

Community Empowerment Strategy in The Tni Manunggal Village Development Program (Tmmd) In The Military District Command 0613 / Ciamis Area

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ABSTRACT

This research is motivated by the ineffective implementation of community empowerment in the TNI Manunggal Membangun Desa (TMMD) program, which is characterized by communication and coordination, low participation, awareness, and support from various parties to collaborate in Ciamis Regency. With the aim of this research to review and analyze the implementation and factors that cause ineffectiveness as well as community empowerment strategies in the TNI Manunggal Membangun Desa Program in Ciamis Regency. The research method uses a descriptive qualitative approach. Data collection techniques through observation, interviews and Focus Group Discussions (FGD) and data analysis through SWOT. The results of the study explain that: Community empowerment in the TNI Manunggal Membangun Desa (TMMD) Program in the aspects of authority, confidence and competence, trust, opportunities, responsibilities has been implemented effectively, but in the support aspect related to technical policy support and the DPRD and the development of business networks with the private sector, support from the legislature (DPRD) has not been running effectively and the community empowerment strategy in the TNI Manunggal Membangun Desa (TMMD) Program that is effective in the Kodim 0613/Ciamis Region is a concentric diversification strategy through strengthening the aspects of authority, confidence and competence, trust, opportunities, responsibilities and support which are strengthened by aspects of synergy and local wisdom as important aspects as well as research novelty

KEYWORDS: Strategy, Community Empowerment, TNI Manunggal Membangun Desa (TMMD) Program

INTRODUCTION

Indonesian National Armed Forces personnel from all units in order to assist the government in accelerating community development, territorial development and community empowerment focused on rural areas throughout the territory of the Republic of Indonesia. The main objective of the formation and implementation of the TMMD program is to build unity or integration between the TNI and the community in accordance with the TNI vision, namely "Together with the People, the TNI is Strong". (Allen etc, 2022). Kodim 0613/Ciamis is a territorial command unit tasked with empowering land defense areas in the Ciamis Regency and Banjar City to carry out the main task of empowering land defense areas through territorial development implemented by implementing various development and community empowerment programs in the TNI Manunggal Membangun Desa (TMMD) program.

The presence of the Army United in Building Villages (TMMD) program is in accordance with one of the characteristics of the approach in the community empowerment process that is identical to non-formal education, namely collaborative development and self-management (Alraouf, 2021). This is an approach with a system of equalization or division of authority in work relationships or in activities, therefore there needs to be an organizational structure that supports and minimizes differences in status, as well as the need for a division of roles (Coy etc, 2021). The importance of community empowerment as a process of human or community resource development in the form of exploring personal abilities, creativity, competence, and thinking power as well as developing, making independent, self-sufficient, strengthening the bargaining position of lower-class communities against oppressive forces in all areas to improve their lives independently (Effendi, 2020). Based on the results of initial observations that community empowerment in the TMMD program in the Kodim 0613/Ciamis Region has not been effective, it is identified as follows:

1. Low community participation in the programs launched, one of which is the TMMD program, is indicated by the low level of enthusiasm among community members, indicated by the rarity of community groups collaborating with entrepreneurs from outside the region to market agricultural products and different community cultures.
2. Suboptimal infrastructure conditions cause accessibility levels in some areas to be felt to be difficult and hinder connectivity and inclusive village development.
3. Low coordination is characterized by weak synergy in the initial stages of activity planning. The regional government as the determinant of development programs is still not optimal in involving all stakeholders so that there are activity targets that do not match the needs of the local community.
4. Support from policy makers in the regions needs to be increased, as indicated by the low level of shared awareness among stakeholders through the existence of joint planning agreements that are actualized in the form of binding cooperation with the TNI.
5. Regional governments as the determinants of development programs in the regions are still constrained by budget and have not maximized the role of stakeholders so that related agencies that feel they are not involved do not include their experts.

Community empowerment has now become a key government agenda, primarily as a form of social responsibility towards the community and is crucial for human development. This is because many communities, particularly rural communities, still lack access to technological developments and resources, making it difficult for them to develop. Community empowerment in the TMMD program is intended to empower communities who are unable to do so due to internal and external factors. This is expected to transform the community's way of life for the better, creating a just, democratic, prosperous, and advanced society in the Kodim 0613/Ciamis area.

LITERATURE REVIEW

Community empowerment is a series of activities to strengthen the strength and empowerment of weak community groups in society, including individuals who experience poverty problems through the process of social, economic and political change, by asking for help from more capable and powerful parties so that balance occurs in society through community outreach activities, a participatory joint learning process so that behavioral changes occur in all stakeholders (individuals, groups, institutions) involved in the development process, in order to realize an independent, prosperous and sustainable life (Ye, 2020).

Basically, community empowerment includes several approaches to create an independent and courageous community accompanied by training and education in building skills to overcome problems in the community environment (Tripathi, 2020). Various approaches in empowerment also need to pay attention to the extent to which the empowerment carried out by institutions or stakeholders is appropriate to the target community targeted with a group approach in order to achieve harmony in the empowerment program with the intent and purpose of making certain groups independent (Simon, 2017). Furthermore, according to Sarah & Macaulay (2017:22) there are 6 aspects in the community empowerment strategy as follows:

1. Authority: Groups/communities are given the authority to transform their beliefs or attitudes into something that is their own.
2. Confidence and Competence: Building self-confidence by demonstrating the ability to change the situation.
3. Trust: Building the belief that they have the potential to change and should be able to do so.
4. Opportunity: Providing opportunities for communities to choose their desires so they can develop themselves according to their potential.
5. Responsibility: Implementing change must be managed and carried out responsibly to achieve change for the better.
6. Support: Support from various parties is needed to achieve improvement. In this case, the expected support includes not only economic, social, and cultural aspects but also support from various stakeholders, carried out simultaneously without being dominated by any one party.

By using the concept of empowerment in the "ACTORS" theoretical framework, the resulting change is a planned change because the input used in the change has been anticipated early on so that the resulting output can be useful. The study of community empowerment management using the "ACTORS" framework fosters awareness, self-confidence, enthusiasm, belief, opportunity, responsibility, support, initiative, creativity to change the situation towards independence so that they have the knowledge and understanding to empower themselves sustainably, especially for the community in the Kodim 0613/Ciamis area.

METHOD

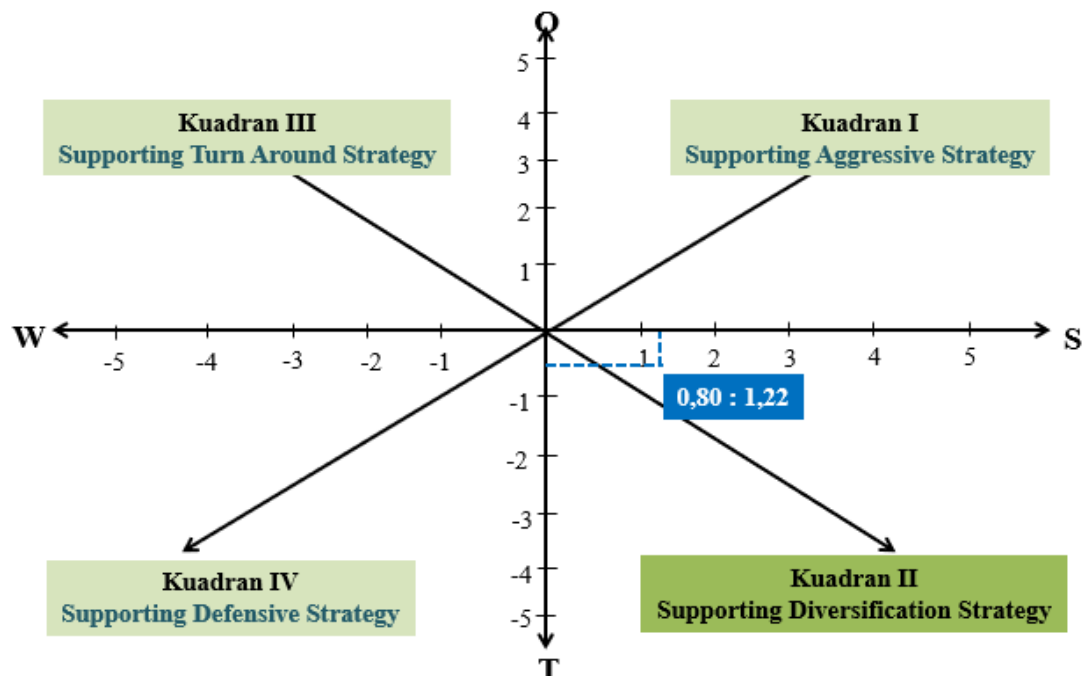
The research method used is descriptive with a qualitative approach. Qualitative data collection was conducted through literature review, observation, interviews, and focus group discussions (FGDs). Data analysis was conducted using the SWOT (Palys, 2020).

RESULTS AND DISCUSSION

The first step taken by researchers to determine a more effective community empowerment strategy in the TNI Manunggal Membangun Desa (TMMD) program in the Kodim 0613/Ciamis Region, was carried out through an analysis of internal and external factors including an analysis of strengths, weaknesses, opportunities and threats faced. The SWOT analysis model is based on logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats. Based on the results of the strength score obtained, it is greater than the weakness, and the opportunity score is greater than the threat.

- *Opportunities – Threats* = $1,58 - 1,96 = -0,38$
- *Strengths – Weakness* = $3,24 - 2,02 = 1,21$

The results obtained above were then used as a reference for forming a SWOT analysis to see the position of community empowerment in the TMMD program in the Kodim 0613/Ciamis area as follows:



Source: Research Results, 2025

Figure 1

SWOT Analysis Results

Community Empowerment in the TMMD Program in the Kodim 0613/Ciamis Region

Based on the image above, the position in quadrant II illustrates that the implementation of community empowerment in Kadupandak Village, Ciamis Regency currently has internal weaknesses but has a real opportunity to make the TMMD program a success in the Kodim 0613/Ciamis area. The recommended tactic is to change tactics, meaning the organization is advised to change its previous strategy. Because, the old strategy is feared to be difficult to seize existing opportunities and improve organizational performance (Saleh, 2023). The strategy that must be established in this quadrant is to support the Diversification Strategy. Several considerations that Kodim 0613/Ciamis needs to pay attention to in implementing a diversification strategy in the community empowerment strategy in the TMMD program in Ciamis Regency are:

- a. Capable of exploiting opportunities to develop cross-sectoral collaboration.
- b. Optimizing existing resources and capabilities to become reliable competitive assets.
- c. Diversifying into different opportunities to unlock new innovations through cross-stakeholder sharing and optimizing resource utilization.

This diversification strategy is carried out to influence organizational performance, because this strategy provides opportunities for Kodim 0613/Ciamis to increase profitability and utilize resources by expanding cross-sectoral cooperation networks. Not only that, by implementing this strategy, it can have strategic competitiveness and the ability to improve organizational performance (Purwatiningsih, 2019). That way, the organization can be more capable of making new breakthroughs in realizing the implementation of community empowerment in the TMMD program more optimally in the future (Posma, 2020). The implementation of concentric diversification certainly allows many stakeholders to play a role in realizing the implementation of community empowerment in the TMMD program in Ciamis Regency, with this main strategy is expected to increase strength and reduce obstacles in the field. For more details related to the community empowerment strategy in the TNI Manunggal Membangun Desa (TMMD) Program in the Kodim 0613/Ciamis Region is described as follows:

1. **Authority;** Community empowerment begins with granting authority or power to individuals or groups to make decisions related to life, aimed at creating a sense of ownership of the changes that occur. Authority is not only the freedom to make decisions, but also includes recognition of the community's ability to manage potential (Nur, 2015). Community empowerment steps focus on the authority dimension, involving a systematic process to increase community control and influence over decisions that affect community life. Community empowerment in the TMMD program in Ciamis Regency includes the following stages:
 - a. Awareness and psychosocial strengthening; this initial stage focuses on changing mentality and increasing community self-confidence.
 - b. Organization and participation; this stage involves establishing structures and processes that enable collective action and active participation.
 - c. Capacity building; this stage equips communities with the skills, knowledge, and resources necessary to exercise authority effectively.
 - d. Delegation of political authority; the core dimension of authority, where formal power and control begin to be transferred or recognized.
 - e. Sustainability and independence; ensuring that the authority obtained can be maintained and used sustainably.
2. **Confidence and Competence;** Self-confidence and competence as important elements in empowerment in the TMMD program in Ciamis Regency are directed at being able to manage change, individuals or groups feel confident in their abilities. Therefore, empowerment programs must provide training, education and support that enable individuals to improve their competence in facing existing challenges (Nugroho, 2018). Community empowerment steps that focus on the dimensions of self-confidence and competence of community empowerment in the TMMD program in Ciamis Regency include the following stages:
 - a. Self-confidence dimension: through training, workshops, or counseling sessions, individuals are encouraged to recognize their own potential, strengths, and values, and the formation of support groups or peer communities is facilitated where people can share experiences, strengthen each other, and reduce isolation.

- b. **Competence dimension:** organizing relevant and accessible vocational training programs, courses, or non-formal education, and ensuring that people have access to the latest information, technology, and financial resources (such as access to BRI KUR or PNM financing) needed to apply new competencies.
3. **Trust;** Trust is the foundation of any successful empowerment relationship to bring about change. Communities need to feel that they can be trusted and that others also believe in their ability to change the situation (Lwihpakerti, 2018). This trust leads to a strengthening of the relationship between the empowering party in this study, Kodim 0613/Ciamis, and the empowered party (the community). Community empowerment steps that focus on the trust dimension in the TMMD program in Ciamis Regency include the following:
 - a. Create partnerships by positioning yourself as a facilitator.
 - b. Provide ongoing training and education to provide new insights to the community.
 - c. Involve the community in developing action plans (vision, mission, targets).
 - d. Develop strong local leaders to achieve independence.
4. **Opportunities;** In the context of the TMMD program, providing opportunities for the community to choose the type of business or program that suits their abilities and needs and providing opportunities also includes access to resources, information, and opportunities that can help the community develop (Irfansyah, 2021). Community empowerment steps in the opportunity dimension focus on opening access to productive resources, training and markets that enable the community to increase income and life choices for community members, including the following:
 - a. Helping communities identify problems or challenges related to limited opportunities (e.g., unemployment, lack of access to capital).
 - b. Providing education on how to start and manage a business, including financial management and marketing.
 - c. Encouraging the formation of farmer groups, MSME groups, or Village-Owned Enterprises (BUMDes) as a forum for collaboration, organizational learning, and collective business management.
5. **Responsibilities;** Responsibility is an important component in community empowerment. Every desired change requires a commitment to manage and be accountable for every action taken. In the context of empowerment, communities must be given responsibility for managing resources and making decisions that affect their lives. Community empowerment steps with a social responsibility dimension involve a participatory approach that emphasizes capacity building and local independence. The social responsibility dimension is integrated into this process to ensure sustainability and broad positive impact.
 - a. Establish a foundation of trust between the program initiator (e.g., a company, NGO, or government) and the community. Partnership and collaboration are essential, not just an object-subject relationship.
 - b. The community and the program initiator jointly formulate an action plan, including defining goals, objectives, and indicators of success.
 - c. Design a training or education program (e.g., technical skills, financial management, leadership) to enhance the community's ability to manage the initiative.
6. **Support;** Support provided by various parties is key to successful empowerment. This support is not only financial but also social, political, and cultural. The empowering parties of Kodim 0613/Ciamis, the government, non-governmental organizations, or the private sector, must work together to create an environment that supports change. This support includes the provision of facilities, training, and access to networks that can help the community develop. With support, the community feels supported in the change process and is more motivated to continue moving forward. Community empowerment steps in the support dimension involve a series of structured actions to ensure a conducive environment for community growth and independence. The support dimension includes the provision of material resources, psychosocial assistance, and opening up political access.
 - a. Together with the community, plan the most appropriate type of support, whether in the form of skills training, access to capital, or assistance with infrastructure.

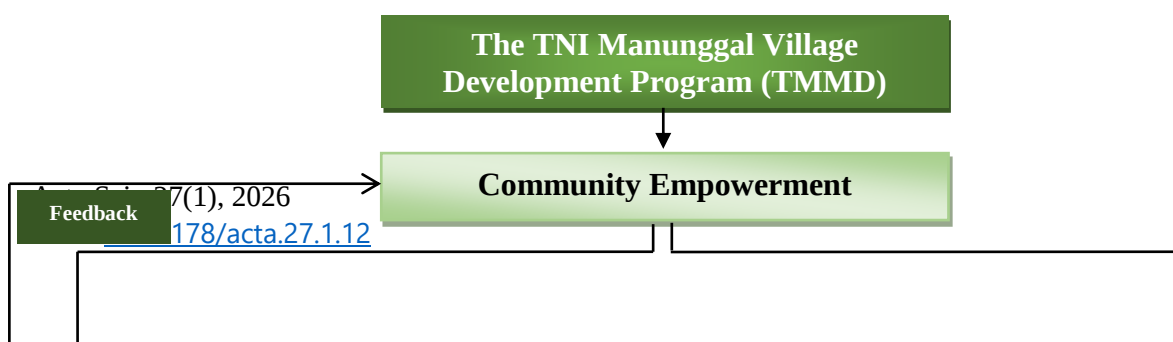
- b. Facilitate the formation of partnership networks with external parties, the government, and the media to open broader access and ensure that community voices are heard in the decision-making process.
- c. Conduct regular evaluations of the effectiveness of the support provided and its impact on community independence.

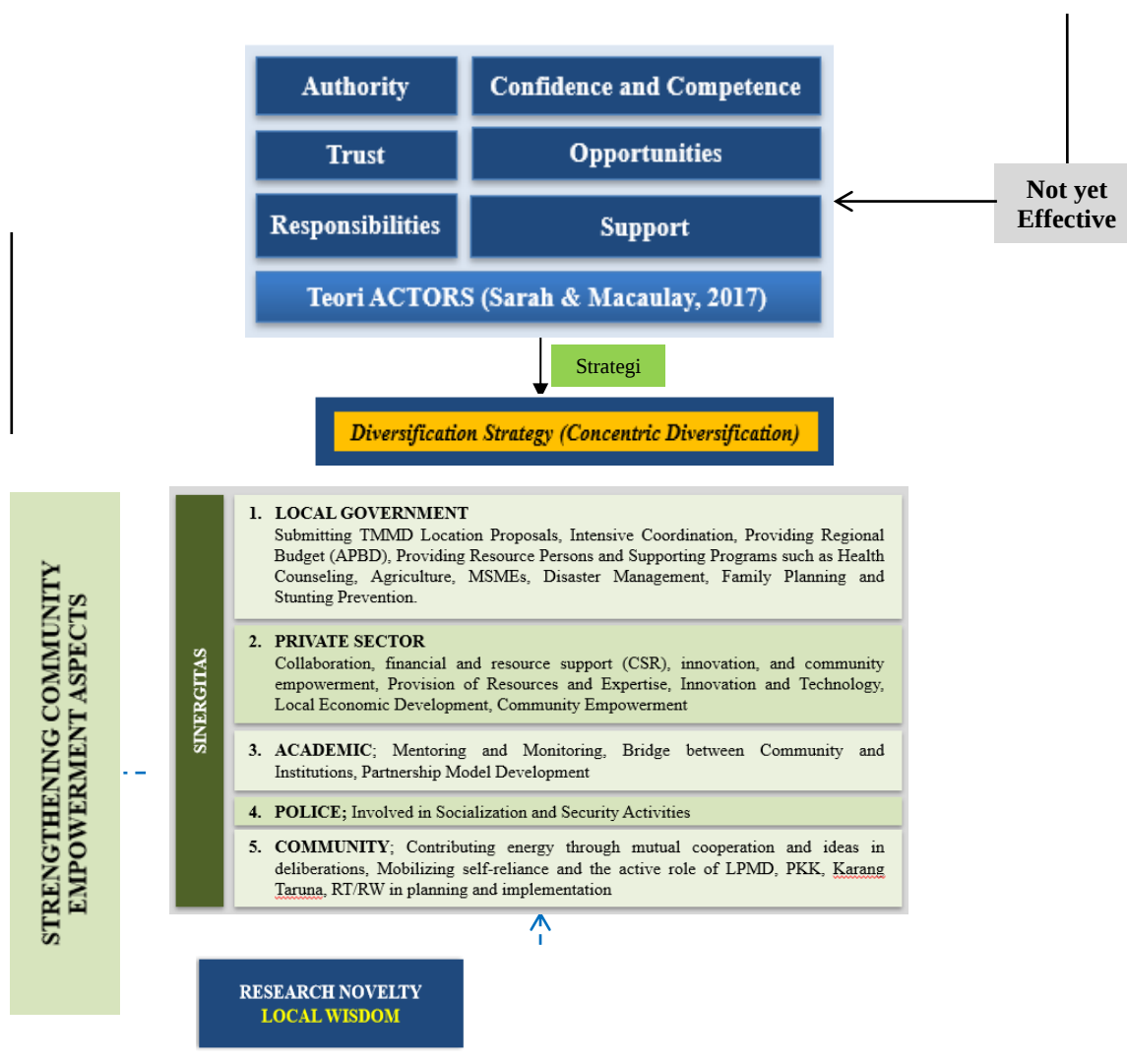
The core dimension of support is ensuring that community members have access to and the ability to utilize the resources necessary to achieve their independence and well-being. Therefore, the ACTORS theoretical framework offers a comprehensive approach to community empowerment, focusing on granting authority, increasing self-confidence and competence, and creating opportunities and support that enable individuals or groups to thrive. Empowerment through this theory prioritizes active community participation and shared responsibility for creating sustainable change.

The empowerment concept proposed by Cook and Macaulay emphasizes that the resulting change is planned and anticipated, resulting in effective output. Based on this description, the researcher's stance in this study regarding the ACTORS theory, as described by Sarah & Macaulay (2017), remains quite current and relevant to community empowerment strategies. However, several weaknesses remain in its implementation. To address these theoretical weaknesses, the researcher identified novelties to complement the community empowerment strategy within the TNI Manunggal Membangun Desa (TMMD) Program in Ciamis Regency, namely **synergy** and **local wisdom**.

Synergy between institutions is crucial because it strengthens the achievement of shared goals, avoids overlapping, conserves resources, increases efficiency, and encourages innovation, particularly in resolving complex problems such as poverty or disasters by eliminating sectoral egos for the sake of serving the community (Furidha, 2023). Synergy is key for every organization to recognize that it cannot act alone in achieving its goals. It fosters inter-organizational relationships, avoids overlapping directions, and mitigates potential conflict (Gunawan, 2019).

The emergence of new ideas that follow will not be possible without effective cooperation from all parties. A communication relationship formed from the integration of a spirit of cooperation and a relationship of mutual trust that is built together so that both parties are able to openly express their ideas and opinions without feeling threatened and worried about the possibility of conflict (Harkness, 2020). In addition, the aspect of local wisdom in the implementation of community empowerment because it is the foundation of identity, social strength and resources for sustainable development, helps solve local problems independently, strengthens solidarity (such as mutual cooperation), and preserves the environment and culture that support economic independence and community welfare from generation to generation (Grossmann, 2021). Local wisdom is a key asset for communities in developing themselves without disrupting the social order that adapts to the surrounding natural environment. Local wisdom is built from social values upheld within the community's social structure and serves as a guide, controller, and guidepost for behavior in various dimensions of life (Endah, 2020). Based on the research results, discussions, and research findings (novelty) as described above, the researcher provides recommendations for effective community empowerment strategies within the TNI Manunggal Membangun Desa (TMMD) program in Ciamis Regency, as follows:





Source: Research Results. 2025

Figure 2
Recommended Community Empowerment Strategies
in the TNI Manunggal Membangun Desa (TMMD) Program
in Ciamis Regency

Community empowerment in the Army Manunggal Membangun Desa (TMMD) program is used as an effort to emphasize the process of strengthening community empowerment, including individuals experiencing poverty problems, and aims to achieve social change, namely a community that is empowered, has power or has knowledge and ability to fulfill its life needs, both physical, economic and social, such as having self-confidence, being able to convey aspirations, having a livelihood, participating in social activities and being independent so as to be able to improve the welfare of the community in Ciamis Regency.

CONCLUSION

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The community empowerment strategy in the TNI Manunggal Membangun Desa (TMMD) Program that is effective in the Kodim 0613/Ciamis Region is a concentric diversification strategy through strengthening the aspects of authority, confidence and competence, trust, opportunities, responsibilities and support that are strengthened by aspects of synergy and local wisdom as important aspects as well as research novelty and in the future it is necessary to design more creative and innovative activities to involve community participation by paying attention to the dynamics and characteristics of community social life and further optimizing socialization activities about the goals and objectives of the TMMD program implementation through intensive meetings/audiences with community leaders, religious leaders, traditional leaders and youth leaders as well as the media.

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