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RESEARCH ARTICLE

Section: *Sociology and Community Development***The synergy of village community empowerment through the Indonesian national army unites building villages program**Chandra Ariyadi Prakosa* , Ravik Karsidi, Eny Lestari & Sapja Anantanyu

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*Correspondence: chandra.ariyadi99@gmail.com**ABSTRACT**

This study aims to (1) Describe and analyze the synergy of the INAUBV program with the Community and Village Empowerment Service (CVES) program in Sukoharjo District; (2) Formulate a community empowerment model through the INAUBV program based on empowerment principles. This is a qualitative study with a research sample (source persons or informants) of 12 people. The sample was determined using purposive sampling and snowball techniques. The data for this study was collected through interviews, observations, Forum Group Discussions (FGD), and documentation. The data analysis technique used an interactive qualitative model analysis. The results of the study concluded: First, the synergy of the INAUBV and the CVES program in Sukoharjo District implemented by the Indonesian National Army and Regional Government is strengthened by: (a) synchronizing the development program between the two parties through sharing; (b) the same vision to empower citizens, and (3) cooperation to realize the success of the INAUBV program. The synergy model is a multi-party (stakeholder) involving subject stakeholders, key stakeholders, supporting stakeholders and other follower stakeholders. Second, based on the empowerment model, the implementation of community empowerment through the INAUBV program is carried out on the principles of Integrated Development, Human Rights, Sustainability, Empowerment, Self-reliance, Organic Development, The Integrity of Process, Co-operation, and Participation.

KEYWORDS: community, empowerment, INAUBV, synergy, village**Research Journal in Advanced Humanities**

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Introduction

National development aims to provide prosperity, justice, and prosperity for the community as stated in the Preamble of the 1945 Constitution paragraph IV “protects all Indonesian nations and all Indonesian blood spills, advancing public welfare, educating the life of the nation, and participating in carrying out world order based on independence, peace eternal, and social justice “as well as realizing the ideals of the nation as stated in paragraph II of the Preamble to the 1945 Constitution. To realize prosperity in General, the government is required to carry out tasks under those mandated in the Law (Kennedy, 2022).

The background of the study is the problem of accelerating village development. Villages in general are areas with potential production of agricultural products, but have not been reached by public transportation and have inadequate conditions and road structures, such as one of the villages in Sukoharjo Regency. The village faces the lack of affordability of infrastructure and superstructure development that hamper economic activities in the form of the condemnation of local agricultural marketing outside the region thereby reducing the productivity of the community's economy.

The INAUBV program aims to build a synergy between the Indonesia National Army and the community, in accordance with the vision of the Indonesia National Army “Indonesia National Army is strong together with its people”. The main task of the Indonesia National Army is to maintain the sovereignty of the Republic of Indonesia, carry out war military operations, and military operations other than war. Non-war military duties means carrying out the duties and functions of the state servants who together with the community help the government to carry out national development, both physical and non-physical. The INAUBV program is one of the real Indonesia National Army programs to participate in community empowerment.

According to Christenson & Robinson (1989), community empowerment is a development process where the community takes the initiative to start the process of social activities to improve the situation and conditions themselves. Community empowerment can only occur if the citizens participate. A business can be called community empowerment if the community becomes an agent or subject of development, not the beneficiary.

INAUBV is one part of Indonesia National Army Service Operation, which is an integrated cross-sectoral program between the Indonesia National Army and the Department, Non-Departmental Government Institutions, Regional Governments, and other national components which is implemented in an integrated manner with the community to increase the acceleration of development activities in rural areas, especially underdeveloped-isolated-border areas, urban slum areas, and areas affected by disasters.

The Indonesia National Army, especially the Military District Command units under the auspices of Kodam IV/Diponegoro, has Regular INAUBV and Sengkuyung INAUBV. Regular INAUBV is held twice a year with more planned preparation and implementation and focuses on the development of permanent and holistic infrastructure, such as roads, and bridges, the growth and development of local economic sectors involving large numbers of personnel and budgets, with an implementation duration of around 30 days. Meanwhile, Sengkuyung INAUBV is carried out outside the Regular INAUBV schedule in response to urgent special situations or needs, its activities are temporary or limited, usually last around 21 days, and prioritize certain aspects that require immediate attention, such as repairing public facilities or disaster management.

In 2021, the 121th Regular INAUBV was implemented in Majasto Village, Tawang Sari District, Sukoharjo. The budget for the 121th Regular INAUBV came from the Central Java Provincial budget of IDR 185 million, the Sukoharjo District budget of IDR 807.7 million, community self-help of IDR 10 million, BRI CSR of IDR 100 million, assistance from the Ministry of Manpower of IDR 100 million, and the Indonesia National Army Headquarters budget of IDR 339.8 million with a total budget reaching IDR 1.542 billion. In this Regular INAUBV, there are several physical programs including the construction of the Majasto-Boto hamlets road embankment with a length of 1,280 meters, the construction of the Sigobang-Siblarak hamlets road embankment with a length of 800 meters, the construction of the Sigobang-Siblarak hamlets road concrete embankment with a length of 1,000 meters, renovation of the Ar-Rohman mosque in Bumi Arum, renovation of three uninhabitable house units, renovation of three toilets, and maintenance of the soccer field. Meanwhile, the non-physical programs include health socialization, drug prevention, and stunting. In addition, there is a BRI CSR program in the form of renovation of the Al-Amin TPA building in Boto hamlets, renovation of the Khulafaar Rasyidon Mosque, and assistance from the Ministry of Manpower in the form of a 265 meters road

embankment in Majasto hamlets (Kennedy, 2022).

The first stage of Sengkuyung INAUBV program was implemented in Sapen Village. The Sengkuyung INAUBV I program cost Rp 576 million, sourced from the Central Java Provincial budget of Rp 251 million and the Sukoharjo District budget of Rp 325 million. The targets of Sengkuyung INAUBV 1 itself include two targets, namely physical and non-physical targets. The main physical target carried out in this INAUBV is the construction of road concreting with a length of 960 meters, a width of four meters and a thickness of 0.12 meters, the construction of a road embankment with a length of 736 meters, and the rehabilitation of one mosque unit. Non-physical targets, namely the target of counseling and guidance, can only be carried out on a limited basis; this is the impact of the implementation of social distancing and physical distancing to prevent the spread of the Corona virus (Buhroni & Albertus, 2022; Fj, 2021).

INAUBV activities are integrated activities that can be used as an alternative way out amidst the limited budget of local governments in improving the welfare of local communities because INAUBV activities can save the government budget in development funding. However, this activity is still constrained by the lack of response from local governments, such as the frequent delay in supporting needs in the implementation of INAUBV. The lack of response from local governments to the INAUBV program can be caused by the lack of synergy between the INAUBV program and the program implemented by the Community and Village Empowerment Service (CVES) and the lack of community participation in the INAUBV program. This can happen because the implementation of INAUBV has brought a top-down program that has been determined by the institution or leadership of the Indonesian National Army, while village community development refers to the principle of bottom-up development such as the hopes of the village community and also the local CVES.

Referring to the description above, the research questions are: (1) How is the synergy between the INAUBV program and the CVES program in Sukoharjo District? (2) What is the model for community empowerment through the INAUBV program based on empowerment principles?

Based on the formulation of the research problem, the objectives of this research are: (1) To describe and analyze the synergy between the INAUBV program and the CVES program in Sukoharjo District (2) To formulate a community empowerment model through the INAUBV program based on empowerment principles.

Method

This research was conducted in 2023 in Sukoharjo District as the location for the implementation of the Regular and Sengkuyung INAUBV programs. This research focuses on the process of empowering village communities through the INAUBV Program, namely: (1) the 121th Regular INAUBV in Majasto Village, Tawang Sari SubDistrict, Sukoharjo; and (2) the first stage of the Sengkuyung INAUBV was implemented in Sapen Village, Tawang Sari SubDistrict, Sukoharjo.

This research uses a case study method. Sampling was done using Purposive Sampling and Maximum Variation Sampling. This study uses primary and secondary data. Primary data was obtained through observation, in-depth interviews, and Focus Group Discussions (FGD), while secondary data was obtained from several reports, articles, and documents (INAUBV program, the role of the Indonesian National Army, and the empowerment process with the community. Data sources, namely: (a) Indonesian National Army; (b) Sukoharjo District Government; (c) SubDistrict and Village Governments; and (d) Literature and Internet studies.

Data collection was conducted through observation, in-depth interviews, Focus Group Discussions (FGD), and documentation. Data validity was carried out using: (1) source triangulation by testing and checking data with different sources, and (2) method triangulation by matching data obtained from interviews, observations, FGDs, and documentation. The data analysis process Indonesian National Army was carried out using an interactive analysis model, consisting of data reduction, data presentation, and verification.

Results

1. Synergy between the Indonesian National Army Unites Building Villages (INAUBV) program and the Community and Village Empowerment Service (CVES) program in Sukoharjo District

The strong synergy between the INAUBV program and the Sukoharjo District CVES program is due to the involvement of multiple parties (Stakeholders), both from the Indonesian National Army (Military district command, Military rayon command, and village development non-commissioned officer), Sukoharjo District

CVES, related agencies (such as Police District, Health Service, and Agriculture Service), State-Owned Enterprises (such as BRI), private companies, and the local community. These stakeholders carry out synergy in the following ways:

a. Sharing between CVES and the Indonesian National Army

The Sukoharjo District CVES and the Indonesian National Army both have village community empowerment programs. Therefore, both parties need to carry out task sharing and coordination so that each component of the task can achieve its maximum target. The results of the interview showed that the Indonesian National Army had coordinated with the CVES regarding the implementation of INAUBV to determine the village or location for the program implementation.

After there was an agreement regarding the location of the INAUBV, the two parties carried out a joint survey to determine the eligibility of the village as a candidate for the INAUBV program. The results of interviews with various sources showed that the sharing or division of tasks between the CVES and the Indonesian National Army in the INAUBV program in the Sukoharjo District area was carried out through coordination between the Indonesian National Army and CVES regarding aspects of target development that would be carried out in the INAUBV program which were then outlined in the program plan and a copy was given to the CVES so that aspects of empowerment could be fulfilled and there was no overlapping of programs.

b. Flexibility/stability (complement each other's shortcomings)

Both CVES and Indonesian National Army have the task of empowering village communities so both must coordinate so that the implementation of the program runs well. Lack of coordination between the two institutions can hamper the implementation and reduce the effectiveness of the program. The results of interviews with various sources indicate that without flexibility/stability between the two institutions in implementing the INAUBV program in the Sukoharjo District area, CVES can experience obstacles in the defense aspect, while Indonesian National Army can face obstacles in the aspect of people's welfare. Flexibility/stability between the two institutions will fulfill the aspects of welfare, and defense, and maximize the achievement of the program.

c. Task-dependence

Task dependency in a synergy is aimed at achieving a process between institutions without considering the size of each role, in addition, the contribution of each institution must be well distributed. The similarity of program achievement goals between CVES and Indonesian National Army requires both institutions to work together (task-dependence) in implementing INAUBV in Sukoharjo District. The results of interviews with various sources indicate that INAUBV is implemented through cooperation between Indonesian National Army, Police, Local Government (CVES), and the community. CVES contributes to the INAUBV program through budget support needed to realize the INAUBV program, while Indonesian National Army contributes by providing personnel support, realizing defense and security aspects, and non-physical targets.

d. Benefits of Synergy between CVES and Indonesian National Army

Synergy in the implementation of the INAUBV program between the Indonesian National Army and CVES must run well so that the program's objectives are achieved optimally. The results of interviews with various sources show that the synergy between the Indonesian National Army and CVES in the INAUBV program has a major impact on fulfilling welfare and defense aspects. The implementation of INAUBV will be even more optimal if the CVES and the central Regional Disaster Management Agency (RDMA) increase their budget support so that the program can reach more village communities.

2. The community empowerment model through the INAUBV program is based on the principles of empowerment. Based on the research results, the empowerment principles contained in the implementation of the INAUBV program can be explained as follows.

a. Integrated Development

The results of interviews with various sources show that Integrated Development, the INAUBV program

carried out by the Indonesian National Army in the Sukoharjo District area (Regular 121 in Majasto Village, Tawang Sari SubDistrict, Sukoharjo and Sengkuyung INAUBV, the first stage was implemented in Sapen Village in 2021) covers various aspects of local community life, such as: (a) Aspects of people's welfare, (b) aspects of defense and security.

b. Human Rights

From the Human Rights side, the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area must be able to guarantee the fulfillment of the rights of residents to live decently and well. The results of interviews with various sources show that in terms of Human Rights (rights for every human being), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area can guarantee the fulfillment of the rights of residents to live decently and well because the target of INAUBV is the target of underdeveloped areas/villages to make villages more advanced and more prosperous, both physical targets (infrastructure) and non-physical (insight and skills) for the community.

c. Sustainability

In terms of Sustainability, the INAUBV program carried out by the Indonesian National Army in Sukoharjo District is not only for momentary interests but the results of the program are sustainable and can be enjoyed by the community after the INAUBV program ends. The results of interviews with various sources show that in terms of Sustainability, the INAUBV program carried out by the Indonesian National Army in Sukoharjo District is not only for momentary interests but the results of the program (empowerment) are sustainable and can be enjoyed by the community after the INAUBV program ends, because, in addition to INAUBV, the Indonesian National Army also has a Indonesian National Army community service program, so that the results of the INAUBV program can continue through the Indonesian National Army community service program, and the community gets better and more sustainable benefits.

d. Empowerment

From the Empowerment (community development) side, the INAUBV program carried out by the Indonesian National Army must be able to improve the skills of residents to increase their capacity so that they can actively participate in the development process in their village. The results of interviews with various sources showed that from the Empowerment (community development) side, the INAUBV program that was carried out by the Indonesian National Army can improve the skills of residents to increase their capacity so that they can actively participate in the development process in their village because, in the INAUBV program, there are non-physical targets in the form of counseling on national insight, love of the homeland, agriculture, and health.

e. Self-Reliance

From the Self-Reliance side (utilizing various resources owned by the community), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area must be carried out by utilizing various resources owned by the local community rather than relying on external support. The results of interviews with various sources showed that from the Self-Reliance side (utilizing various resources owned by the community), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area was carried out by utilizing various resources owned by the local community rather than relying on external support because the target of INAUBV is to advance and increase regional production and potential.

f. Organic Development

From the Organic Development side (solving problems according to the conditions and situations of the community), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area can solve problems faced by the community by improving the capabilities of residents according to the conditions and situations of the local community. The results of interviews with various sources show that from the Organic Development side (solving problems according to the conditions and situations of the community), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area can solve problems faced by the community by improving the capabilities of residents according to the conditions and

situations of the local community because the implementation of the INAUBV program actively involves the participation of the local village community to improve community welfare and defense interests in realizing a tough Space, Tools, and Conditions.

g. The Integrity of Process

From the side of The Integrity of Process (integrated process), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area is expected not to be an empowerment program that only prioritizes the achievement of results, but rather prioritizes the process so that it can increase the capacity of the local community. The results of interviews with various sources showed that from the side of The Integrity of Process (integrated process), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area was not an empowerment program that only prioritizes the achievement of results, but rather prioritizes the process so that it can increase the capacity of the local community because INAUBV is implemented based on cross-sectoral support to improve community welfare, national defense interests that are implemented in cross-sectoral.

h. Co-operation

From the side of Co-operation (cooperative structure), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area must be able to empower community institutions in the local community. The results of interviews with various sources showed that from the side of Co-operation (cooperative structure), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area was able to empower community institutions in the local community because INAUBV can rekindle the spirit of cooperation and kinship of residents through community institutions in the village such as Neighborhood organization, Citizen organization, Village Consultative Body, and Youth Organization.

i. Participation

From the Participation side, the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area must be able to increase the participation of the local community according to their capacity, from the planning process to the evaluation of the results of the development that has been implemented. The results of interviews with various sources showed that from the Participation side, the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area was able to increase the participation of the local community according to their capacity, from the planning process to the evaluation of the results of the development that has been implemented, because, in the implementation of the INAUBV program, the Indonesian National Army involves various parties including the local community to actively participate in realizing programs that aim to improve community welfare, foster, and re-grow the spirit of cooperation, and community harmony through physical and non-physical programs.

Discussion

1. Synergy between the INAUBV program and the Community and Village Empowerment Service (CVES) program in Sukoharjo District

The model of synergy in empowering village communities through the INAUBV and CVES programs in Sukoharjo District, Central Java, uses a multi-party approach. Stakeholders are divided into two groups: (1) Primary stakeholders, who are directly related to the program, such as the Indonesian National Army (Military district command, Military rayon command, and Military district command) and the Regional Government (Community and Village Empowerment Service/CVES, Sub-district Government, and Village Government). Institutions play an important role in decision-making. (2) Secondary stakeholders, namely those who are not directly involved, but have concern and influence, such as related agencies (Police, BRI), the private sector, and the community.

Based on their type, stakeholders are categorized as: (1) Subject stakeholders, who have low capacity but can form alliances, such as Military district command; (2) Key stakeholders, who have authority in decision-making, such as the Indonesian National Army (Military district command) and the Regional Government; (3) Supporting stakeholders, who have concerns even though they are not directly involved, such as the Sub-

district Government and private companies; and (4) Other follower stakeholders, who have a direct interest in INAUBV policies, such as the community who will receive benefits and community leaders who represent their aspirations.

Synergy in stakeholder involvement can be seen from the process of program preparation, funding, and participation of various parties in realizing INAUBV.

From the aspect of synergy, it can be explained as follows.

a. Sharing between CVES and Indonesian National Army

CVES and Indonesian National Army have the same goal of empowering village communities, so they need to divide tasks and be responsible for each other. This division of tasks is important to ensure good coordination in program implementation so that targets can be achieved and the potential of each party is utilized optimally. Based on interviews, Indonesian National Army and CVES Sukoharjo District have worked together to determine the location of INAUBV, followed by a survey to assess the feasibility of the selected village.

To avoid duplication or gaps in the empowerment program, CVES and Indonesian National Army must divide tasks in INAUBV. Indonesian National Army coordinates with CVES regarding the coaching aspects to be implemented, and this information is conveyed to ensure there is no overlap in implementation.

Task division or sharing means allocating each component of the task effectively to achieve a specific goal. This reflects cooperation between various parties that utilize their expertise to the maximum. Cooperation between the Indonesian National Army and CVES in INAUBV is very important to increase the effectiveness of community empowerment. Stones stated that good communication between the two parties depends on trust and cooperation. Three communication patterns can emerge: (1) defensive, from low trust; (2) mutual respect, from high trust; and (3) synergy, which arises from high cooperation. Solid cooperation will produce greater benefits than just individual results (Nayenggita, Raharjo, & Resnawaty, 2019; Sulistyaningtyas, 2006).

b. Flexibility/stability (complementing each other's shortcomings)

CVES is responsible for empowering village communities, as is the Indonesian National Army. Therefore, both institutions need to coordinate so that the empowerment program can be implemented properly. Without synergy between CVES and Indonesian National Army, this program has the potential to experience weaknesses. Indonesian National Army and CVES must support each other in implementing the village empowerment program to achieve welfare and defense goals. Coordination must be carried out from the planning stage to implementation so that program targets can be achieved.

Flexibility and stability in the INAUBV program between the Indonesian National Army and CVES show the importance of a complementary division of tasks. This is crucial to ensure that errors in one sector do not disrupt the achievement of overall goals. This pillar emphasizes that synergy requires flexibility from each party, where they are not bound by rigid rules and can understand each other's roles and support each other when needed (Latash, 2008).

c. Task-dependence

Task dependence between the Indonesian National Army and CVES in the INAUBV program is the third pillar of synergy. This pillar focuses on collaboration to achieve certain goals. The success of synergy depends on the cooperation of all actors, agencies, and institutions, regardless of the size of their respective roles. Each contribution must also be distributed well (Latash, 2008). CVES plays a role by providing budget support, while the Indonesian National Army provides personnel and ensures that defense aspects and non-physical targets are met.

The synergy between the Indonesian National Army in INAUBV and CVES in community empowerment is very important to achieve the goals optimally. Interviews with various sources showed that this synergy provides significant benefits, especially in welfare and defense. To maximize the implementation of INAUBV, budget support from the Regional Government (CVES) needs to be increased, along with support from the central Regional Disaster Management Agency, so that village communities can enjoy more benefits from the program.

The implementation of INAUBV will be effective if there is synergy between the Indonesian National

Army and CVES in the local government. By aligning the top-down program of INAUBV with the bottom-up program from the community, it is hoped that the results of development and empowerment will be truly beneficial and sustainable for the community.

2. The community empowerment model through the INAUBV program is based on the principles of empowerment. The INAUBV program aims to strengthen the relationship between the Indonesian National Army and the People, in line with the Indonesian National Army motto “Indonesian National Army is strong together with its people.” History shows that the unity of the Indonesian National Army and the People has succeeded in maintaining the sovereignty of the state and supporting development. INAUBV is implemented in an integrated manner with the community through physical and non-physical activities, focusing on underdeveloped, isolated, border, slum areas, and disaster-affected areas. Since 1981, this program has involved the Indonesian National Army, ministries, local governments, and other components of the nation. After more than three decades, the unity of the Indonesian National Army and the People should be getting stronger, marked by indicators such as increasing public trust in the Indonesian National Army, awareness of nation and state, national insight, spirit of togetherness, sense of cooperation, and community participation in regional development.

a. Integrated Development

The INAUBV program focuses on people’s welfare through economic aspects, such as building or repairing roads and improving farming skills, as well as defense aspects, such as national insight and nationalism. In INAUBV, these goals are achieved through physical and non-physical programs with a sectoral approach.

Tarigan stated that development should combine sectoral and regional approaches (Tarigan, 2008). Lewis also emphasized that regional development will stagnate if it only relies on one sector (Rustiadi, Saefulhakim, & Panuju, 2009). Therefore, successful development requires the integration of various sectors with integrated management and cooperation between stakeholders. Village development is a multidimensional process that responds to the three natural, cultural, and socio-economic village environments with the right approach (Daldjoeni & Suyitno, 2004).

Development encompasses social, economic, political, cultural, environmental, and personal/spiritual aspects that are important to the community. Community development programs must address all six aspects simultaneously, although one may be prioritized. For example, economic development should not neglect other aspects. If development focuses on only one aspect, the results will be incomplete. Therefore, all six aspects must work hand in hand (Ife, 1997).

The Indonesian National Army Program is an integrated activity involving all personnel of the Indonesian National Army to assist the government in accelerating community development and empowerment in rural areas throughout Indonesia. The main objective of INAUBV is to build unity between the Indonesian National Army and the community, following the Indonesian National Army vision “Indonesian National Army is strong together with its people.” The Indonesian National Army’s task is to maintain the sovereignty of the Republic of Indonesia and carry out military operations, both war and non-war. The INAUBV program, as a concrete initiative of the Indonesian National Army, plays a role in community empowerment and supports physical and non-physical development.

b. Human Rights

From a Human Rights perspective, the INAUBV program implemented by the Indonesian National Army in Sukoharjo District plays a role in ensuring the fulfillment of the community’s right to live decently. This program is intended to develop underdeveloped villages to be more advanced and prosperous, with a focus on improving infrastructure (physical) as well as community insight and skills (non-physical). INAUBV also supports human rights because its implementation includes the needs and interests of residents. The INAUBV implementation process consists of two stages: (a) Physical development, which includes the construction of facilities needed by the people to improve their welfare; and (b) Non-physical development, which emphasizes more on the development of Human Resources. In this stage, many parties are involved, including various related agencies such as the Department of Agriculture, Department of Education, Department of Health, and Department of Animal Husbandry (Sembiring, 2011).

c. Sustainability

From a sustainability perspective, the INAUBV program run by the Indonesian National Army in Sukoharjo District aims to provide long-term benefits to the community, even after the program ends. In addition, the Indonesian National Army has a Indonesian National Army service program that can continue the results of INAUBV empowerment, ensuring that the community continues to receive better benefits. It is also important to evaluate at the end of the activity so that the next implementation can be improved (Sembiring, 2011).

Community empowerment is a continuous process and not instant. Many empowerment programs have time and budget constraints so after completion, there is no attention to its continuation. This shows that many empowerment agendas are still project-based and not fully sustainable. Sustainability is one of the main principles of true community empowerment.

Martinussen explained that sustainable development is the process of meeting the needs of the present without compromising future generations. This means that the current quality of life must be maintained so that the next generation can live well. Quality of life includes economic needs, a clean environment, and social needs (Suparjan & Suyatno, 2003).

Sustainable development requires three main aspects: ecological balance, social justice, and economic aspects. Ecological balance includes efforts to reduce pollution, waste management, and natural resource conservation. Social justice focuses on solving population problems, improving public services, and the quality of education. Meanwhile, the economic aspect seeks to overcome poverty and create balanced production and consumption patterns.

d. Empowerment

The INAUBV program implemented by the Indonesian National Army in Sukoharjo District aims to develop the community through useful programs. The success of this empowerment depends on the gradual increase in the capacity of community members, which includes: (1) Awareness to realize the need for self-development; (2) Transformation of abilities through increasing knowledge and skills; and (3) Increasing intellectual abilities to create independence (Sulistiyan, 2004).

Community empowerment can be applied with the following basic principles of mentoring: (1) Learning from the community, where empowerment must be rooted in the knowledge and abilities of the community itself; (2) Mentors as facilitators, which means that mentors must prioritize the community as resource persons and support them to dominate activities; and (3) Learning from each other and sharing experiences, which recognizes local knowledge while remaining open to modern knowledge (Karsidi, 2007).

Through INAUBV, Indonesian National Army can improve the knowledge and skills of residents, so that they can actively participate in village development. This program includes non-physical targets such as counseling in national insight, agriculture, and health. Thus, the community is allowed to contribute according to the knowledge and skills they have.

Community empowerment places citizens and their institutions as the main force in economic, political, social, and cultural development. Strengthening community economic institutions will encourage economic progress through synergy between social and economic elements. The goal of empowerment is to motivate the community to explore their potential and improve the quality of life through education and self-empowerment (Karsidi, 2001).

e. Self-Reliance

From the perspective of self-reliance, the INAUBV program implemented by the Indonesian National Army in Sukoharjo District seeks to utilize local resources rather than relying on external support. The goal of INAUBV is to advance and improve regional production and potential. Karsidi (2001) explained that the community empowerment approach must focus on strategic economic development that follows local conditions, including superior products that are not only marketable but also closely related to raw materials and production processes. There are two main principles in community empowerment. First, the program must be related to the needs of the community. This involves agreement between various parties—the community, users, service providers, and observers—to determine needs. Community empowerment seeks to build effective dialogue between all parties to reach a consensus. Unfortunately, communication between decision-makers is often ineffective regarding

community needs.

The second principle is that although others are important, the community itself has the highest right to determine its needs, without compromising the principles of ecology and social justice. Critical social practitioners must help communities express their authentic needs, not needs dictated by others. Work practices in community empowerment must serve as a tool for liberation, not the other way around (Ife, 1996).

Thus, INAUBV as a community empowerment program plays a role in helping communities identify and convey their needs, and act to meet those needs. In this context, communities must have control over the process of measuring and determining their own needs.

f. Organic Development

From the perspective of organic development, the INAUBV program implemented by the Indonesian National Army in Sukoharjo District functions to address community problems by improving the capabilities of residents according to local conditions. This program involves active community participation in efforts to improve welfare and strengthen defense interests to create a strong Space, Tools, and Conditions for Struggle.

It is important to understand that society is an organism that must be appreciated and considered in a dynamic context. Community development cannot be carried out according to simple mechanical laws but must respect the unique characteristics of a community and the complex relationships between society and its environment (Ife, 1997).

Empowerment includes psychological and structural aspects. Psychological empowerment means increasing individual knowledge, self-esteem, and motivation. Meanwhile, structural empowerment includes critical awareness of socio-political injustice and the ability to analyze the environment. Empowerment also includes a sense of togetherness and solidarity in society, as well as active participation in development (Eko, 2002).

According to Kartasasmita (1995) in Sumaryadi (2005), community empowerment efforts can be carried out in three ways: (1) Creating a climate that supports the development of community potential; (2) Strengthening power with real steps and providing access to facilities for the community; and (3) Protecting the interests of weak communities.

Karsidi (2001) identified several important aspects of community empowerment, namely: (1) Developing community organizations; (2) Building strategic networks between groups; (3) Strengthening the ability to access external resources; (4) Guaranteeing community rights to local resources; (5) Developing technical and managerial capabilities of groups; and (6) Meeting life needs and improving welfare and environmental sustainability.

g. The Integrity of Process

In terms of process integrity, the INAUBV program implemented by the Indonesian National Army in Sukoharjo District focuses on improving the capabilities of local communities, not just the result. This program is carried out through cross-sectoral support to improve community welfare and national defense.

Empowerment is both a process and a goal. As a process, empowerment involves activities that strengthen the power of weak groups, including poor individuals. As a goal, empowerment leads to the creation of a society that is empowered, knowledgeable, and able to meet physical, economic, and social needs, such as having self-confidence and participating in social activities.

The empowerment process serves as a social, economic, and political driver. Conceptually, empowerment must include six elements: (1) learning by doing, namely learning through real action; (2) problem-solving, which means solving problems that are felt to be important; (3) self-evaluation, encouraging self-evaluation; (4) self-development and coordination, developing oneself and coordinating with others; (5) self-selection, choosing steps independently; and (6) self-decision, building self-confidence in making decisions (Huraerah, 2015). These six elements strengthen the empowerment process when applied sustainably, increasing its impact over time.

The success of empowerment is more about the process than the result. The measure of success can be in terms of the level of community participation; the more individuals involved, the more successful the activity. Empowerment in society reflects the ability of individuals to actively participate in various aspects.

Empowerment can be categorized into three stages: (1) Pre-empowerment, creating conducive interactions

so that the community feels confident; (2) Implementation of empowerment, making the community equal to other stakeholders in the development process; and (3) Post-empowerment, allowing the community to continue the empowerment process even though stakeholder involvement has ended. Stakeholders outside the community remain involved to support the continuation of the empowerment process.

h. Co-operation

From the Co-operation side (cooperative structure), the INAUBV program carried out by the Indonesian National Army in the Sukoharjo District area can empower community institutions in the local community, because INAUBV can rekindle the spirit of cooperation and kinship of residents through community institutions in the village. Hodgson (2006), institutions are organizational systems of social relations that are manifested from several general values and meet several basic community needs. Institutions come from the word institution which means a pattern of activities that have been well-structured and are usually followed by associations which are groups to carry out these activity patterns. Social institutions are a collection of norms from all levels that revolve around basic needs in community life. The norms in question are social norms, religion, law, and existing customary norms (Soekanto, 2013).

There are at least four differences between institutions and organizations: (1) institutions are traditional, and organizations are modern, (2) institutions come from society itself, and organizations come from above, (3) institutions and organizations are on a continuum. Organizations are institutions that have not yet become institutionalized. The perfect one is an institutionalized organization, and (4) organizations are part of institutions. Organizations are part of institutions.

Institutions are social forms like organs in the human body that live in society. The word 'institution' (Koentjoroningrat, 1997) refers to something that is established that lives (constituted) in society. An institution is a stabilization of behavior that lives in a group of people, it is something that is stable and has a pattern that functions for certain purposes in society, in traditional and modern social systems, and can be in traditional and modern forms, and functions to make social life more efficient. Literary, institutions will come down to three things, namely who are the parties involved (both individuals and social groups), how are the relationships between them (structural aspects), and what are the rules of the game between them (cultural aspects). Cultural and structural aspects are two main components of every institution (Syahyuti, 2006).

i. Participation

From a participation perspective, the INAUBV program implemented by the Indonesian National Army in Sukoharjo District can increase the involvement of local communities in all stages, from planning to evaluation of development results. In its implementation, the Indonesian National Army invites various parties, including the community, to play an active role in improving welfare, fostering a spirit of cooperation, and maintaining harmony through physical and non-physical activities.

Community development needs to maximize participation so that every individual can be involved in the process and activities. The more members actively participate, the greater the possibility of the ideals of the community being realized. It is important to remember that participation can vary because each individual has different skills, desires, and abilities. Good cooperation will create broad participatory activities, providing equal opportunities for all members of the community.

Strengthening the role of civil society must be part of the democratization agenda, especially in the era of globalization. Public participation should be understood as a right, not an obligation. The public has the right to control the content and priorities of the decision-making agenda, so that no particular group may dictate its interests, be it government officials, businessmen, or external forces such as international financial institutions (Karsidi, 2001).

Participation is often seen only through public meetings or traditional social management, but it can take many other forms, such as cooking, organizing, or gardening. All of these forms of participation should be valued and encouraged because of their contribution to community life (Ife, 1997).

Conclusion

The results of the study concluded: First, the synergy of the INAUBV and the Community and Village Empowerment Service (CVES) program in Sukoharjo District implemented by the Indonesian National Army and Regional Government is strengthened by: (a) synchronizing the development program between the two parties through sharing; (b) the same vision to empower citizens, and (3) cooperation to realize the success of the INAUBV program. The synergy model is a multi -party (stakeholder) involving subject stakeholders, key stakeholders, supporting stakeholders and other follower stakeholders. Second, based on the empowerment model, the implementation of community empowerment through the INAUBV program is carried out on the principles of: (a) Integrated Development. This program includes physical and non-physical programs but the percentage of physical development is still higher than non-physical development; (b) Human Rightss. This is a program to fulfill the rights of citizens, especially the people of disadvantaged/isolated areas; (c) Sustainability. A program implemented through the INAUBV and Indonesian National Army service program to continue the empowerment program to the community; (d) Empowerment is a program to improve the empowerment of rural communities (awareness, capacity, and active participation of the community in the construction of their villages); (e) Self-reliance. This program involves human resources and natural resources in the local village area; (f) Organic Development is a problem-solving program in the village; (g) The Integrity of Process is a program that involves cross-sectoral (multi-party), government, private, and community; (h) Co-operation is a community and village institution empowerment program (Neighborhood association, Citizen association, Village Consultative Body, Youth Organization, etc.); (i) Participation. This program is implemented by involving community participation. However, the involvement of community members in the planning stage is still lacking, because INAUBV has been designed top-down by the Indonesian National Army central level based on regional territorial security programs.

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Authorship and Level of Contribution

Chandra Ariyadi Prakosa collected, analysed, wrote and revised the manuscript. Ravik Karsidi, Eny Lestari, and Sapja Anantanyu wrote and revised the manuscript.

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