombok Tengah NTB)	Using qualitative research methods Research focus: (a) Participation (b) Empowerment	(a) The level of citizen participation in the TMMD program is not yet optimal (degree of tokenism). From planning to post-program, residents have not yet participated in determining, selecting, and mobilizing every activity in the program. (b) Babinsa's role in community empowerment is not optimized. People still depend on the help of the government.
2.	Pangumpi a et al (2018: 20)	The Role of Indonesian National Armed Forces	Using a descriptive method with a	The implementation of TMMD in helping the development could

No.	Name and Year	Title of the Studies	Research Methods and Focus Studies	Results
		in Development through the Army Program to Manunggal Membangun Desa (TMMD) (A Study in Bunaken District, Manado City)	qualitative approach. Research focus: (a) The role of the Indonesian national army in development (b) The benefits of the TMMD program	save the budget, because TNI works directly together with the people. Furthermore, the implementation of TNI Manunggal Membangun Desa strengthens TNI relations with the community. Thus, the fear stigma about TNI can be diminished. Moreover, TMMD also strengthens the cooperation between TNI and the regional government, especially on local development in the region in order to improve the welfare of the community.
3.	Dekasari (2016 : 38)	Farmers Empowerment in Improving Food Security in Sambiroto Village, Padas Sub-District, Ngawi District	This study used a descriptive method with a qualitative approach. Focus of the research: (1) Empowerment of the Farmers (2) Encouraging and Inhibiting Factors in Farmers Empowerment	(1) This activity is said to have successfully established food security in Sambiroto village. This success can be achieved with the support from the Department of Agriculture and TMMD, who provided free fertilizers and seeds. Moreover, farmer's skills and knowledge were

No.	Name and Year	Title of the Studies	Research Methods and Focus Studies	Results
				<p>advancing up, resulting in better quality products.</p> <p>(2) The main driving factor of food security success in Sambiroto Village was the support from the Department of Agriculture Office and TMMD. Both provided free seeds and fertilizers.</p> <p>(3) The obstacles mainly came from the low quality of human resources and capital as well as uncertain weather.</p>
4.	Hafsah and Heriyanto (2012 : 67)	The Implementation of Community Seed Garden Program (KBR)	This study applied a descriptive-qualitative method. Research focus: Several factors that influenced the implementation of Community Seed Garden Program (KBR) in Pelalawan Regency in 2010 are,	<p>(1) The implementation of the KBR Program has been legally carried out. However, the result has not been optimally successful.</p> <p>(2) Several factors that influenced the implementation of the KBR Program are, limited costs for land clearing, overly long period of time to harvest</p>

No.	Name and Year	Title of the Studies	Research Methods and Focus Studies	Results
				the seedlings, and the difficulty in selling woods or trees, which involved the presence of Certificate of wood's Origin (SKAU)
5.	Purwatini ngsih (2013: 130)	The Effectivity of TNI Manunggal Membangun Desa (TMMMD) Program in Realizing Regional's Resilience	The level of community satisfaction with the implementation of the TMMMD program	(1) TMMMD program may increase the sense of unity among community members (2) TMMMD program can strengthen the region resilience, increase the unity between Indonesia's National Army and the people, which in turn can increase and improve the public welfare.

Source: Review of Related Studies (2020)

B. Theoretical Review

1. Implementation

a. The Definition of Implementation

After a state policy successfully obtained legitimacy, it is important to implement it in order to obtain the intended impact. Van Meter and Van Horn (1978 : 51), formulated that particular process as

"those actions by public or private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions" which can be interpreted as meaning of actions carried out by individuals, officials or private parties that lead to the goals set. These actions are efforts to administer a real impact on society. Therefore, the main focus of policy implementation is to understand what actually happens after a program is declared valid.

In public policy studies, it is said that implementation is not only related to the mechanism of translating political decisions into routine procedures through bureaucratic channels, but more than that. Implementation is related to issues of conflict, decision-making, and who gets what from a policy. Therefore it can be said that policy implementation is a very important aspect in the entire policy process (Suhaib, 2016: 12).

A very simple definition of implementation is expressed by Jones (1980), where he defines it as "getting a job done" and "doing a". However, behind the simplicity of such formulation means that policy implementation lies a complex process that makes the policy easily implemented. Moreover, the implementation requires conditions which include: the existence of a person, executor, or money, and organizational capabilities, or what is often called resources.

Furthermore, Jones formulated implementation boundaries as a process

of receiving additional resources, so that he could consider what should be done.

Referring to this opinion, it can be assumed that the resources to achieve the goals that have been previously include humans, financial and organizational capabilities: which is carried out by both government and private sectors (groups or individuals). In the policy implementation process, it does not only concern about behavior of implementing agencies, it also concerns the political, economic, and social power network, which directly or indirectly, can influence the behavior of all parties involved, which in turn affects the expected impact, or the opposite (spillover / negative effect) (Suhaib, 2016: 65).

Implementation is the implementation of basic policies. In this case, it can be in the form of beautification laws or important executive decisions, or decisions of the judiciary. Content and context in it, in the form of identification of problems to be achieved through various ways to structure / regulate the implementation process.

Furthermore, Suhaib (2016: 67) describes the stages of implementation process as follow:

- 1) Policy output (decisions) from the implementing agency
- 2) Compliance of the target group towards intended decision
- 3) The real impact resulted from the implementing agency
- 4) Perceptions towards the referred decision

- 5) Evaluation of the political system against the law in the form of fundamental improvements in its content.

b. Program Implementation Model

1) George Edward III Model

This particular theory explains that implementation's problems are rooted from two main questions: 1) what are the supporting factors that contribute in succeeding policy implementation? And what are the inhibiting factors that hinder the succeeding process of policy implementation. Based on these two questions, Edward III formulated four factors that influence the success of an implementation process. Those factors include communication, resources, attitudes, and bureaucratic structures (Akib and Tarigan, 2008 : 20).

First, communication presents how policies are being distributed towards certain organizations or public. The implementation process will run effectively if people in charge understand about what they need to do, so that program goals and objectives can be achieved as expected. This progress concerns the process of delivering information, clarity of information and consistency of information conveyed.

Second, resources are another important thing in implementing policies. The indicators used to see the extent to which resources can run well include four components, namely sufficient

staff (number and quality), information needed for decision making, sufficient authority to carry out tasks or responsibilities, and facilities required in the implementation.

Third is disposition. Disposition is the character and characteristics of the implementer. If the implementer has a good disposition, then he will carry the policies well. If the goal of the policy implementation is to be effective, it must not only know what to do, but also possess the ability to implement it, thus it will not be biased in the practice.

Fourth, organizational structure. Such complex policies require the cooperation of many people. This bureaucratic structure covers aspects such as bureaucratic structure, division of authority, relationships between organizational units and so on. One of the most important structural aspects of any organization is the existence of operating procedures (Standard Operating Procedures or SOPs). SOPs serve as guidelines for every implementer in action. These four factors are important criterias for the implementation that runs simultaneously and influence one another in George Edward III's view.

2) David L. Weimer and Aidan R. Vining Model

Weimer and Vining explain that there are three major variables that can influence the successful implementation of a program,

namely: policy logic, the environment in which the policy is operated, and the ability of policy implementers.

- a) The logic of a policy. This is intended so that a policy set makes sense and gets theoretical support.
- b) The environment in which the policy is operated will affect the success of a policy implementation. The meaning of this environment includes the social, political, economic, and physical or geographic environment.
- c) Implementor capability. The success of a policy can be influenced by the level of competence and skills of the policy implementer.

3) Van Meter and Van Horn Model

Nugroho (2009: 36) models explain that the Meter and Horn models are related to policy implementation that runs linearly from public policy, implementer and public policy performance. Therefore, this model includes four variables that affect implementation performance, namely:

- a) Interorganizational Observation and Communication Activities
Effective implementation requires standards and program objectives to be understood by the individuals responsible for achieving implementation. Then it needs to involve consistent communication with the intention of gathering information. Communication between organizations is complex. Submission

of information down to one organization, or organization to another, whether the communicator favors it or not.

b) Implementing Characteristic

The bureaucratic structure is considered to be the characteristics, norms, and patterns of relationships within the executive that have potential with what is done in the policy. In detailed meaning, the characteristics relate to the capabilities and criteria of supervisor staff on sub-unit decisions in the process implementation.

c) Economic, Social and Political Conditions

At the time of policy implementation, it is inseparable from economic, social and political (eco-political) influences. The influence of these factors has a salient effect on the success of the implementing activity.

d) Disposition or Attitude of the Implementer

This variable concerns the perception of the implementer in the juridical, where the policy is delivered. There are three elements that influence implementation in policy implementation:

(1) Cognition (understanding and knowledge)

(2) The direction of the implementer's response to the implementation of accept or reject.

(3) The intensity of the executive response.

4) The Korten Model

Jones (1991: 42) states that the program is one of the components in a policy. The program is an authorized effort to achieve goals. Manila (2006: 23) states that the Program will support implementation, because the program contains various aspects, including:

- a) Goals to be achieved.
- b) The existence of policies taken in achieving that goal.
- c) There are rules that must be followed and procedures that must be followed.
- d) There is an estimate of the required budget.
- e) The existence of a strategy in implementation.

Furthermore, Keban (2004: 35) states that there are three pillars to determine whether a program is effective or not, so the assessment standards that can be used are organization, interpretation, application.

a) The Organization

The organization intended is the one for implementing the program. That organization must have an organizational structure, quality human resources as executors, work equipment or tools, and be supported by clear legal instruments. Complex organizational structures are established from the beginning with the design of the various components or subsystems that exist.

Quality human resources are related to the ability of the apparatus in carrying out their duties. Apparatus, in this case are officers involved in the implementation program. The main task of the apparatus is to provide services to the community, entrust them to achieve the country's goals. Every apparatus is required to have adequate abilities in accordance with their respective areas of duty in order to execute the tasks effectively.

b) Interpretation

Interpretation aims to ensure that the program can be implemented in accordance with the prevailing rules or regulations. It must be ascertained whether the implementation is in accordance with the implementing instructions and technical instructions issued by an authorized official.

(1) In Accordance With the Regulations

This means that every implementation of policies must be in accordance with the applicable regulations at the Central, Provincial, Regency levels.

(2) In accordance with the Implementing Instructions.

This means that the implementation of policies from regulations has been described in terms of implementation in administrative policies, making it easier for the implementer to carry out program implementation activities.

(3) In Accordance with Technical Guidelines

In accordance with the technical instructions means that policies that have been formulated in the form of implementing guidelines are technically redesigned to facilitate program operation. This technical guideline is strategic in nature, so that it can run efficiently and effectively, rationally and realistically.

c) Application

Application is related to regulations/policies in the form of implementing and technical instructions that have been running in accordance with the provisions. In order to see this must clear work procedures, work programs and disciplined activity schedules must be equipped with.

(1) Clear work procedures.

Existing work procedures must have work procedures, so that their implementation does not overlap with each other, and there is no conflict between the activity units contained.

(2) Work program

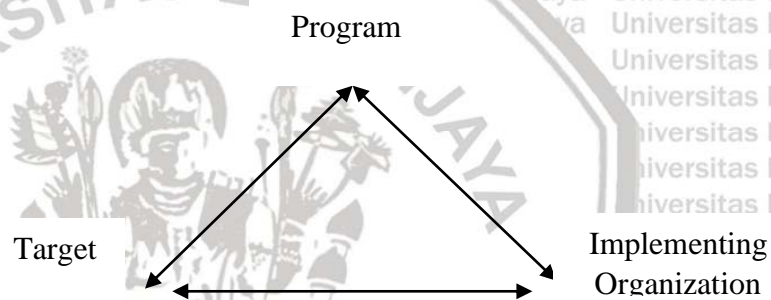
Work program must be well programmed and planned, thus the program objectives can be implemented effectively.

(3) Schedule of program

Schedule of program activities must be scheduled when a program starts and ends. This is done in order to make the

evaluations process easier. In this case, a predetermined date is required for the implementation and completion of a program.

One of the program implementation models, namely the model expressed by Korten in Akib and Tarigan (2000 : 15) uses learning process approach and is better known as the program implementation suitability model. Korten's suitability model in Akib and Tarigan (2000: 15) is described as follows:



Source: Akib dan Tarigan (2000: 15)

Figure 2. Suitability Model of Korten Program Implementation

This model consists of three elements in program implementation, namely the program itself, program implementation, and program target groups. Korten in Akib and Tarigan (2000: 16) states that a program will be successfully implemented if there is compatibility between the three elements.

First, the appropriateness of the program and its beneficiaries, namely the suitability of what the program offers with what is needed by the target group (beneficiaries). Second, the suitability between the program and the implementing organization, namely the

suitability between the tasks required by the program and the capabilities of the implementing organization. Third, the suitability between the user group and the implementing organization, namely the suitability between the requirements decided by the organization to be able to obtain program output and what the program target groups can do (Akib and Tarigan, 2000: 12).

Based on the pattern developed by Korten in Akib and Tarigan (2000: 16), it can be understood that program performance will not succeed as expected if there is no match between the three elements of policy implementation. This is because the output of the program does not match the needs of the target group. Therefore, it is clear that the output cannot be utilized. If the program implementing organization does not have the ability to carry out the tasks required by the program, then the organization cannot deliver program outputs correctly. Or, if the requirements set by the program implementing organization cannot be met by the target group, then the target group will not get the program output. Therefore, the compatibility between the three elements of policy implementation is absolutely necessary so that the program runs according to the plan that has been made.

5) Implementation Model used

It can be concluded from the experts' explanations above that the implementation will run well if these following factors are present: the existence of a program that is beneficial to program objectives if communication between actors is carried out well, resources running the program, and the existence of institutions that support these policies and attitudes, or dispositions of good implementers.

Therefore, the researcher focuses more on the use of David C. Korten's implementation model in Akib and Tarigan (2000: 16). The researcher decides to apply Korten's because the three elements that are called by David C. Korten in Akib and Tarigan (2000 :16), as a line model of conformity, are not reducing the content of implementation factors while making it easier for researchers to understand. However, according to other experts, the implementation model authors need to collaborate to deepen David C. Korten's implementation model. The three elements of the implementation of the program according to David C. Korten in Akib and Tarin (2000 :17) are:

a) Program

According to Korten there must be a match between the program with what is required by the target group. For this reason, indicators of a good program contain several aspects including:

- (1) Clear objectives to be achieved.
- (2) The existence of policies taken to achieve goals.
- (3) An estimate of the required budget.
- (4) A strategy in implementation.
- (5) An implementing Organization

According to Korten, there must be a match between the program and the implementing organization, namely the conformity

between the tasks required by the program, and the capabilities of the implementing organization. Therefore, the implementer's ability is a human resource that also affects the success of implementation. According to Edward II, disposition is the character and characteristics of the implementer. If the implementer has a good disposition, then he will carry out policies well. Meanwhile, according to the Van Meter and Van Horn models, there are three elements that influence the attitude of the implementer in implementing policies:

- (1) Cognition (understanding and knowledge)
- (2) The implementer's response direction to the implementation: accept or reject
- (3) The intensity of the executive response

b) Target group

According to Korten, there must be a match between the target group and the implementing organization in order to obtain

program results in accordance with the program's target group. On the other hand Van Meter and Van Horn called it economic, social, and political conditions as factors that have a prominent impact on the success of implementing activities.

The explanation in Riant Nugroho's book titled Public Policy explains that the implementation of the program is always carried out by two actors simultaneously, namely the state and society.

The main principles of effective implementation must fulfill five precise implementations, namely:

- (1) Correct policies or programs as long as the existing program contains things that solve the problem. Second, the program is formulated according to the character of the problem. Third, the program is made by an institution that has the authority that matches with the characteristics of the program.
- (2) Appropriate implementation, which means that the implementing actor is in accordance with the program executed. Community empowerment programs should be organized by the government or NGOs with the community.
- (3) Right on target with respect to three things. First, the intervened targets fulfilled the plan and did not overlap. Second, the target is in proper (ready) condition for intervention, which is shown by support towards the implementation of the program. Third, the implementation

program is constantly updating , so that the previous program will not be applied again.

(4) Environmentally precise. Interaction within the environment with the outside

(5) Exact process, which means that the implementing agency and the community mutually understand the rules of the game. The implementing agency and the community accept, understand, and implement the program.

2. Community Welfare

a. Definition of Welfare

According to Suadi (2007 : 71), it is generally known that the dimensions of welfare are very broad and complex, since a level of welfare is not only a visible measure, but also includes non-visible (non-material or spiritual) welfare. Sukirno (2013 : 112) argues that welfare is something that is subjective. Thus, everyone who has different guidelines, goals and ways of life will give different values about the factors that determine the level of welfare. Well-being describes someone's satisfaction from consuming earned income. The satisfaction obtained is relative depending on the amount of income obtained (Sawidak, 1985: 86). People with low income are not able to fulfill their minimum life needs. Therefore the satisfaction they get is low.

Rural development policies in developing countries tend to rely on economic growth and have proved unsuccessful in reducing poverty

(Kasryno and Tepanek, 2002: 52). The condition of the poor in rural Indonesia has not changed much. BPS data show that in 2010, the number of underprivileged people in rural areas reached 19.93 million or 16.56 percent, whereas urban areas held 11.10 million or 9.87 percent.

The economic conditions of rural communities in developing countries, as stated by Boeke (2002: 31), are still characterized by the existence of economic dualism. Rural society in Indonesia (especially Java) is not entirely similar to Geertz's thesis (2001 : 45), especially about agricultural involution. Basically farmers are not only hard workers, but also creative in coping with the hardships of life. The limitation of the agricultural sector in rural areas to cover their daily needs has encouraged rural communities to seek double livelihoods. For this reason, the government as the policy maker needs to be more creative in making programs that encourage people to be prosperous.

Economic welfare is a welfare that is outward in nature, so it is tangible and measurable. The measurements can be made of the family's ability to meet the needs of food, clothing, shelter, and other material in need (Dirhamsyah et al., 2016: 67). This is in line with Boeke's (2002: 59) concept of welfare (well-being). He defines welfare as the quality of life of a person or other social unit. The quality of life for an individual consisted of various aspects: good economy, social, as well as psychological. Siahaan (2004: 13) states that the standard of the quality

of life is a quantitative value with minimum standards (sufficient food, clothing, housing, and other essential needs). Siahaan (2004: 14) provides a more universal quality of life parameter, namely the size of the choice. The wider the freedom to make choices, the higher the quality of life. The degree of choice is influenced by four factors:

- 1) Diversification/diversity factor. Diversity will open up more better choices, thus it will contribute in improving the quality of life. Food diversity, energy, living facilities, and diverse opportunities will make life better than less diversity.
- 2) Educational factors. The higher a person's education, the better the degree of choice. Educated people will know more about what is better for their health and nutritional choices.
- 3) The factor of economic stability or capacity.
- 4) The existence of guarantees and development of rights.

According to Suadi (2007: 51), it is generally known that the dimensions of welfare are very broad and complex because a level of welfare is not only a visible measure but also non-visible (non-material/spiritual) welfare. The welfare of the population of a country can be measured by aligning the composite index of human quality, or known as the Physical Quality of Life Index (POLI). In Indonesia it is known as the Quality of Life Index (IMH), which is a composite index of infant mortality rate (IMR), age life expectancy, and the percentage of adult population aged 15 years and over (LIT). The IMR figure used is 229,

since the largest IMR in the world is 229, held by Gabon, Africa. On the other hand, the life expectancy (ci) is 38, since the lowest number (ci) in the world is 38. For the highest POLI score is 100, whereas the lowest is 0. This means that the higher the POLI score is, or closer to 100, the better the welfare level (quality of the population), and vice versa.

b. Welfare Indicators

A successful development indicator according to UNDP can be measured using the Human Development Index (HDD). This indicator is not much different from the indicators used in the POLI measurement, namely: life expectancy, adult literacy rate, average length of schooling and level of income per capita. However, in the early 2000s, the measurement of human quality (welfare) developed in various terms, namely: Human Poverty Index (HPI), Gender Development Index (GDI), and Gender Empowerment Measure (GEM). HPI uses four indicators, particularly: mortality less than the age of 40 years, adult illiteracy rate, the percentage of population that is unable to have access towards health facilities, and percentage of underfed children. The measurement of human quality (welfare) which uses GDI approach applies the proportion indicator of the male and female population on life expectancy indicators, literacy rate, the average school Jama, and the proportion of male and female residents in earning income. Moreover, the GEM approach indicator include: the percentage of female residents involved in political parties, number of professional

staff, and percentage of income derived from female residents (UNDP, 2004 : 57).

Other indicators in measuring the level of family welfare is negative poverty. The poverty line criterion is equivalent to kilogram of rice. The poverty line is calculated by multiplying the amount of rice consumption (kg per capita) by the price of rice at that time, and the average member of each family is 5 people. According to the poverty line, families are divided into:

- 1) Very poor families. Families who have an income below the equivalent of 240 kg of rice per year for residents living in rural areas, and income below the equivalent of 360 kg of rice per year for those living in urban areas.
- 2) Poor family. Families who have an income equivalent to 240 -320 kg of rice per year for residents living in rural areas, and an income equivalent to 360 kg of rice to 480 kg of rice per year for those living in urban areas.
- 3) Family is almost enough. Families who have an income equivalent to 320 kg of rice to 480 kg of rice per year for residents living in rural areas, and an income equivalent to 480 kg of rice to 720 kg of rice per year for those living in urban areas.
- 4) Sufficient family. Families who have an income equivalent to more than 480 kg of rice per year for residents living in rural areas and an

income equivalent to more than 720 kg of rice per year for those living in urban areas (Sumodiningrat et al., 2007 : 17).

The welfare indicators have limitations because the basic needs of each individual is very diverse, both food and non-food needs. Therefore welfare cannot be measured solely by referring to the expenditure equal to rice. In addition, this indicator is difficult to apply to areas where the main food ingredient is not rice (Raharto and Romdiati, 2000: 62).

Family welfare is measured by the quality of human resources (physical and non-physical), while the Word Bank measures family welfare in terms of expenditure proxies. Furthermore, the World Health Organization (WHO) states that there are six categories of welfare (quality of life or individual well-being), for instance: (1) physical, (2) psychological, (3) level of independence, (4) social relations, (5) environmental and (6) spiritual (Santamarina et al., 2003: 97).

Nationally, there are two versions of welfare measurements, namely the welfare measurement carried out by the National Family Planning Coordinating Board (BKKBN) and the Central Statistics Agency (BPS). BKKBN (1999) classifies families based on their level of welfare into five categories, namely: Pre-Prosperous Families (Pra-KS), and Prosperous Families Stage 1 (KS-1). Prosperous Family Stage 2 (KS-2), Family Prosperity Phase 3 (KS-3), and Prosperous Family Stage 3 plus (KS-3 plus).

A family will be classified as a pre-prosperous family if it is not able to fulfill their basic needs (basic needs) at a minimum, such as spiritual needs, food, shelter, and health.

A family will be classified as a pre-prosperous family if it is not able to fulfill their basic needs (basic needs) at a minimum level, such as spiritual needs, food, shelter, and health. The BKKBN indicator is still used in Indonesia today. The poverty measurement carried out by BPS uses the concept of the ability to meet basic needs (basic needs approach). This concept is not only used by BPS but also by Jain countries such as Armenia, Senegal, Pakistan, Bangladesh, Vietnam, Sierra Leone, and Gambia (BPS, 2009: 60). With this approach, poverty is seen as an economic inability to meet basic food and non-food needs, measured in terms of expenditure. According to this approach, the poor are people who have an average per capita expenditure per month below the Poverty Line (GK). Technically, GK is built from two components, namely the Food Poverty Line (GKM) and the Non-food Poverty Line (GKNM). In the calculation of GK, the role of GKM is bigger (74 percent of cases March 2009) than that of GKNM. BPS, for example, measures welfare in terms of the concept of minimum needs (calories) as a proxy for expenditure, which is an average of Rp. 152,847.00 per capita per month (BPS, 2015: 61).

Engel's law states that assuming a person's taste is constant, the proportion of household expenditure on food will be smaller as income

increases (Manila, 2006). This trend is consistent in Indonesia, if there is a difference, it lies in the rate of decline in the share of expenditure on staple foods and side dishes such as meat. If income changes, it causes a shift in the demand curve, this is what is called the Engel curve.

3. Public Policy Implementation

a. Definition of Public Policy

The term policy has not yet been determined until now. There is no exact translation of the term policy into Indonesian. According to Hoogerwerf in Sjahrir (2010: 52), the notion of policy is a kind of answer to a problem, is an effort to solve, reduce, prevent a problem in a certain way: through directed action. Meanwhile, James E Anderson, provides policy formulation as a behavior of a number of actors (officials, groups, government agencies), or a series of actors in a particular field of activity.

Based on several definitions of policies that have been put forward by these scientists, it can be concluded that in essence, the study of policy includes questions in the form of what, why, who, where, and how. All of these questions concern the problems faced by decision-making institutions concerning: the content of the prescribed methods or procedures, the strategies, the timing of the decisions taken and implemented. In addition, the term policy is more frequently used in relation to government actions and state behavior in general.

Furthermore, it is very important for us to describe the meaning of public policy, because basically public policy is different from private/private policy. There are so many definitions expressed by experts regarding public policy. However, many scientists find it difficult to get a truly satisfying understanding of public policy. This is due to the broad nature of public policies that are not specific and operational. The broad meaning of public policy was conveyed by Charles O. Jones in defining public policy as the relationship between certain government units and their environment. It seems that this definition has very broad nuances of meaning, there is even an impression that it is difficult to find the essence of public policy itself.

Furthermore, Santoso (2013: 17) separates various views on public policy into two groups. The first states that public policy is the same as actions taken by the government, as expressed by Thomas R. Dye in Santoso (2013: 47), that public policy is whatever the government chooses to do or not do. Despite only giving the meaning of public policy from one point of view (namely the government), what was revealed by Thomas Dye has given nuances to the meaning of public policy. Perhaps everyone understands that policy is not the sole desire of the government, but the people also have what they want to do, why they do it, and what the consequences are. Public policy includes everything that is stated, done or not done by the government. Public policy is also seen as decisions that have specific goals and objectives,

which take form in a series of instructions and decision-making for policy implementers that explain the goals and ways of achieving goals.

Based on several views on these policies, it follows the understanding that state policies are a series of actions set and implemented by the government which have certain goals for the benefit of all the people. Islamy (2010: 18) describes several important elements in public policy, namely:

- 1) That public policy's first form is in the form of determining government actions;
- 2) That public policy is not meant to be stated only, but also implemented in a real form;
- 3) Public policy are based on certain aims and objectives, whether it aims to conduct something or not
- 4) That public policies must always aim towards the interests of all members of society.

This definition provides an overview of the understanding of public policy, specifically; actions, goals that are related to public affairs. Public policy consistently shows certain characteristics carried out by the government. Own policy analysis is considered as an intellectual and practical activity aimed at creating, critically assessing, and communicating knowledge about policy-making processes (Dunn, 2010). State policies are part of political decisions in the form of behavioral programs to achieve the goals of the state and society. Thus,

in conclusion public policy is an action taken by the government and public as government decisions that have certain goals. The results of the policy analysis are generally a further policy recommendation or other alternative policy.

b. The Concept of Public Policy Implementation

The success of a policy can be used to measure whether a policy was successful or not. A policy is considered unsuccessful if the objective is not properly achieved. The failure of a policy is often caused by inimplemented policy. The most important stage after a public policy is established, is how it is implemented. In principle, policy implementation is a way for a policy to achieve its goals. Based on the opinion of Dunn (2010), the implementation of a public policy is an inherent process with public policy itself. This means that the implementation of public policies is a process that (should be) designed in conjunction with the design of the relevant public policies.

Implementation is a bridge that connects the objectives with desired reality. Implementation can be argued as an activity to perfect what policy makers want, which means producing something that is desired by policy makers. Based on various expert opinions above, implementation can be interpreted as an activity to implement a policy established and issued by the government or other state institutions in order to achieve its objectives. If the implementation process has successfully executed, it is expected that an output will emerge. This

output can take form as the immediate result and final impact.

Immediate results are short-term effects or effects produced by a policy implementation, while policy impacts are a number of effects generated by policy implementation through a long-term process.

Immediate results and their impact will be very useful for assessing the implementation of a policy. Not all policies have been implemented perfectly because policy implementation is generally more difficult than formulating them. The policy formulation process requires an understanding of various aspects and related disciplines as well as consideration of various parties, both in their position as a stakeholder or various actors. However, the implementation involves real conditions that often change, and are difficult to predict. In addition, there are usually illogical assumptions, generalizations and implications in a policy formulation process, which clearly create policies that cannot be implemented.

As a result, there is an emergence of “implementing gap”, as Andrew Dnsire quoted from Dunn (2010). Implementing a gap by definition is a difference between what was formulated and what is implemented. Within a certain limit, this gap is often overlooked, although in monitoring it must be identified to be corrected immediately.

Any gap greater than the tolerance limit must be corrected immediately.

The size of the gap depends on what Walter Williams calls the “implementation capacity” of the organization, or actor, or group of

organizations, or actors entrusted with the task of implementing the policy. "Implementation capacity" is nothing but the willingness of an organization or actor to implement a policy decision in such a way that there is a guarantee that the goals or objectives set out in the formal policy document can be achieved. According to Hogwood and Gunn, policy failure can be caused by:

- 1) The policy was not implemented / implemented improperly (Non-implementation)
- 2) Failure in the implementation process of (unsuccessful implementation). Non implementation means that a policy is not implemented properly according to plan. The cause behind it may have originated from the parties involved. The parties refuse to cooperate, or have worked inefficiently or halfheartedly. Besides they might have not fully understood the problems or the problems are out of reach of their power. Thus, no matter how persistent their efforts were, they were unable to overcome the obstacles. As a result, an effective implementation is difficult to establish.

Meanwhile, unsuccessful implementation usually occurs when a certain policy has been implemented according to plan, but considering that external conditions are not favorable (for instance, a sudden change of power, natural disasters, etc.), the policy does not succeed in realizing the impact or the final result desired. Usually a policy that has a risk of

failure is caused by atrocious execution of the policy itself, or the policy indeed brings bad luck.

c. Public Policy Implementation Model

The success of implementing a policy is determined by many variables or factors, and each of these variables is related to one another.

The success of policy implementation is largely determined by the implementation model which guarantees the complexity for the problem to be resolved through certain policies. This policy implementation model is certainly expected to be a model that is increasingly operational, so that it is able to explain the causal relationship between variables related to policy (Sumaryadi, 2015: 29).

1) The Van Horn and Van Meter Public Policy Implementation Model

Policy implementation has various models. The first model is the most classic model introduced by Donald Van Meter and Carl Van Horn (1975: 31). This model assumes that policy implementation runs linearly from public policy, implementer, and public policy performance. Some of the variables that are included

as variables that influence public policy are mentioned on this following variables:

- a) Implementation and communication activities between organizations
- b) Characteristics of implementing agents/implementers
- c) Economic, social and political conditions

d) Disposition of implementers

In many programs, the implementation of a program needs support and coordination from other agencies. For this reason, coordination and cooperation between agencies is needed for the success of a program. Implementing agents covers the bureaucratic structure, norms, and patterns of relationships that occur within the bureaucracy. All of them will affect the implementation of a program. Moreover, the variables of economic, social, and political condition include environmental economic resources that can support the success of policies implementation; to the extent to which interested groups are able to provide support for policy implementation; the characteristics of the participants, namely supporting or rejecting; what is the nature of public opinion in the environment; and whether the political elite supports policy implementation. Furthermore, what is meant by the disposition of the implementer covers three important points, namely:

- a) The implementer's response towards the policy that will affect his willingness to implement the policy;
- b) Cognition, implementer's understanding regarding policies
- c) Intensity of the implementer's disposition: the value preferences possessed by the implementer.

2) Mazmanian and Sabatier's Public Policy Implementation Model

The second public policy implementation model is the Mazmanian and Paul (2010 : 81), which suggests three groups of variables that affect the success of a policy implementation. These groups of variables consist of: the characteristics of the problem (Trackability of the problem), a characteristic policy (Ability of statute to structure implementation) and environment policy (Non Statutory Variables Affecting Implementation) (Subarsono, 2005 : 94). Mazmanian and Sabatier's model is also known as the Framework for Implementation Analysis.

a) Characteristics of the problem

(1) The level of technical difficulty of the problem.

On the one hand, there are several social problems that are technically easy to solve, such as a shortage of drinking water supplies for the population, or a sudden increase in rice prices. On the other hand, there are social problems that are relatively difficult to solve, such as poverty, unemployment, corruption, and so on. Therefore, the nature of the problem itself will affect whether a policy can be implemented easily or not.

(2) The level of diversity of the target group.

This means that a program will be relatively easy to implement if the target group is heterogeneous. Then

program implementation will be relatively stronger, because the level of understanding of each member of the target group is relatively different.

(3) Target group proportion to the total population.

A program will be relatively difficult to implement if the target includes the entire population. Conversely, a program is relatively easy to implement if the number of target groups is not too large.

(4) Expected range of behavior

A program that aims to provide knowledge or is cognitive in nature will be relatively easier to implement than a program that aims to change people's attitudes and behavior.

b) Characteristics of policies

(1) Clarity of the policy. This means that the clearer and more detailed the content of a policy is, it will be easier to implement, since the implementer can easily understand, and translate it into real action. On the other hand, the ambiguity of this policy has a potential for distortion in implementation.

(2) How far the policy has theoretical support. Policies that have a theoretical basis are likely to have more stable character. This is because they have been tested, although for certain social environments it is necessary to modify them.

(3) The amount of allocation of financial resources to these policies. Financial resources are a crucial factor for any social program. Each program also requires staff support to execute administrative and technical work, as well as monitoring. All of these requirements cost money.

(4) The amount of linkage and support between the various implementing institutions. A failure of a program is often caused by a lack of vertical and horizontal coordination between the agencies involved in program implementation.

(5) Clarity and consistency of rules. The level of commitment of the officers to the policy objectives. One of the main causes of corruption cases that occur in third world countries, especially in Indonesia is the example of a low level of commitment of authorities in executing work tasks or programs.

(6) The amount of access towards external groups to participate in policy implementation. A program that provides broad opportunities for the community to be involved in will get relatively more support than a program that does not involve them. People will feel isolated if they only become spectators of programs in their area.

c) Policy environment

(1) The socio-economic conditions of the community and the level of technological progress. Educated communities will be relatively easy to accept reform programs compared to traditional communities that are more reserved and closed. Moreover, technological advances will help in succeeding an implementation of a program, since these programs are able to be socialized and implemented with the help of modern technology.

(2) Public support for policies. Policies that provide incentives are usually easy to get the public support. On the other hand, disincentive policies, such as fuel price increases or tax increases, will receive less public support.

(3) Attitudes of constituent groups. Voters in society can influence policy implementation in a number of ways, including: (a) voter groups can invest in decisions made by implementing agencies through various comments with the intention of changing decisions ; (b) constituencies may have the ability to influence the implementing agencies indirectly through publicized criticism of the performance of the executing bodies, and making statements directed to the legislature.

(4) Level of skills commitment from officials and implementers.

In the end, the commitment of the executing apparatus to realize the objectives stated in the policy is the most crucial variable. Apparatus from implementing agencies must have the skills to prioritize goals, and then realize the priority goals

3) Public Policy Implementation Model Brian W. Hogwood and Lewis

A. Gunn (The Top Down Approach)

According to Hogwood and Gunn in Wahab (2014: 55), in order to implement a public policy perfectly (perfect implementation), certain requirements are needed, namely:

a) External conditions faced by the executing agency will not cause serious disturbances or obstacles. Some obstacles during the implementation of policies are often beyond the control of administrators, since these obstacles are beyond the authority of the policy and implementing agencies.

b) For the implementation of the program, sufficient time and resources are available. This second condition often appears among external constraints. This means that policies that have a certain level of physical and political feasibility may not succeed in achieving the desired goals for reasons of too much expectation in too short a time, especially issues concerning attitudes and behavior. Another reason is that politicians are

sometimes concerned only with achieving goals, but less concerned with providing the means by which to achieve them, so that limiting / cutting measures on program financing may jeopardize efforts to achieve program objectives due to insufficient resources. Another problem that usually occurs is when special funds to finance the implementation are finally available. This fund must be spent in a very short time,

sometimes faster than the program or project's ability to absorb them effectively. One of the things that needs to be emphasized

here is that funds/money are basically not the resources themselves, because they are no more than just a link to obtain real sources. Therefore, there may still be some problems in the form of lags or obstacles in the conversion process, namely the process of converting the money into resources that can be used to carry out the program activities. Concern about the need to return unused project funds at the end of each fiscal year is often the reason why government agencies (both central and regional)

are always in a state of confusion, so that because they are afraid that these funds will be forfeited. It is not uncommon for them to buy or do things that shouldn't be necessary.

c) The necessary resources are readily available. This third requirement usually follows the second requirement, meaning that on the one hand it must be guaranteed that there are no

constraints on all the necessary sources, while on the other hand, at each stage of the implementation process, a combination of these sources can actually be provided.

d) The implemented policies are based on a reliable causality relationship. Sometimes policies cannot be implemented effectively not because they have been implemented carelessly, but because the policies themselves are bad. The cause of this, if it is to be sought, is none other than that this policy has been improperly corrected due to lack of understanding. The causes of the problem and the means of solving it, or the opportunities available to solve the problem, the nature of the problem, and what it takes to take advantage of these opportunities. In this connection, Pressman and Wildavsky (2011 : 18) state firmly that every government policy essentially contains a hypothesis (although not explicitly) regarding the initial conditions and the consequences predicted to occur afterward. Therefore, if it turns out that the policy fails, then the cause may be due to the inaccuracy of the theory, which the policy was based, and not due to its wrong implementation.

e) The causality relationship is direct and there are only a few links in the connecting chain. In this connection Pressman and Wildavsky (1973: 74) also warn that policies whose causal relationships depend on a very long chain will easily fracture,

because the longer the chain of causality, the greater and more complex the interrelationship between the connecting links will be. The more links appear in the chain, the greater the risk that some of them will prove to be very weak or do not work well.

- f) The dependency relationship must be low. A Perfect implementation demands requirement that there is only a single implementing agency, which for the success of the mission it carries, it does not need to be dependent on other agencies, or if the implementation must involve other agencies / agencies, then the dependency relationship with these organizations it must be at a minimum level, both in terms of quantity and importance. If the implementation of a program does not only require a series of stages and certain relationships, but also agreement / commitment to each stage among a large number of actors / actors involved, then the chances for successful program implementation, even the expected outcome, will likely decrease.

- g) Deep understanding and agreement on goals. This requirement requires that there is a thorough understanding of, and agreement on, the goals or objectives to be achieved, and importantly, this state must be maintained during the implementation process. These objectives must be clearly formulated, specific, and better if they can be qualified.

h) Tasks are listed and placed in a proper order. This requirement implies that in taking a step towards achieving the agreed goals, it is still possible to detail and arrange in an appropriate sequence all the tasks that must be carried out by each party involved.

i) Perfect communication and coordination This requirement emphasizes that there must be perfect communication and coordination between the various elements or agencies involved in the program. In order to achieve perfect implementation, a unitary administrative system may be needed, such as a large army unit which only has a command unit, without compartmentalization or conflict in it.

Coordination is not just a matter of communicating information or forming suitable administrative structures, but is about a more fundamental issue, namely the practice of exercising power. Those in power can demand perfect obedience. This latter statement explains that there must be conditions of complete submission and no rejection of orders or commands from anyone in the administrative system. If there is a potential rejection of the order, it must be defined by the sophistication of the information system and prevented as early as possible by a reliable control system.

CHAPTER III

RESEARCH METHOD

A. Research Approach

The type of research used in this study is descriptive research with a qualitative approach. Descriptive research is the study that is only conducted on one variable which is usually calculated using descriptive statistics. The purpose of descriptive is to explain or describe in general about the variables under study (Rachmat, 2014 : 36).

This study used qualitative research methods. According to Sugiyono (2014) qualitative research are the research methods used to examine the conditions of natural objects, data collection techniques are carried out by triangulation (combined), and the results of qualitative research emphasize meaning rather than generalization. The reason for using qualitative methods is that they are be able to get closer to the object being studied. However, the researcher directly observes the object being studied in other words, the researcher acts as the main research tool (*human instrument*).

B. Focus of Research

The research focus is determined based on the problems found in the study. The problem in this research consists of two aspects, namely the policy of TNI Manunggal Membangun Desa (TMMD) program, the second problem is the supporting factors and the inhibiting factors in the implementation of TNI Manunggal Membangun Desa (TMMD) program

in Kaligentong Village. To answer these two problems, this research describes two aspects as follows.

1. Policy of TNI Manunggal Membangun Desa (TMMD) Program

The problem regarding policy of the TNI Manunggal Membangun Desa (TMMD) program in Kaligentong Village uses the theoretical approach of David C. Korten which states that to find out program policies, it can be seen from three aspects, namely those related to the program, the Implementing Organization and the target group. An explanation of these three aspects is described as follows:

a. Program

The aspect of the program in this study describes the objectives to be achieved, the estimated budget needed and the strategies undertaken to realize the program.

b. Implementing Organization

The implementing organization has an important role in a policy or a program, the role of the implementing organization in this study can be measured through the understanding of the implementing organization, the direction of the implementing organization's response to the program and the role that the implementing organization has in realizing the program.

c. Target group

Good implementation requires a match between the target group and the implementing organization in order to obtain program results

that are in line with the target group of the program. The accuracy in selecting the target or program target can be seen from the problems that can be solved through the program, the accuracy of the implementation, the accuracy of the program targets, the environmental accuracy and the accuracy of the program realization process.

2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program

The second research objective is about supporting factors and inhibiting factors in the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province. Seen through George Edward III's implementation model which consists of communication factors. (Communication), implementation resources (resources), bureaucratic structure (bureaucratic structure) and the attitude of the executor (disposition).

a. Communication

The communication referred to in this research is related to how policies are communicated by organizations or the public. Program implementation will run effectively if those who implement the program know what they have to do so that program goals and objectives can be achieved as expected. This concerns the process of delivering

information, clarity of information and consistency of information conveyed.

b. Reseources

The resources in this study are the parties who implement the TNI Manunggal Membangun Desa (TMMD) Program, HR is another important thing in implementing policies well.

c. Bureaucratic structure

This bureaucratic structure covers aspects such as bureaucratic structure, division of authority, relationships between organizational units etc.

d. Disposition

The attitude of the implementer is the tendency of program implementers, if the implementers have a positive tendency or attitude or there is support for policy implementation, there is a high probability that the policy implementation will be carried out in accordance with the initial decision. On the other hand, if the implementers have a negative attitude or refuse to implement the policy because of a conflict of interest, the implementation of the policy will face serious obstacles.

C. Object of Research

The object or location of this research is Kaligentong Village, Pucanglaban District, and Tulungagung Regency which is a village with the 101st TNI Manunggal Membangun Desa (TMMD) program in Tulungagung.

D. Subject of Research

The subject of this research is every part who has information related to the implementation of the TNI Manunggal Membangun Desa (TMMD) program in Kaligentong Village, Pucanglaban District, Tulungagung Regency.

The subjects in this study were selected using the sampling method. According to Machmud (2016: 52), the Snow Ball Technique is a method of determining informants from one informant to another which is carried out when the research is carried out, until a number of informants are reached who are considered to have represented the various information needed (Need to determine key informants or key informants). Inclusion of data sources must be accompanied by a clear name and identity. This research begins with a meeting with the head of Kaligentong Village, who then goes to the TNI, especially the BABINSA (Petugas Pengaman Desa) and the people in Kaligentong Village who directly benefit from the implementation of the TNI Manunggal Membangun Desa (TMMD) program.

E. Data Sources

1. Primary Data

Primary data is data created by a researcher for the specific purpose of solving the problem at hand. The data is collected by the researcher directly from the first source or the place where the research object was carried out.

2. Secondary Data

Secondary data is data that has been collected for purposes other than solving the problem at hand. This data can be found quickly. In this study,

secondary data sources such as literature, articles, journals and sites on the internet relating to the research conducted.

F. Techniques of Data Collection

In this study, there were three techniques used in an effort to collect data, namely:

1. Observation

Observation is observations made deliberately, systematically regarding social phenomena with psychological symptoms for later recording. The technique used is participant observation. In this observation, the researcher is involved in the daily activities of the person being observed or who is used as a source of research data. While making observations, the researcher participates in what the data source is doing, and also feels the joy and sorrow. With this participant observation, the data to be obtained will be more complete, sharp, and to know the level of meaning of each apparent behavior.

2. Interview

Interview is an activity carried out to obtain information directly by revealing questions to the respondents. For the interview model in this study using a depth interview. This interview is classified as an unstructured interview. Even though it is not structured, it does not mean that the existing dialogues are simply out of context. Since the beginning, the researcher had the focus of the conversation that he wanted to ask so that all interviews conducted were directed at a predetermined focus.

3. Documentation

Documentation according to Sugiyono (2014: 75) is a method used to obtain data and information in the form of books, archives, documents, writings, numbers and images in the form of reports and information that can support research. Documentation is used to collect data and then it is reviewed.

G. Research Instruments

Instruments in research can be interpreted as tools used in obtaining data. The instruments used in this study consisted of:

1. Researcher

Researchers observe direct phenomena related to research objects and observations.

2. Interview guidelines

A basic outline for interviews with interviewees should be prepared by the researcher. The interview framework contains several questions to support data collection in research.

3. Support Guidelines

Researchers use several devices such as cameras, writing instruments, voice recorders, and other devices needed to support data collection in this study. koleksi dalam penelitian ini.

H. Techniques of Data Analysis

Data analysis in this study used the Miles and Huberman model. The stages of the Miles and Huberman (2009 : 23) model are as follows:

1. Data collection

Data obtained from interviews, observations and documentation were recorded in field notes which consisted of two parts, namely descriptive and reflective. Descriptive notes are natural notes, (notes about what the researcher saw, heard, witnessed, and experienced without the researcher's opinion and interpretation of the phenomenon being experienced. Reflective notes are notes that contain the researchers' impressions, comments, opinions, and interpretations about findings found, and form the data collection plan for the next stage.

2. Data Condensation

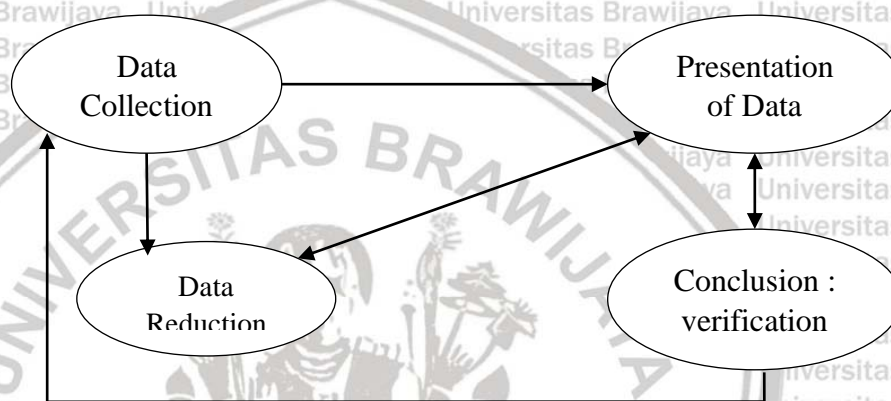
Data condensation is data that refers to the process of selecting, simplifying, abstracting, and or transforming data that is close to all parts of written field notes, interview transcripts, documents, and other empirical materials (Miles and Huberman, 2009 : 24).

3. Presentation of Data

After the data is reduced, the next step is to display the data. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, and the like. The most frequently used to present data in qualitative research is narrative text. By displaying the data, it will be easier to understand what happened, plan the next work based on what has been understood (Miles and Huberman, 2009 : 24).

4. Draw conclusions

The third step in qualitative data analysis according to Miles and Huberman is drawing conclusions and verification. The initial conclusions that are still being put forward are still provisional, and will change if strong evidence is found at the next stage of data collection (Miles dan Huberman, 2009 : 24).



Source: Miles and Huberman (2009)

Figure 3. The Components of an Interactive Model Data Analysis

I. Data Validity

In order to obtain data that can be scientifically justified, it is necessary to check the validity of the data. According to Miles and Huberman (2009 : 24), the validity of the data is needed to test and ensure the validity of the research findings. The technique that can be used to test the validity of the data is the triangulation technique which is then used in this study. Triangulation techniques attempt to check the correctness of certain data and compare it with data obtained from other sources, at various phases of field research, at different times and with different methods in various ways.

In this study, the data validity technique was carried out by means of technical triangulation, where in the triangulation technique is a technique that aims to test the credibility of the data by checking data to the same source with different techniques. For example, data obtained by interviews, then checked by observation, documentation, or questionnaires. If the data credibility testing technique results in different data, the researcher will conduct further discussion with the relevant data source or other.





CHAPTER IV

RESULTS AND DISCUSSION

A. General Overview of the Research Locations

1. Geography

Kaligentong Village, Pucanglaban District, Tulungagung Regency is a land located at the altitude of 225 meters above the sea level. This village has an area of 461 Ha, which is located at the coordinate point of $8^{\circ}13'40''$ south latitude, and $111^{\circ}58'50''$ north latitude. The distance between this village to its district is around 8 kilometers. On the other hand, the distance from Kaligentong Village to Tulungagung Regency is around 29 kilometers. Moreover, Kaligentong Village consists of 2 urban villages, namely Oro-oro Ombo and Kaligentong. These urban villages then are divided into 2 neighborhoods and 9 hamlets (dukuh) with a total population of 1,477 people.

The landform and contours in Kaligentong Village are divided into three main sections, namely:

- a. Flat Waves 0-15% = 133.8 Ha
- b. Hill waves 15-30% = 66.9 Ha
- c. Hill Mountain 30% = 22.30 Ha.

The boundaries of Kaligentong Village with other areas are explained in these following points:

- a. North side : Manding Village
- b. East side : Sumberbendo Village

c. South side : Panggungkalak Village

d. West side : Rejosari Village

2. The History of Kaligentong Village

According to the interview with the head of Kaligentong Village, this area was formerly known as a very dense jungle with large, tall trees.

At that time there were still many wild animals living in this area, until one day someone named Mbah Ranidjo came in. He then lived and settled, as well as cleared the forest for agricultural purposes. Furthermore, after living in this area for quite a while, mbah Ranidjo found a river (spring) that shaped like a barrel.

The spring was mainly used for daily needs, such as bathing, drinking, etc. The locals call it a source of pengangson (a source of water functions for survival). Then, this spring initiated the name of Kaligentong, and it is permanently used until today. Over time many people came to this area with the purpose of farming and agriculture.

Gradually, the amount of people who came to this area increased.

Thus, this area developed into a larger community: a hamlet (dukuh), that later named Kaligentong. At that time, the government was still controlled by the Dutch. Therefore, to determine the head of the hamlet (dukuh), the community agreed to appoint a man named Sihar as the first Uceng (head of the village). At that time, the Kaligentong hamlet (dukuh) was still a part of the Sukorejo Kulon village of Kalidawir sub-district (kecamatan).

After Mr. Sihar stepped down, he was replaced by Mr. Seni as the second Uceng in the Japanese era from 1967 to 1968. Then the Government held a regional expansion for the sub-district (kecamatan).

Then it was named Pucanglaban sub-district. Moreover, to fulfill the government equipment in the sub-district: the areas that previously were dukuh (hamlet), will be elevated into a village, including dukuh (hamlet)

Kaligentong, which was once a part of Sukorejo Kulon area. It was then appointed as a village and now a part of the Pucanglaban sub-district (kecamatan). As the era progressed, Kaligentong village is now divided into 2 hamlets (dukuh/dusun), namely:

- a. Dusun Kaligentong
- b. Dusun Oro – oro Ombo

3. The Governance of Kaligentong

Just like an organization, Kaligentong Village is also equipped with a basic foundation in managing government. It is implemented through the vision and mission of Kaligentong Village government. The vision and mission are explained below:

a. Kaligentong Village Vision

Kaligentong Village Vision is "To bring the people of Kaligentong a quality, independent, safe, prosperous, just, and devoted society to God Almighty."

b. Kaligentong Village Mission

- 1) Improve the quality of education by upgrading the infrastructure of teaching and learning.
- 2) Increase the community's economy through skills developing, business opportunities and capital assistance.
- 3) Increase the economic capacity of resources and community institutions by developing their potential.
- 4) Improve community services through good, efficient, and friendly service.
- 5) Invent human beings who believe and have faith as the main asset in creating a quality human development
- 6) Fostering the younger generation through social, religious and youth organizations.

Furthermore, below are the order of Kaligentong Village Head officials from time to time:

- 1) Mr. Setam - Temporary Officer (PJS), 1968 - 1979
- 2) Mr. Djarni - Temporary Officer (PJS), 1980 – 1982
- 3) Mr. Mukaris, 1982 – 1992
- 4) Mr. Samidi, 1992 – 2002
- 5) Mr. Djarni, 2002 – 2007
- 6) Mr. Sholeh Hasan, 2007 – 2013
- 7) Mr. Sugianto, 2013 - present day

The following describes the structure of government in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province.

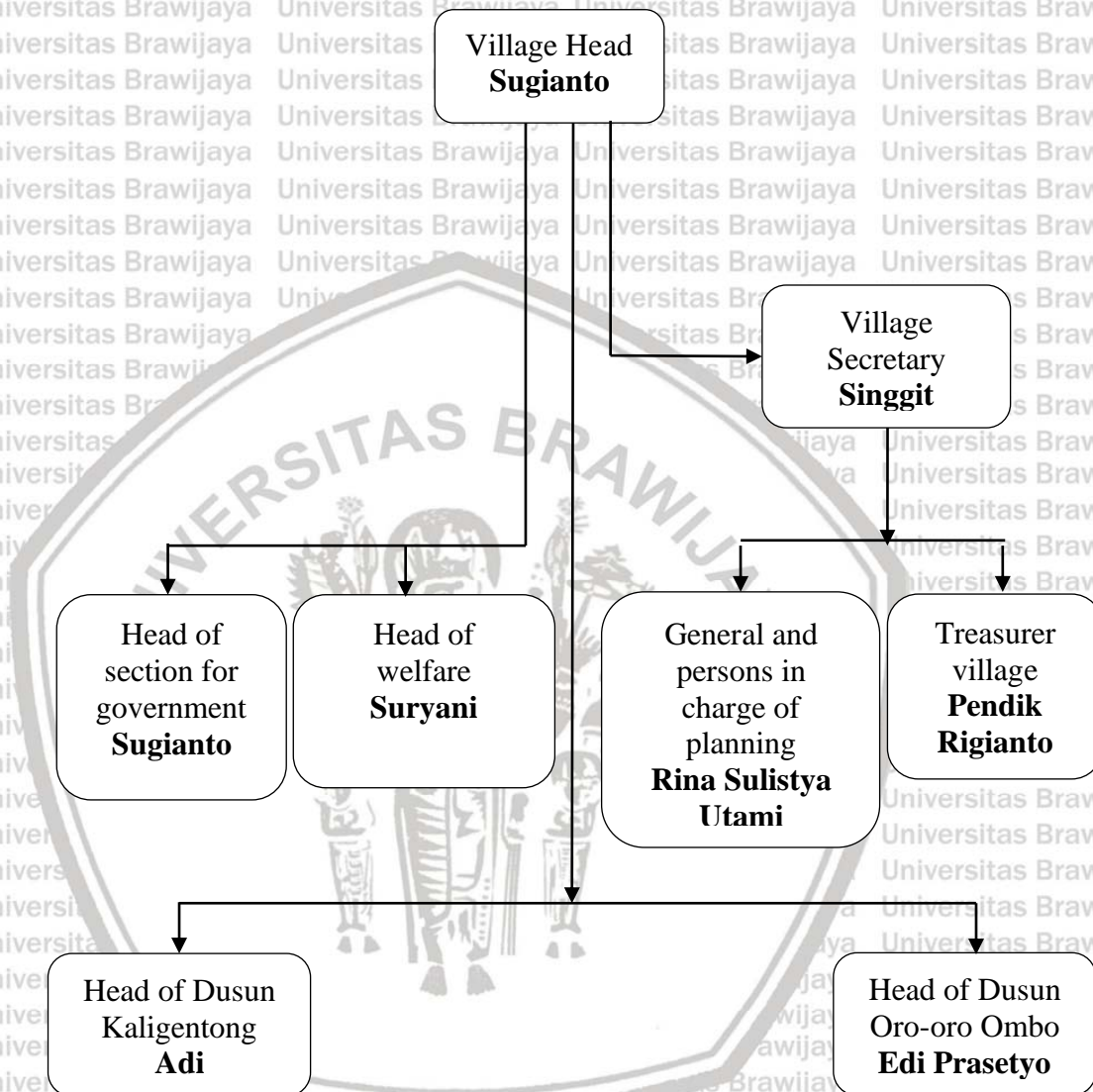


Figure 4. Kaligentong Village governance chart

B. Focus of Data Research Presentation

1. Policy of TNI Manunggal Membangun Desa (TMMD) Program

a. Program

The focus of the program is an element of the TNI Manunggal Membangun Desa Program (TMMD), which is implemented in Kaligentong Village, Pucanglaban District, Tulungagung Regency.

Some of the aspects studied were related to the program, namely the objectives to be achieved and the policies taken in achieving the objectives, then the estimated budget needed and strategies for implementation.

The aimed objective regarding TNI Manunggal Membangun Desa program (TMMD), which is planned to be carried out in Kaligentong Village, Pucanglaban District, Tulungagung Regency, it was explained by Mr. Pranoto as TNI BABINSA:

"The main objective of TNI Manunggal Membangun Desa (TMMD)) is to provide public facilities for the community here, so departing from this goal, public facilities that are deemed necessary for the community are established, for instance: public toilets which consist of 4 sections (one room is divided into 4). The implementation time was in 2018 and is divided into 3 sub-districts: Pucang Laban (restrooms), Kalidawir (Mosque), Tanggungunung (restrooms, mosque, cast road)"

Based on the results of the interview, it is known that the purpose of implementing the TNI Manunggal Membangun Desa (TMMD) at Kaligentong Village is focused on providing public facilities such as, MCK (Toilets). Furthermore, Mr. Pranoto as TNI

BABINSA also stated in his words, in relation to the estimated budget used in the activity,

"The village does not know the budget given directly from District Military Command (kodim). This is because the program itself is directly pioneered by the District Military Command (Kodim), and not a part of the Kaligentong Village Administration program. Moreover, TNI Manunggal Membangun Desa (TMMD) falls directly under the coordination of the Kodim 0807/Tulungagung Commander to the Tulungagung Government. In this case the Tulungagung Regent was handed over the authority by the Commander of Kodim 0807 yesterday, on July 29th, 2020. The development and the TMMD program were mostly carried out in villages in Tulungagung Regency. Furthermore, the amount of budget given for TMMD program, specifically for Kaligentong Village is IDR 250,000.0000."

The results from the interview, it is known that the budget used for the TNI Manunggal Membangun Desa program (TMMD) in Kaligentong Village is IDR 250,000,000 with realization of the program in the form of construction of toilets consisting of four spaces. The last question is related to the implementation strategy of TMMD program in Kaligentong Village. Thus, it is expected that this program can be implemented optimally. The explanation regarding that matter was conveyed by Mr. Pranoto as the TNI BABINSA, he stated that:

"The strategy implemented by the executor is through the approach of officials and residents. Therefore, a sense of mutual cooperation is fostered. Moreover, in order for the program to succeed, participation with self-help parties, as well as support from Kaligentong Village are highly suitable.

Residents are generally very enthusiastic about the TMMD program in Kaligentong Village. Through the strategy that we have implemented, there were no visible obstacles during the progress. This can be seen from the response of the village officials and residents who present enthusiasm and support for the program.

From the results of interviews conducted with Mr Pranoto as the BABINSA TNI above, shows that strategy the implementation of the TMMD program in Kaligentong Village. However, that it can carried out optimally, namely by involving the community and village officials in implementing the TMMD program. Moreover, through the participation of the village community it has an impact on creating mutual cooperation in the construction of toilets in the Kaligentong village and in accordance with people of this village expectations.

b. Implementing Organizations

In the implementing organizations, there are several aspects that are observed in accordance to the suitability of the tasks required by the program and the capabilities of the implementing organizations. In addition, implementing organizations are required to have understanding and knowledge (cognition), have an accepting response attitude towards implementation and the intensity of the implementer's response better gravitate towards the active.

Regarding the cognitive ability (understanding and knowledge) of the implementing organization, as represented by

BABINSA TNI, Mr Pranoto stated that:

"TNI Manunggal Membangun Desa (TMMD) is a joint program of the Indonesian Navy and Army, in which all TNI (Indonesia's National Military) units also participate. Apart from that, the TNI Manunggal Membangun Desa Program (TMMD) directly has a person in charge from the TNI. In general, the stipulated rules are stipulated by Indonesia's National Military (TNI), and they has a mandate from the District Military Command (Kodim) ".

Based on the results of the interview, it is known that cognitive abilities (understanding and knowledge) possessed by the organizer of the activity, such as the BABINSA TNI in Kaligentong Village can explain about the implementing organization and the guarantor answers and flow of the regulations regarding the TMMD. The next question is about the direction of the implementer's response to the implementation of accept or reject. The question are addressed to Mr Pranoto as the TNI BABINSA. Based on the results of the interview, he described that:

"In this case, the residents also have a role as self-subsistent parties who participate in providing personnel assistance, whereas the Indonesian National Military (TNI) applies the rules with the material tender system. Thus the materials provided in the TNI Manunggal Membangun Desa (TMMD) is granted by the tender winner. There are several stages in TNI Manunggal Membangun Desa Program (TMMD). The first stage is a location survey. This venture is aimed to identify the problems experienced by residents, and to ascertain what they need. The next stage is planning. This specific act aims to plan a strategy for TNI Manunggal

Membangun Desa Program (TMMD) implementation. Thus, the benefits can be perceived optimally. The third stage is implementation through cooperating with the residents. Therefore, they are involved and have a role in this toilet construction project. Furthermore, the last stage consists of generating a complete report and documentation to be reported towards the superiors. In addition, the toilets (MCK) created from the TNI Manunggal Membangun Desa Program (TMMD), certainly requires maintenance from all residents. Therefore, that specific role is given directly to residents".

The explanation which is given by Mr. Pranoto as TNI BABINSA above, it can be concluded that it is related to the direction of the executive's response to implementation explains that in general people received the TMMD program in the village of kaligentong, this can be seen from the enthusiasm of the villagers Kalogentong in working together to participate in construction of these public restroom (MCK).

c. Target Group

Target group is an important aspect in implementing a program, including the TNI Manunggal Membangun Desa Program (TMMD) which is implemented in the Kaligentong Village. There are five criteria of accuracy related to the target group. The first covers the policy, or the extent to which an existing program contains elements that are able to solve the ongoing problem. Secondly, it covers the correct implementation, which means the actor is working in accordance with the program.

The third criteria is choosing the right target. This means that the target intervened is not going to have conflict of interest, is in “ready” condition for intervention, and there is support from the implementation target towards the program. Furthermore, the implementation of the program is new and constantly updating in order to avoid similar cycles or patterns of previous programs. The fourth stage is environmental precision, which means that the target group has environmental characteristics that are suitable for the implementation of the TMMD program. Lastly is the process accuracy, which is characterized by understanding awareness for the community as program recipients and to utilize the benefit of the program in accordance with the initial objectives.

To ensure that the TNI Manunggal Membangun Desa Program (TMMD) is implemented correctly in Kaligentong Village, interviews were conducted with the local community and the government apparatus, namely Mr. Edi Praseyo as the Head of the Dukuh (hamlet) Oro-oro Ombo. The results of the interview with Mr. Edi Praseyo is described in the following notion:

“In general, we, as the Kaligentong village government plan to continue striving, so that the TMMD program can be executed optimally, and the local resident can experience the benefit it gives. When asked about our role as the village government, it is inseparable from our function, which is to participate in promoting the success of the TMMD program, provide information to the Indonesia’s National Military (TNI) in conducting surveys regarding public facilities in Kaligentong Village, then we hold a direct meeting between

Indonesia's National Military (TNI), the village government and the community before the construction of the MCK (public restroom) was executed. The purpose of this particular action is to make sure that the Indonesia's National Military (TNI) could clearly explain directly about the TMMD program, while the community expressed their aspirations and desires regarding the urgent need for public facilities. From the results of the meeting, an agreement was obtained that the TMMD program in Kaligentong Village would be focused on building MCK (public restroom)".

Based on the results of the interview, it was concluded that the TMMD program in Kaligentong Village was correct target, this is because based on the agreement of the residents carried out through meetings between village officials, the community and BABINSA is known that the community needs toilets as public facilities that can be used for residents. The next criterion of accuracy is the accuracy of implementation, which is known from the conformity between the implementing actors and the program to be executed. Regarding the criteria for the accuracy of this implementation, Mr. Edi Praseyo as the Head of Oro-oro Ombo directly answered as follows.

"The executor in the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village consists of the Indonesia's National Military (TNI) itself and the village government. We always coordinate with the them (TNI), starting from the planning stage. Regarding the performance of the implementing party, in general they have implemented and tried to produce the best output, at least with the existence of this public restroom (MCK), it can be used by the community and provide public facilities that are really needed. The coordination that we did is actually inseparable from the

corridors of the government, meaning that coordination still takes into account of the related parties involved. The coordination pattern that we carry out is not only limited to the implementing party, but also the parties who are the targets, meaning that we are still doing coordination to the community. Thus, later the TMMD program will be effective."

In the results of the interview with Mr. Edi Praseyo as Head of

Oro-oro Ombo about the accuracy of program implementation

TMMD in Kaligentong Village which shows that the TMMD program

in Kaligentong Village was carried out by BABINSA as TNI

representatives at the village level. However, parties to this program,

BABINSA always coordinates with the village government and

people in Kaligentong Village, so that the construction of toilets

(MCK) can be successful. Furthermore, in relation to the accuracy

targets, which means that the targets intervened are in accordance with

what was planned, and do not overlap, the targets are ready to be

intervened, and there is support from the implementation targets for

the programs to be performed. Third, the implementation of the

program is new and constantly updating from the previous program in

order not to avoid similar patterns. This question is answered directly

by the village government, represented by the Head of Oro-oro Ombo,

Mr. Edi Prasetyo.

"TNI Manunggal Membangun Desa Program (TMMD)

in Kaligentong Village does not have policies that overlap with

other programs, because TMMD is a collaborative program

with the previous programs implemented, and not an

independent program pioneered by the village government,

such as the public restroom (MCK) project which was not

reached by the Regional Expenditure Budget Draft (RAPBD). Therefore Indonesia's National Military (TNI) performed the TMMD program to help the community achieve their needs. The form of support provided by the community is in the form of contributions of thought and energy. We genuinely hope that the community will be able to maintain the condition of public restrooms. For TMMD activities in Kaligentong Village, because there is only 1 program, namely the activity of making the MCK, and this activity is not a repeat activity because the government had never previously built the MCK".

From the interview above, it can be said that TMMD program in Kaligentong Village based on the target accuracy, there is no overlapping policy. This is because the construction of toilets as a program from TMMD has not accommodated in the RAPBDs. However, with the program TMMD, the residents and the government of Kaligentong Village agreed that the TMMD program will be realized in form of MCK (public restroom) construction. The next criterion is environmental accuracy, which means that the target group has environmental characteristics that are suitable for the implementation of the TMMD program. There are a number of questions raised related to environmental accuracy criteria, namely will the programs be able to accommodate the interests of the community, what are the benefits received by the community, and is the placement of the construction location in accordance with the wishes of the community. These questions were answered directly by the Head of Oro-oro Ombo, Mr. Edi Prasetyo.

"When talking about the interests of Kaligentong residents, of course, there are various opinions about that.

Thus, TNI Manunggal Membangun Desa Program (TMMD) will not be able to answer and accommodate all of the interest of Kaligentong Village as a whole. However, the existence of TNI Manunggal Membangun Desa (TMMD) certainly helps providing public services equipment that is urgently needed by the community. Related to the benefits that the community will experience still limited to the current project on the run, which is the MCK (public restroom) establishment. For instance, people no longer have to bathe in the river which can have an impact in the form of home/laundry waste. Moreover, with the presence of this public restroom (MCK), the community is able to experience better sanitation. When asked about the location of the restroom (MCK) construction site, it is actually quite strategic. It is located in the middle, and easily accessible. However, the main drawback of this program is that there is only 1 building of public restroom (MCK). Therefore, it has not reached the most optimal goal, since there are 2 hamlets (dukuh) here. “

The results from this interview above, it is known that the program of TMMD in Kaligentong Village has met the suitability of aspects environment, this is because in general the needs of the villagers Kaligentong is adequate sanitation and toilet facilities for bath for people who still don't have a bathroom for themselves in their house. The last aspect is related to the accuracy of the process which is marked by the existence of understanding and awareness for the community as program recipients, and to implement the best use of the program according to the initial objectives. Some of the questions raised covers the extent to which the implementing agency implemented the TMMD program in Kaligentong Village, how was the participation shown by the community in Kaligentong Village regarding the TMMD program (starting from the planning up to

supervision stage), what were the obstacles in the TMMD program in Kaligentong Village, how did they overcome these obstacles, and what are the supporting factors in the TMMD program conducted in Kaligentong Village. This question was answered directly by the village government, represented by the Head of Oro-oro Ombo, Mr. Edi Prasetyo.

"The implementation of TMMD in Kaligentong Village can actually be achieved, of course, due to the hard work of the Indonesia's National Military (TNI) who has seriously carried out the TMMD program. Thus, if asked about the performance of the Indonesia's National Military (TNI) in TMMD program, there is no need to doubt. This can be seen from the construction of the public restroom (MCK), which is successfully built without any obstacles. Moreover, the participation shown by the people of Kaligentong Village can be seen from the enthusiasm of the community, who always attended invitations from us as the village government starting, since the planning stage. In addition, many Kaligentong Village people also participated in building the restroom (MCK). However there are several irresponsible teens who scribbled the toilet walls, which can hold back the maintenance process. This is very unfortunate. As for the obstacles experienced, I am sure there are no necessary obstacles. Everything has been supplied well, from the materials and the implementation is all prepared flawlessly, since it has been well planned before. Moreover, the residents voluntarily helped us by contributing directly in the implementation. "

Based on the interview above, it can be concluded that the TMMD program in Kaligentong Village is already possible used by the people to have the facility needs general. In addition, it forms public awareness to make use of it TMMD program in the form of

MCK (public restroom) in Kaligentong Village, by way of together to maintain cleanliness in the toilet.

2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program

a. Communication

Communication is an important element in implementing a program, including the TNI Manunggal Membangun Desa Program (TMMD) which is implemented in Kaligentong Village, Pucanglaban District, Tulungagung Regency. In this research, the communication is focused towards Indonesia's National Military (TNI) as the organization responsible behind TMMD program, and the community of Kaligentong Village as the target of the program. Data regarding communication in the TMMD program is discovered from interviews conducted by researchers to Mr. Pranoto as the BABINSA TNI. His statement is captured below:

"The communication we do is providing an initial understanding to the community in Kaligentong Village, so that later they can accept the program we are trying to provide. We also hope that in the future, the community can participate in this TMMD program."

From the results of the interview above, it can be concluded that communication made by the executor of TMMD program to the group targets are carried out by conveying the aims and objectives of The TMMD program, then, is to communicate in a structured manner through meeting activities held by village government. In addition, the

Kaligentong village government also established communication with another community there. The main reason behind this particular act is because the program was only realized in one hamlet (dukuh).

Therefore, in order to avoid resentment from other communities, the government decided to enact a clear communication with them.

Regarding that matter, Edi Praseyo, as the TNI BABINSA clearly stated below:

"We, as the village government have indeed communicated with all of the people in our village from the start. That this program was only going to build a public restroom in one hamlet (dukuh). However, the development for the other hamlet is going to be accomplished through direct funding. We did this because there was already a debate about the placement of the restroom, but Alhamdulillah, with our genuine intention, the community happily accepted the condition "

Based on the results of the interview, it is known that communication made is not only done by the executor of TMMD program, but also assisted by the Village government Kaligentong to explain that the construction of MCK (toilets) is still in one hamlet. Furthermore, through communication and explanation well, it is hoped that the people's understanding of the program at TMMD in the form of MCK (toilets) construction did not misunderstand and the construction of toilets can be accepted.

b. Implementation Resources

The human resources performed in this program are directly sourced from the locals. It is only with their participation that this

program can successfully be executed effectively and efficiently.

Moreover, the locals' participation is also heavily needed later for maintenance purposes. Therefore, there is a schedule to ensure a fair job distribution among the people. It regulates the amount of people working in a day. The data regarding the job distribution is explained in this following table:

Table 3. Resources for Implementation of Construction of MCK

No.	Hamlet (Dusun/Dukuh)	Number (people)
1.	Kaligentong	32
2.	Oro – oro Ombo	30
Total		62 people

Source: Secondary data (2020)

Apart from human resources, another aspect that is also very important is related to budget (funds). It is known that the budget spent in development originated from Indonesia's National Military (TNI) Headquarters and the East Java Provincial Budget (APBD Provinsi). This is inferred from the result of an interview with Mr. Pranoto as TNI BABINSA, namely as follows:

"The funds to organize this TMMD program is originally sourced from the East Java Provincial Budget (APBD), and TNI Headquarters that specialize in TMMD program. However, I still don't know the details about the distribution amount from each side."

The conclusions of this interview above, it can be drawn that the resources needed in the construction of MCK (toilets) in Kaligentong Village consists of material resources in the form of materials buildings, human resources in the form of people in

Kaligentong village and funding resources originating from the Provincial APBD93 East Java as well as the budget from TNI Headquarters for SSK (Satuan Setingkat Kompi) Task Force TMMD.

c. Bureaucratic Structure

The structure of the bureaucracy is a variable or factor that affects the success of program implementation. If there are weaknesses in the bureaucratic structure itself, a program will experience difficult obstacles in the process. A program requires the cooperation of many actors involved in order to support a good coordination. This mechanism about coordination is a Standard Operating Procedure (SOP) that regulates the procedures of the implementation process, and to avoid fragmentation that often occurs in a government organization. This bureaucratic structure can actually influence various other variables of the factors that influence the implementation of this program, such as communication and also the disposition of the actors. This bureaucratic structure communication can run between organizational structures and later will affect the disposition of the actors who are implementing the program in the field.

Based on Perkasad/ 36-02 / XII / 2012 on Indonesia's National Military (TNI) Service, it explains that the role of Indonesia's National Military (TNI) as a major component in territorial

development activities is directed at helping to organize humanitarian activities (Civic Mission), to deal with social and humanitarian problems at the request of related agencies, and / or on their own initiative, which is carried out jointly with related agencies without neglecting the readiness of the unit by providing necessary facilities and infrastructure that meet the aspects of public welfare and are useful for national defense. Therefore, the development managed by the TNI must be harmonious and balanced. The planning and implementing process must contain a balance between the interests of public welfare and the interests of defense, as well as in harmony with regional development.

In fact, there are several Indonesia's National Military (TNI) Service activities that are currently still being performed, namely TNI Manunggal Membangun Desa (TMMD), TNI Manunggal Sejahtera (TMS), TNI Manunggal Pertanian (TMP), TNI Manunggal Kesejahteraan Keluarga (TMKK), and TNI Bakti in the form of Community Service Week. These programs aim to strengthen the unity between Indonesia's National Military (TNI) and the people in the effort to formulate state defense in the land dimension. In connection with the TMMD, the TNI, in this case the army is the implementing agency. It is an integrated cross-sectoral program between the TNI and the Departments, Non-Departmental Government Institutions, and Regional Governments, as well as other

national components, which are implemented in an integrated manner with the community in order to increase the acceleration of development activities in rural areas, especially in areas classified as underdeveloped, isolated, near border/border, urban slum areas, and other areas affected by disasters.

Regarding the work mechanism of TMMD program in Kaligentong Village, Pranoto as the TNI BABINSA explained as follows:

"In implementing TMMD, we also coordinate with other agencies, for example with local governments both at the provincial and district levels. From this coordination, we will be able to determine the amount of budget needed for the program, as well as what programs need to be carried out in each village, since each village has different characteristics and problems. From a basic perspective, we still refer to the regional regulations and Perkasad / 36-02 / XII / 2012 concerning Indonesia's National Military (TNI) Service."

d. The attitude of the implementer (*disposition*)

In the implementation of TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village, it is important not to ignore the aspect of attitude and tendencies from the existing program implementers. The attitude of the program implementers is their willingness, desire and tendency to carry out the program seriously, thus that the goals can be achieved successfully. The factors of willingness and high commitment to this program are the benchmarks for determining the success of the program. Every policy actor will realize that the program will be beneficial for his organization and

himself, when he has sufficient knowledge and deep understanding of it. Thus, it is from this knowledge and understanding that attitude of acceptance, indifference, and resistance to this program will emerge.

In the disposition itself, there are three indicators that influence the attitude of the urban farming program implementers, including knowledge, understanding and deepening about the program; direction of response of the actors; and the intensity to the program.

In this case, the implementers of the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village are assessed directly or indirectly on how far the implementers understand and explore the general intent of the program standards and objectives, which can affect the overall implementation process in the field. Then the direction of the response direction of the actors hope that the implementers can determine the direction of the disposition of the program standards and objectives. This includes the duties and responsibilities of the implementers in achieving success, as well as the intensity of implementers in running the program. In reality, the implementers have great power to realize the program according to their own methods. The knowledge and understanding of the implementing apparatus of the program are important in implementing the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village as the information provided by the resource person in the following interview:

"Actually this program is a collaborative program managed by several state agencies that consist of The Indonesia's National Military (TNI), the Ministry of Villages, the Ministry of Social Affairs, and the government to accelerate regional development, especially in rural areas that are still considered underdeveloped. The Indonesia's National Military (TNI) serves as the executor team due to their obligation to assist government tasks in the mentioned regions. Therefore, TNI Manunggal Build Membangun Desa (TMMD) is a form of their devotion to the state, by helping development in regions. Besides the TNI Manunggal Membangun Desa (TMMD), there is also the term manunggal which means unity. Therefore TMMD also aim to create unity between the village community and the military."

The conclusion is that the general attitude of the TMMD program implementers have a high commitment. This is because form of TNI service, such as the obligation to assist with the task governance in the regions for example by accelerating development areas, especially rural areas that are still underdeveloped.

C. Discussion

1. Policy of TNI Manunggal Membangun Desa (TMMD) Program

a. Program

Akib and Tarigan (2000: 21) have conveyed three main aspects in the implementation of the Korten program which explains that the program is a requirement that must be met, thus there is a match between the program and what is needed by the target group. Based on the results of interviews with the implementing party (TNI), it is inferred that the purpose of TMMD is to provide public facilities for

people of Kaligentong Village. Therefore, based on these objectives there was a main program, which was physical activities that aimed to provide public facilities in order to improve welfare by providing the basic needs of the recipients.

The content of the program is closely related to what the implementer will do in it. This also applies to the TMMD program in Kaligentong Village, a cooperation program between the government and the TNI for the welfare of the community. This is inseparable from the general problems for most rural communities: they are still on the criteria of not being prosperous. Rural areas are often neglected in development because they are considered to have less role in the development. However, this is a big mistake, because actually an important element in a government is the existence of people both in urban and rural areas. The thing that needs to be optimized in society is people's participation whenever there is a development. This is in line with the objectives of TMMD program, which is to help developing villages that are considered less prosperous. It also offers to rebuild a sense of mutual cooperation, so that the community would become more prosperous. Consequently, villages become the last defense in state defense.

b. Implementing Organizations

The implementing actors do not consist of the government only, but also a cooperation between the government, the public and the private sector. The implementation accuracy is seen from the actors who participate in an important role in implementing a policy.

The implementing organization is an important aspect, whose job is to optimize the processes and output of a program that has been previously planned. The implementing organization must be able to make decisions in accordance with its main duties and functions. In implementing the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village, the implementing organizations consist of Indonesia's National Military (TNI), and the village government. The roles of the government and the TNI are seen from the extent to which they perform their duties and functions.

Based on the results of an interview conducted with the Kaligentong Village government and the TNI, it can be implied that the implementing organization understands the purpose of the TMMD program, which is to provide public facilities for Kaligentong residents. The public facilities are realized in the form of public restroom (MCK) development. Furthermore, the budget spent in the construction of public restrooms in Kaligentong Village generally came from the District Military Command (Kodim).

The strategy applied by the implementing organization in order to ensure the program runs smoothly is by using an approach to the community officials/apparatus in Kaligentong Village. This is done to create mutual cooperation and participation from the community. In fact, this strategy is quite effective in increasing community participation. Moreover, it is proven by the high participation rate in the construction of these restrooms. According to Anggorowati and Sarmini (2015 : 39), mutual cooperation (gotong-royong) is one of Indonesia's distinctive cultures, which consists of noble values. Therefore, this tradition really needs to be conserved. Gotong royong tradition consists of values, therefore it needs to be a part of community life that upholds human values. Every work is done together regardless of one's position or status. This tradition focuses on the whole community participation in an activity. Gotong royong or mutual cooperation has been practiced in Indonesia for a long time. This tradition does not only exist in one area, but spreads throughout all regions in Indonesia. Therefore, maintaining its existence is certainly not easy, and it is the responsibility of all people as well as governments. Otherwise, this noble tradition will gradually, especially in times like this, when the sense of togetherness begins to decline. Every job or activity no longer has voluntary assistance, and has even been assessed in terms of material or money.

c. Target Group

This particular program certainly has a purpose for a certain group. This also applies to the TMMD program in Kaligentong Village, which is a program from the Indonesia's National Military (TNI) specifically aimed for rural communities who are still considered underdeveloped. Therefore, the success of this program does not only depend on the implementing organization, but also the contributions of the target group, which in this case are the people of Kaligentong Village. Based on the results of an interview, it can be concluded that the target group is very open to the existence of the TMMD program. This is also known from the frequent coordination between various parties, namely the TNI and Kaligentong government, as well as the community as the target group. This coordination continues from the planning stage to implementation.

Furthermore, it is also found that the accuracy of targets is closely related with the policy's main target implemented by the government in accordance with the policie's purposes, the criteria of the policy targets, and the public responses. The accuracy of targets in the implementation of the TNI Manunggal Membangun Desa Program (TMMD) is seen from the program objectives, target criteria, and the community responses. Several researchers did several interviews to determine the target accuracy of the TMMD program. The result shows that TMMD program has established the right target. This is

supported by the activity of the TMMD program parties in creating swift coordination and good planning.

The second aspect is the target criteria of the TMMD program, which covers the community needs that can be fulfilled through this program. In this case, the program provided public facilities that are urgently needed by the community.

Before implementing the TMMD program, the parties involved conducted a survey to ensure what are the facilities needed by the community in Kaligentong Village. Furthermore, is to analyze the response from the community regarding the existence of this program. According to the interview, the general response towards the TMMD program is great. The community agrees that they need public restrooms, since not every individual in Kaligentong Village is privileged to have their own toilet.

The next aspect regarding the target group is environmental accuracy. According to an interview, due to the fact that the restroom was established only in one area, thus the fulfillment of public restrooms is still lacking. However, if it is related to the location, it can be seen that the location or placement of the restroom (MCK) is quite strategic. Therefore, it is easier for other communities or newcomers to use the restroom (MCK). The next benefit is that people no longer have to bathe in the river, which can cause water pollution.

With the existence of this toilet, the community could experience better sanitation.

Sutoyo et al. (2019: 208) explains that inadequate environmental infrastructure in an area or residential environment can cause problems such as poor quality of the residential environment in the area. This can occur because basically the existence of environmental infrastructure is the most important need which directly or indirectly has implications / effects on health and human welfare.

Poor sanitation conditions certainly endanger the community itself, and the impact will cause various types of diseases. In order to obtain good sanitation conditions, it must be supported by adequate sanitation facilities and infrastructure, such as the availability of clean water, and the availability of proper restrooms (MCK).

Suhadi and Namara (2016 : 35) stated that poor sanitary conditions certainly endanger the community itself and its impact will cause various types of diseases. To obtain good sanitary conditions, it must be supported by adequate sanitation facilities and infrastructure, such as the availability of clean water, the availability of proper restrooms (MCK) which is equipped with a sewage system or sewage treatment, both liquid or solid waste. Untreated domestic wastewater from households is a major source of pollution in cities which can have serious impacts on the environment as it can easily combine with water or seep into soil tissue. This resulted in contamination of river

water as well as groundwater. Environmental pollution has an impact on human health, the order of life, and the growth of flora and fauna.

2. Factors Supporting and Inhibiting in the Implementation of the TMMD Program

a. Communication

Communication is the process of delivering information from a program maker to the program implementer. Effective communication will create common views and thoughts between program makers and implementers regarding the meaning, purpose, goals and objectives of the program. This program information is conveyed to program implementers, so that they can determine the meaning, purpose, objectives and direction of the program, as well as the target groups. Therefore, the program can be implemented properly according to the expected goals.

Based on the results of an interview, it is inferred that the information regarding TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village is not only conveyed to program implementers, but also to the program target groups, either directly or indirectly. Communication must be established by the pioneer of the TMMD program to the implementers in the field, as well as the program's target groups: local community.

b. Implementation resources

Resources contribute an important role in the effectiveness of a program implementation. No matter how good a program is, if it is not supported by adequate resources, it will still be a very difficult program to implement. This is in accordance with George C. Edward III's opinion, who emphasized and believed that resource factor was very significant in the process of implementing a program.

Human resources are one of the variables that influence the success and failure of program implementation. Human resources must be sufficient in quantity (amount) and quality (expertise). Because the effectiveness of a program implementation depends on human resources or officials who are responsible for implementing the program. Although the implementation of the program is clear along with its transformation, if the human resources are limited in both quantity and quality, the implementation will not work as effectively as expected. Furthermore, human resources must also know what to do. Therefore, program actors need to know enough information about how to implement the program, as well as understand the importance of the compliance of other parties involved with applicable regulations.

The human resources involved in the implementation of the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village consist of the army (TNI-AD) which is represented by Babinsa (Village Guidance Officer). They are also responsible for the TMMD

Program in Kaligentong Village (at a village scale). Based on the result of the research, it shows that the actors implementing the program or the human resources are good in terms of quality, expertise and ability. With a good communication between the BABINSA, Kaligentong Village Head and the local community, as well as swift cooperation and good understanding, the implementation of this program can run optimally.

c. Bureaucratic structure

Resources contribute an important role in the effectiveness of a program implementation. No matter how good a program is, if it is not supported by adequate resources, it will still be a very difficult program to implement. This is in accordance with George C. Edward III's opinion, who emphasized and believed that resource factor was very significant in the process of implementing a program.

Human resources are one of the variables that influence the success and failure of program implementation. Human resources must be sufficient in quantity (amount) and quality (expertise). Because the effectiveness of a program implementation depends on human resources or officials who are responsible for implementing the program.

Although the implementation of the program is clear along with its transformation, if the human resources are limited in both quantity and quality, the implementation will not work as effectively as expected.

Furthermore, human resources must also know what to do. Therefore, program actors need to know enough information about how to

implement the program, as well as understand the importance of the compliance of other parties involved with applicable regulations.

The human resources involved in the implementation of the TNI Manunggal Membangun Desa Program (TMMD) in Kaligentong Village consist of the army (TNI-AD) which is Perkasad / 36-02 / XII / 2012 regarding Bakti TNI Represented by Babinsa (Village Guidance Officer). They are also responsible for the TMMD Program in Kaligentong Village (at a village scale). Based on the result of the research, it shows that the actors implementing the program or the human resources are good in terms of quality, expertise and ability. With a good communication between the BABINSA, Kaligentong Village Head and the local community, as well as swift cooperation and good understanding, the implementation of this program can run optimally.

In addition, the implementation of the TNI Manunggal Membangun Desa (TMMD) Program in Tulungagung Regency also refers to the Tulungagung Regent Regulation Number 33 of 2017 concerning the Work Plan for the Regional Development of the Tulungagung Regency in 2018. In the regulation of the Tulungagung Regent, it was explained that the amount of Facilitation for the Implementation of the Integrated TNI Manunggal Membangun Desa (TMMD) 100th of 2018 in Tulungagung Regency is IDR 150,000,000 which comes from special assistance.

d. The attitude of the implementer (*disposition*)

The disposition is the willingness, desire and tendency of program actors. This program is to carry out the seriously case.

Moreover, that the goals to be achieved can be realized. Dispositions will emerge among program actors when not only benefit the organization but also themselves. Every program actor will know that the program will benefit the organization and himself, when someone is sufficiently knowledgeable and deeply deepens and understands it.

Knowledge, deepening and understanding of the program will lead to acceptance, indifference or even resistance to the program.

According to Van Meter and Van Horn, there are three kinds of response elements that can influence the desire and willingness to implement a program, first is Knowledge, second is understanding and deepening of the program, third is direction of response of program actors and the last is intensity of the program. These three elements will be explained together with the findings in the field. Based on the results of the study, it shows that the attitude of the implementers of the TNI Manunggal Membangun Desa (TMMD) Program in Kaligentong Village accepts what is the joint decision of the TNI, local government and related ministries. Support from the attitude of the executor is due to the awareness that through the TNI Manunggal Membangun Desa (TMMD) Program it will be able to help with development problems in the regions and accelerate equitable development.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

A. Conclusion

Based on the discussion regarding the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in East Java Province, it can be concluded that:

1. The implementation of the TNI Manunggal Membangun Desa (TMMD) program for improving the Welfare of Rural Communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province has generally been effective and appropriate between the program, implementing organizations and target groups who are known to have been running the program. In accordance with the plans and expectations of the Kaligentong Village community, one of which is the fulfillment of public facilities in the form of MCK (toilets).
2. The supporting factors in the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province, which is the existence of good communication from BABINSA to the people of Kaligentong Village, an implementing resource capable of realizing the program, a bureaucratic structure that refers to clear rules and the attitude of the implementer who understands the objectives of the TMMD program in Kaligentong Village. The inhibiting factor for the implementation of the TNI Manunggal Pembangunan Desa

(TMMD) program is the availability of the number of program realization which temporarily focuses only on one hamlet in Kaligentong Village.

B. Recommendations

Based on the analysis and conclusions regarding the implementation of the TNI Manunggal Membangun Desa (TMMD) program to improve the welfare of rural communities in Kaligentong Village, Pucanglaban District, Tulungagung Regency, East Java Province, there are several suggestions, such as:

1. For the Kaligentong Village government, in order to make regulations regarding maintenance and maintenance costs in the toilets which are expected to be carried out independently by the community using the MCK in this village.
2. For the TNI, it is hoped that with input in the form of MCK (toilets) needs which are still lacking, especially in other hamlets in Kaligentong Village. Furthermore, the program can be continued in other hamlets that still need the MCK (toilets).
3. For the people of Kaligentong Village, through the TMMD program which is realized through the construction of the MCK (toilets), it is hoped that participation will not be limited to its implementation. However, people can also continue to maintenance and there are no graffiti on the MCK (toilets) walls.

REFERENCES

- Adisasmita. 2013. Pembangunan Perdesaan; Pendekatan Parsitipatif, Tipologi, Strategi, Konsep Desa Pusat Pertumbuhan. Graha Ilmu. Yogyakarta
- Akib dan Tarigan. 2008. Artikulasi Konsep Implementasi Kebijakan: Perspektif, Model dan Kriteria Pengukurannya. Jurnal Kebijakan Publik: Vol 2 tahun 2008.
- Anggorowati, P dan Sarmini. 2015. Pelaksanaan Gotong Royong di Era Global (Studi Kasus di Desa Balunkecamatan Turi Kabupaten Lamongan). Kajian Moral dan Kewarganegaraan. Vol. 1 (3) : 39-53
- Aswardi, Ali F, Nurlinah. 2012. Implementasi Program Beras Miskin (Raskin) di Kecamatan Tanete Riattang Barat Kabupaten Bone. Government: Jurnal Ilmu Pemerintahan Volume 5, Nomor 1, Januari 2012 (1-8)
- Badan Pusat Statistik. 2015. Survei Sosial Ekonomi Nasional (Susenas) Tahun 2010: Jakarta: Badan Penelitian dan Pengembangan Kesehatan.
- Boeke. 2002. Memperkenalkan Teori Ekonomi Ganda. In: Sajogyo, ed. Bunga Rampai Perekonomian Desa. Jakarta: YOI.
- BPS. 2019. Profl Kemiskinan di Jawa Timur Maret 2019. Berita Resmi Statistik No.45/07/35/Thn.XVII, 15 Juli 2019
- Dale, Reidar. 2004. Evaluating Development Programmes and Project, 2nd edition. New Delhi: Sage Publication.
- Dekasari, DA. 2016. Pemberdayaan Petani Dalam Meningkatkan Ketahanan Pangan Di Desa Sambiroto, Kecamatan Padas, Kabupaten Ngawi. Jurnal Analisa Sosiologi April 2016. Vol. 5(1) : 38-50
- Dirhamsyah, Mulyo, Darwanto dan Hartono. 2016. Ketahanan Pangan: Kemandirian pangan dan kesejahteraan Masyarakat Daerah Rawan Pangan di Jawa. Plantaxia: Yogyakarta
- Dunn, William N. 2010. Pengantar Analisa Kebijakan Publik. Yogyakarta: Gadjah Mada Press
- Geertz, 2001, The Interpretation of Culture, New York: Basic Books, Inc., Publisher
- Hafsah dan Heriyanto. 2012. Implementasi Program Kebun Bibit Rakyat (KBR). Jurnal Demokrasi & Otonomi Daerah, Vol. 10 (2) : 67-147
- Islamy, MI. 2010. Prinsip-Prinsip Perumusan Kebijaksanaan Negara. Jakarta : Bumi Aksara
- Jatimtimes. 2018. Tinjau TMMD, Pangdam Pilih Gunakan Trail. <https://jatimtimes.com/baca/171404/20180426/184226/tinjau-tmmd-pangdam-pilih-gunakan-trail>. Diakses pada 21 April 2020
- Jones, Co, 1991. Pengantar Kebijakan Publik (Public Policy), Diterjemahkan oleh Ricky Istamto, Rajawali Pers. Jakarta.

- Kasryno dan Tepanek. 2002. Perkembangan Produksi dan Konsumsi Jagung Dunia Selama Empat Dekade yang Lalu dan Implikasinya Bagi Indonesia. Badan Litbang: Nasional Agribisnis Jagung.
- Keban. 2004. Enam Dimensi Strategis Administrasi Publik, Konsep, Teori dan Isu. Yogyakarta: Gava Media
- Machmud, Muslimin. 2018. Tuntunan Penulisan Tugas Akhir Berdasarkan Prinsip Dasar Penelitian Ilmiah. Malang: Selaras
- Manila. 2006. Praktek Manajemen Pemerintahan dalam Negeri. Jakarta: Gramedia Pustaka Utama
- Marunduh, Mantiri dan Kimbal. 2019. Evaluasi Kebijakan TNI Manunggal Membangun Desa (TMMD) Ke-99 Dalam Pembangunan Desa di Desa Ranolambot Kecamatan Kawangkoan Barat Kabupaten Minahasa. Jurnal Eksekutif Volume 1 No. 1 Tahun 2019
- Maryono. 2010. Menakar Kebijakan RSBI: Analisis Kritis Studi Implementasi. Yogyakarta: Magnum pustaka.
- Mazmanian, Daniel H., dan Paul A. Sabatier. 2010. Implementation and Public Policy. New York: HarperCollins.
- Miles, M.B., Huberman, A.M. 2009. Analisis data Kualitatif : Buku tentang Metode-metode Baru. Terjemahan Rohidi, T. R. Jakarta : UI Press
- Nugroho. 2009. Kebijakan Implementasi. Bandung : Gran Indo
- Pangumpia, Gosal dan Pangemanan. 2018. Peran Tentara Nasional Indonesia dalam Pembangunan Melalui Program Tentara Manunggal Membangun Desa (TMMD) (Suatu Studi Di Kecamatan Bunaken Kota Manado). Jurnal EKSEKUTIF. Vol. 1 (1) : 20-31
- Pressman, JL. dan Wildavsky, AB. 2011. Implementation: How Great Expectations in Washington are Dashed in Oakland. 3rd ed. Berkeley: University of California Press.
- Purwatiningsih. 2013. Efektifitas Pelaksanaan Program Thni Manunggal Membangun Desa (TMMD) Dalam Mewujudkan Ketahanan Wilayah. Jurnal Ketahanan Nasional. Vol. 19 (3) : 130-138
- Rachmat. 2014. Teknik Praktis Riset Komunikasi. Jakarta: Prenada Media Group
- Raharto & Romdiati. 2000. Identifikasi rumahtangga miskin. Widyakarya Nasional Pangan dan Gizi. Jakarta: Bappenas, Unicef, Deptan, dan BPS
- Santamaria L, Figuerola J, Pilon JJ, Mjelde M, Green AJ, de Boer T, King RA, Gornall RJ. 2003. Plant performance across latitude : the role of plasticity and local adaptation in an aquatic plant. Ecology 84(9): 2454-2461.
- Santoso, A. 2013. Analisis Kebijakan Publik: Suatu Pengantar. Jakarta: Gramedia
- Sarah. 2017. Implementasi Program Pemberdayaan Ekonomi Perempuan Melalui Pendidikan Keuangan Studi Kasus Anggota Perempuan Koperasi Teratai Putih Kelurahan Pejaten Timur Kecamatan Pasar Minggu Jakarta Selatan.

Jurusan Pengembangan Masyarakat Islam Fakultas Dakwah dan Ilmu Komunikasi Universitas Islam Negeri Syarif Hidayatullah: Jakarta

Sardjo S, Darmajanti L dan Boediono KC. 2016. Implementasi Model Evaluasi Formatif Program Pembangunan Sosial (EFPPS) Partisipasi Multipihak dalam Evaluasi Program. Jakarta: Yayasan Pustaka Obor Indonesia

Sawidak. 1985. Analisa Tingkat Kesejahteraan Ekonomi Petani Transmigran di Delta Upang Propinsi Sumatera Selatan. Bogor: Sekolah Pascasarjana, Institut Pertanian Bogor.

Setiowati, I.N., Sumarno. 2015. Perkembangan Abri Masuk Desa (AMD) Tahun 1980-1998. AVATARA. Vol. 3 (1) : 101-114

Siahaan. 2004. Hukum Lingkungan dan Ekologi Pembangunan. Jakarta: Erlangga.

Sjahrir. 2010. Kebijakan Negara : Konsistensi dan Implementasi. Jakarta: LP3ES.

Suadi. 2007. Pengelolaan Sumberdaya Perikanan Laut untuk Kesejahteraan Masyarakat Pesisir. Yogyakarta: Gadjah Mada University Press.

Sugiyono. 2014. Memahami Penelitian Kualitatif. Bandung: Remaja Rosdakarya

Suhadi, MZ dan Namara, I. 2016. Perencanaan Teknis Pembangunan Prasarana Sanitasi (Studi Kasus Pembangunan Prasarana Sanitasi di Kampung Cikukul Desa Nagrak Selatan Kabupaten Sukabumi). Jurnal Rekayasa Sipil ASTONJADRO. Vol. 5 (2) : 35-45

Suhaib. 2016. Pengantar Kebijakan Publik; Dari Administrais negara, Kebijakan Publik, Pelayanan Publik, Good Governance hingga Implementasi Kebijakan. Calpulis Press: Yogyakarta

Sukirno. 2013. Makro Ekonomi, Teori Pengantar. Penerbit PT. Raja Grafindo Persada, Jakarta.

Sumaryadi. 2015. Perencanaan Pembangunan Daerah Otonom dan Pemberdayaan Masyarakat. Jakarta: CV Citra Utama

Sumodiningrat. 2007. Kajian Ringkas Tentang Pembangunan Manusia Indonesia. Jakarta: Kompas

Sutoyo, E., Pramono, SD., Sulha dan Pawesti, KW. 2019. Pemanfaatan MCK sebagai Salah Satu Upaya Peningkatan Perilaku Hidup Bersih dan Sehat (PHBS) Warga RT 04/01 Desa Sadeng. Abdi Dosen : Jurnal Pengabdian pada Masyarakat, Vol. 3 (3) : 208-215

UNDP Indonesia, Indonesia Human Development Report. (2004). The Economics Democracy: Financing Human Development in Indonesia. Published Jointly by BPS- Statistic Indonesia.

Van Meter dan Van Horn. 1978. The *Policy* Implementation Process. Sage Publication: Beverly Hill.

Wahab, SA. 2014. Analisis Kebijakan : dari Formulasi ke Implementasi Kebijakan Negara. Jakarta : Bumi Aksara

Wijaya MA, Sundari S, Barnas R. 2018. Implementasi Program TNI Manunggal Membangun Desa Dalam Pemberdayaan Wilayah Pertahanan (Studi Di Wilayah Kodim 1620/Lombok Tengah NTB). Jurnal Strategi Pertahanan Darat. Vol. 4 (3) : 42-51



APPENDIX

Attachment 1. Draft Interviews with TNI or representatives

A. Informant Personal Data

1. Name :
2. Gender :
3. Place, Date of Birth :
4. Position :
5. Address :

B. Program

1. How long has the TMMD Program been running in Kaligentong Village (From to....)?
2. What are the objectives of the TMMD Program?
3. What are the policies or things that are being implemented to achieve the goals of TMMD?
4. What forms of development or activities from the TMMD program have been realized in Kaligentong Village?
5. What forms of development or activities of the TMMD program are planned and will be realized in Kaligentong Village, and when will it be realized?
6. How much budget is needed for TMMD in Kaligentong Village?
7. How do you invite the people of Kaligentong Village to actively participate in the TMMD program?
8. What forms of participation did residents in Kaligentong Village take in the TMMD program?
9. What are the supporting factors in the TMMD program in Kaligentong Village?
10. What are the inhibiting factors in the TMMD Program in Kaligentong Village, and how can they be overcome?

a. Implementing Organization

1. Who are the parties in charge of implementing the TMMD program in Kaligentong Village?
2. What are the basic regulations for implementing the TMMD in Kaligentong Village and who sets these regulations?
3. What are the duties and roles that should be performed by the TNI so that the TMMD program can run well in Kaligentong Village?
4. Are there any duties or roles that you do not agree with regarding the TMMD program in Kaligentong Village?
5. So far, what are the tasks and roles that have been carried out by the TNI in the TMMD program in Kaligentong Village?
6. How can the implementation of the TMMD program be carried out in a transparent manner for all parties, including the community in Kaligentong Village?
7. What are the stages in the TMMD program in Kaligentong Village (starting from planning - reporting) and what is the reporting system?
8. Who are the parties required to maintain and maintain the facilities that have been realized in the TMMD program?
9. Is there a budget for facility maintenance in the TMMD program? if so, where are the sources of the budget, how much is the budget and what time scale is it given? If there isn't, why isn't there?
10. The last, finally, what are the shortcomings or weaknesses that need to be fixed in the TMMD program in Kaligentong Village?



Attachment 2. Draft Interviews with Village Heads

A. Informant Personal Data

1. Name :
2. Gender :
3. Place, Date of Birth :
4. Position :
5. Address :

B. Right Policy

1. What are the roles and functions of the Kaligentong village government so that the TMMD program can be done fluently?
2. What are the problems in Kaligentong Village in terms of social, religious and economic problems?
3. What problems have been resolved by the existence of the TMMD program in Kaligentong Village, and what are the forms of the TMMD program that can overcome these problems?
4. What problems have not been resolved with the TMMD program in Kaligentong Village, and how can these problems be resolved?
5. How do the village authorities convey to the TNI or the regent regarding the problems that must be resolved immediately in Kaligentong Village?

C. Right Executor

1. Who are the organizers or implementers of the TMMD program in Kaligentong Village?
2. How does the performance of the implementing parties in the TMMD program in Kaligentong Village?
3. How do implementing parties coordinate so that the TMMD program in Kaligentong Village runs smoothly?

D. Right on the Target

1. Are there any policies in the TMMD in Kaligentong Village that overlap with policies in other programs?

2. What form of support is provided by the community in Kaligentong Village in the TMMD program?
3. Are there any activities in the TMMD work program in Kaligentong Village that only repeat the previous work program?

E. Right Environment

1. Does the TMMD program been able to accommodate the interests of the community in Kaligentong Village?
2. What are the types of benefits received by the community in Kaligentong Village through this TMMD Program?
3. Is the location for the construction of public facilities or facilities through the TMMD program in accordance with the wishes of the community in Kaligentong Village?

F. Right Process

1. In your opinion, how far has the implementing agency (TNI) been in implementing the TMMD program in Kaligentong Village?
2. How was the participation shown by the community in Kaligentong Village regarding the TMMD program (starting from the planning - monitoring stage)?
3. What are the obstacles in the TMMD program in Kaligentong Village, and how to overcome these obstacles?
4. What are the supporting factors for the TMMD program in Kaligentong Village?

Attachment 3. Draft Interviews with the People

A. Informant Personal Data

1. Name :
2. Gender :
3. Place, Date of Birth :
4. Work :
5. Address :

B. Response to the TMMD Program

1. What do you know about the TMMD program activities in Kaligentong Village?
2. How has this program impacted you, your family and your business?
3. Have you ever attended the scheduled TMMD program activities? How many times?
4. What kind of support do you provide for the TMMD program to being succesfull?
5. Do you know the amount of the TMMD program budget in Kaligentong Village?
6. Are there any problems or obstacles that you experienced during the TMMD program in Kaligentong Village?
7. Last, in your opinion, is there any implementation of the TMMD program that needs to be improved so that it is more beneficial to the community in Kaligentong Village?

Attachment 4. Documentation of Researcher

