

MODEL OF STRENGTHENING THE CAPACITY OF COLLABORATION OF MADIUN RESORT POLICE SERVICES IN HANDLING LAND CONFLICTS

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Abstract

This study aims to describe the strengthening of collaboration capacity in the jurisdiction of the Madiun Resort Police (Polres). Through a collaborative governance approach, the Madiun Police Department has innovated in realizing excellent service through police synergy in the field of security services and community order for collaborative handling of land conflicts. Based on the empirically, normative and theoretical research framework, the collaboration of police services in handling conflicts in Madiun Regency which is located in the Madiun Resort Police (Polres), and focuses on Strengthening Service Collaboration Capacity which includes Internal Capacity Frameworks; and External Capacity Frameworks; The results and discussions on Capacity Building in Police Collaboration in Land Conflict Resolution show that internal and external factors between parties to make efforts to resolve Land Conflicts have not been fully established effectively, this is indicated by: that the level of understanding of human resources implementing collaboration still needs to be improved. The problem lies in the limited number of adequate human resources so that they cannot perform excellent public services. In addition, the absence of guidelines for the implementation of collaborative services makes there are shortcomings in the aspects of tasks and role burdens that are still not structured with legal documents (example: SOPs) so that they are prone to overlapping main tasks and functions.

Keywords: Capacity, Land Conflict, Collaborative Governance

1. INTRODUCTION

Land conflicts that continue to emerge cannot be separated from the factor of land area in Indonesia which is relatively large. In the 2020 Population Census, it is stated that it is 1.92 million km² with a density of 141 inhabitants per km², with a population of 270.20 million people with a growth rate of 1.25 percent per year or with an average of 3.26 million annually (BPS, 2021). The extent and extent of population density are realized to be part of encouraging

the emergence of land conflicts, given the importance of land for human survival. The form of land cases that occur is generally of the type of disputes, conflicts and cases caused by the large number of land plots that have not been registered either because of control or ownership. Existing data from the Ministry of ATR / National Land Agency in 2020 there are 56,782,072 plots out of 126,000,037 plots of land that have not been registered or have not been registered. Such conditions will be very prone to land disputes (Mujiburrahman, 2020). The occurrence and potential conflicts in the land sector demand action to support the realization of conduciveness and security and order of the community. The current systemic and complex problem with land is the practice of land mafia that threatens the legal certainty of land rights. Minister of Agrarian affairs and Spatial Planning/Head of the National Land Agency Marshal TNI (Ret.) Dr. (H.C.) Hadi Tjahjanto S.I.P. in atrbpn.go.id (2022) stated that there is a seriousness of the ministry in eradicating the Land Mafia to the root. Sunrizal, the Inspector General of the Ministry of ATR/BPN, added that there are 244 Land Mafia Cases that have been completely arrested in the last four years (Kompas.com, 2021).

Efforts to handle conflicts must be able to be carried out in an integrated and effective manner, although the context of handling land conflicts is not always within the spectrum of social conflicts as stated in Law Number 7 of 2012 concerning Handling of Social Conflicts followed by Government Regulation Number 2 of 2015 concerning Implementing Regulations of Law No. 7 of 2012. Meanwhile, the scope of land cases in the form of disputes, conflicts, or land cases has been stated in the Regulation of the Minister of Agrarian Affairs and Spatial Planning / Head of the National Land Agency Number 11 of 2016 concerning Settlement of Land Cases. Therefore, the National Police, as carrying out the constitutional mandate in creating Kamdagri, has a role so that it is able to handle and also prevent potential conflicts. However, in its implementation, it cannot be done by the National Police alone, but must be carried out in an integrated and comprehensive manner.

In an effort to deal with Land Conflicts in Madiun Regency, the Madiun Police Department synergistically and collaboratively reviewed the framework of the dimensions of capacity building (Grindle & Hildebrand, 1995) which includes the Dimension of The action environment, The institutional context of the public sector, The Task Network, Organizations, Human Resources. The mapping of the five dimensions is divided by researchers into two sortings, namely Internal Capacity Frameworks and External Capacity Frameworks. Internal Capacity Frameworks include Task Networks; Organization, and Human Resources. While External Capacity Frameworks include The action environment, The institutional context of the public sector. As previously stated, capacity building is understood by researchers that capacity in terms of supporting the collaboration process by elaborating the Capacity For Joint Action dimension of the Emerson & Natabtchi (2015) collaboration model with Capacity Building from the Grindle & Hildebrand model (1995).

2. LITERATURE REVIEW

Collaboration and Leadership

Collaboration means working together to achieve collective goals, working across boundaries in multisectoral relationships. Cooperation is based on reciprocal value. Research on collaboration, particularly collaboration for public purposes, is very consistent in recognizing the critical role of leadership in the success or failure of collaborative efforts. Likewise Bryson and Crosby (1992), found that in today's interrelated world, public leadership is essential. Public leadership "is the kind of leadership that evokes collaboration and unified action among diverse groups and often competes towards a common outcome."

In the era of Collaborative Governance, public leaders must truly be the kind of people that others can trust and respect. Public leaders operate on multiple levels. Public leadership begins with private leadership. This is the realm of personal attributes and how they interact with the 'personal world'. The next level is interpersonal leadership or how a person interacts with others. Leadership imposed at that level affects one's leadership at the organizational level

In other words, effective organizational leadership is built on interpersonal interaction. In that sense, organizational culture is developed through various products/forms of interpersonal interaction. Then, organizations that work well "across demarcation" have a culture that can be adapted to work together. Thus effectiveness at the "public" level (between organizations) depends on the type of leadership at the level of an organization (Morse, 2007).

Experts assert that collaborative governance requires a certain type of leadership. Ryan (2001, 241), for example, identifies three components of effective collaborative leadership: adequate management of collaborative processes, maintaining "technical credibility," and ensuring that collaborative is empowered to "make credibility and convincing decisions acceptable to everyone." Lasker and Weiss (2003) argue that collaborative leaders should have the skills to (1) promote broad and active participation, (2) ensure broad influence and control, (3) facilitate the productivity of group dynamics, and (4) expand the scope of processes. Successful collaboration can also use multiple leaders, formally and informally, rather than relying on a single leader

Collaborative Governance

The definition of collaborative governance explained by Agrawal and Lemos (2007) in Subarsono (2016: 176) that collaborative governance is not only limited to stakeholders consisting of government and non-government but also formed by the existence of multipartner governance which includes the private sector, society and civil society and is built on the synergy of stakeholder roles and the preparation of hybrid plans such as public private cooperation and social private. An almost similar definition was conveyed by Balogh et al (2011) in Subarsono (2016:176) "The process and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private, and civic spheres in order to carry out a public purpose that could not otherwise be accomplished". It is explained that Collaborative

Governance is a process and structure in the management and formulation of public policy decisions that involves actors who constructively come from various levels, both at the level of government and / or public agencies, private agencies and civil society in order to achieve public goals that cannot be achieved if implemented by one party only.

Penguatan Kapasitas Organisasi dengan pendekatan Grindle & Hilderbrand (1995)

Capacity is the process by which individuals, groups, organizations, institutions, and societies enhance their ability to (a). produce performance in the implementation of core functions, solve problems, formulate and realize the achievement of predetermined goals, and (b). understand and meet development needs in a broader context in a sustainable way. The whole definition above, basically contains similarities in three aspects as follows:

1. That capacity building is a process,
2. That the process should be implemented at three levels, namely individuals, groups and institutions/organizations,
3. That the process is intended to ensure the continuity of the organization through the achievement of the goals and objectives of the organization concerned.

In capacity building has dimensions, focus and type of activity.

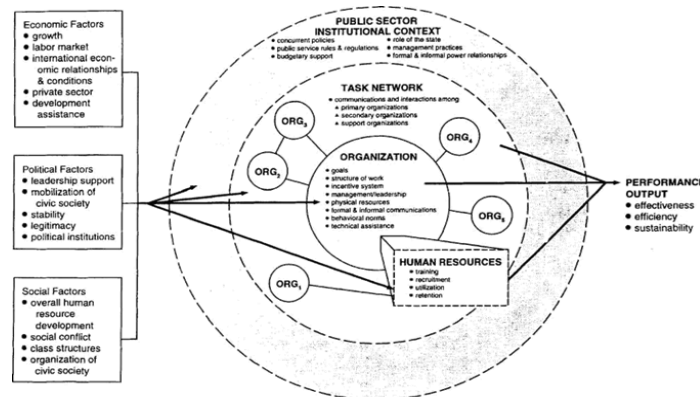


Figure 1: Dimensi Pembangunan Kapasitas

Kapasitas Internal (Internal Capacity Frameworks)

A. Task Network

Grindle (1995) found that the lack of effective interaction between organizations in a network of tasks can occur with respect to the multiplicity of different interactions. Coordination among the organizations that set the policies and the organizations that implement them is essential, if the overall policy framework is to guide development tasks. Especially in service delivery, coordination is needed if the service wants to reach the intended beneficiary. Coordination among different providers, including separate government programs, private organizations and donor projects, presents specific challenges. In addition, the quality of human resources can be influenced by the interaction between training institutions and organizations that require trained

employees.

B. Organization

Grindle (1995) emphasizes the embedded nature of organizations. Because many factors are beyond the control of the organization. Failures in the performance of organizations can not always occur at their doorstep. Nevertheless, one of the most important sets of findings from Grindle research (1995) is the evidence linking an organization's performance to the strengths and orientation of its organizational culture. To explain why some organizations perform better than others, Grindle (1995) shows the importance of problem-solving orientation in an organization and the dynamic interaction, between human resources and how resources are oriented, disseminated, and valued.

C. Human Resources (SDM)

Grindle (1995) explains that human resource training varies widely across case studies. One significant difference between countries is whether universities and technical training prepare people well for the type of work they will do. In some cases, low or improper professional training makes the organization compensate for it with internal training programs. Induction training, especially when it is a specific and obvious task related to instilling organizational superstitions, is usually a method that successfully prepares people for responsibility to the organization.

Ekternal Capacity Frameworks

The indicators of external factors in capacity strengthening are:

A. Economic Factors

1. Growth
2. Labor force
3. International economy
4. Relationships and conditions
5. Private sector
6. Development
7. Mentoring

B. Political factors

1. Leadership support
2. Mobilization of the civil general public
3. Stability
4. Legitimacy
5. Political institutions

C. Social factors

1. The overall development of human resources
2. Social conflicts
3. Class structure
4. Civil society organizations

Research Framework

The challenges of implementing the duties and functions of the Indonesian National Police (Polri) as a state institution in realizing domestic security stability, in the future must be able to continue to grow and continue to develop in line with the development of the state governance paradigm (governance), especially in the era of governance as it is today. Framework for developing a model model for Strengthening the Collaborative Capacity of Madiun Resort Police Services in Handling Land Conflicts:

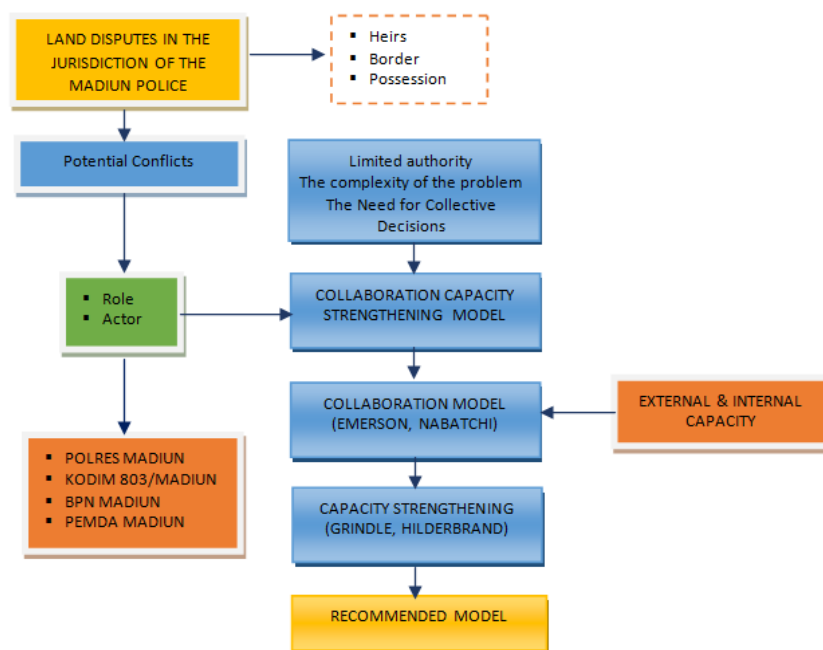


Figure 2: Research Framework

3. METHODOLOGY

Research Type

This research uses a qualitative approach where this research can generally be used for research on people's lives, history, behavior, organizational functional, social activities and others (Strauss and Corbing, 1997).

Research Focus

Strengthening the Collaborative Capacity of Madiun Resort Police Services in Land Conflict

Resolution

- a. Internal Capacity Frameworks
- b. External Capacity Frameworks

Research Location

The location of the research that has been carried out by researchers is in the jurisdiction of the Madiun Police where conflicts and potential conflicts or land disputes occur.

Data Source

The primary data source in this study is information from research informants obtained directly by researchers. Research Informants in this study refer to the person / person that the researcher has determined to provide information related to the situation, background conditions and research problems. Data sourced from informants is recorded through written records or through video/audio recordings, photographs or films. Determining informants for data collection in this study, researchers used snowball techniques. Secondary data sources that researchers obtain from a variety of important documents that are directly related to the topic and focus of the research. Events, which are observed directly in this study are in the form of phenomena that occur in the collaborative process of handling cases, disputes / conflicts of land in Madiun Regency.

Data Collection

The data collection technique is pursued as the research design that the researcher determines qualitatively consists of in-depth interviews, participating observations and documentation studies (Miles and Huberman, 1994).

Data Validity

The validity of data (truth worthiness) in qualitative research refers to the concepts proposed by Islamy, et al (2001), Lincoln and Guba (1985), Moleong (1991) and Nasution (1998) which in the examination of data four (4) criteria: credibility, transferability, dependability, and confirmability.

4. RESULTS AND DISCUSSION

1. RESULT

In an effort to deal with Land Conflicts in Madiun Regency, the Madiun Police Department synergistically and collaboratively reviewed the framework of the dimensions of capacity building (Grindle & Hildebrand, 1995) which includes the Dimension of The action environment, The institutional context of the public sector, The Task Network, Organizations, Human Resources.

a. Internal Capacity Frameworks

Based on the results of the study, data related to task networks can be presented in an effort to strengthen internal capacity which provides network strengthening to the Madiun Resort Police

police in handling land conflicts collaboratively as follows. A network of tasks that are compounded by identifying the existence of organizations both primary, secondary, support organizations and; communication and interaction between these organizations.

Organizationally, the Madiun Police is the implementing element in carrying out regional duties at the Polda level located in Madiun Regency which is led by a Police Chief and is responsible to the Chief of Police (Polda Jatim). Based on the division of typology, the Madiun Police Station is a Police Station with Type D that has the following duties and carries out the following functions. The Police are tasked with carrying out 1) the main duties of the National Police in maintaining public security and order, enforcing the law, and providing protection, protection, and services to the community; and 2) other duties of the National Police in accordance with the provisions of laws and regulations.

Meanwhile, in carrying out these duties, the Polres carries out the functions of: 1) police services to the community, in the form of receiving and handling reports / complaints, providing assistance and assistance including securing community activities and government agencies, and services for permits / information, as well as complaint services for the actions of members of the National Police in accordance with the provisions of laws and regulations; 2) the implementation of intelligence functions in the field of security for the implementation of early detection and early warning; 3) investigation and investigation of criminal acts, identification functions and functions of field forensic laboratories in the context of law enforcement, as well as the guidance, coordination, and supervision of Civil Service Investigators; 4) community development, which includes social order development activities, self-defense security development, coordination and supervision of special police and security units, community policing, and coaching Bhayangkara Community Security and Order Supervisors; 5) the implementation of the functions of the Samapta Police, including regulatory activities, guarding, escorting, patrolling and securing community and government activities, including the enforcement of minor crimes, securing protests, controlling crowds, and securing vital objects and animal assistance.

Other functions held include 6) the implementation of traffic functions, including regulatory, guarding, escorting and patrolling traffic activities, including enforcement of violations and investigation of traffic accidents as well as registration and identification of motor vehicles in the context of law enforcement and guidance on security, safety, order, and smooth traffic; 7) implementation of the functions of the water and air police, including water patrol activities, first handling of aquatic crimes, search and rescue of accidents in the water area, development of aquatic communities in the context of crime prevention, and maintenance of security in the water area and aircraft logistics support; and; 8) implementation of other functions, in accordance with the provisions of laws and regulations.

b. External Capacity Frameworks

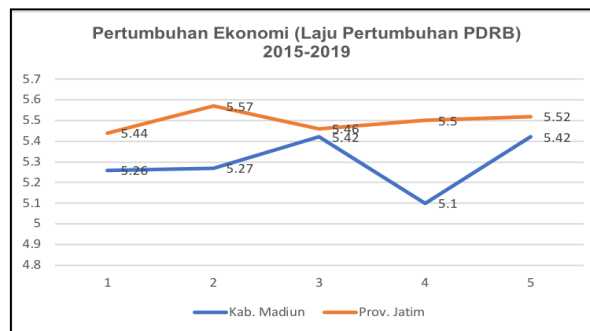
External Capacity Frameworks which consist of the action environment and the Public Institutional Context which is the scope (The institutional context of the public sector). The environment of action regulates the economic, political and social environment in which: the

government carries out its activities. The performance of development tasks can be significantly influenced by conditions in the environment of action such as the level and structure of economic growth, the degree of political stability and legitimacy of the government, and the profile of human resources of a country.

Whereas the institutional context of the public sector includes factors such as the rules and procedures established for the operation of governments and public officials, the financial resources that governments have to carry out their activities, the responsibilities that governments assume for development initiatives, concurrent policies, and formal and informal structures of influence that influence how the public sector functions. This context can limit or facilitate the achievement of certain tasks.

1. Rate and structure of economic growth (economic factor)

Economic growth in an area / region is determined by looking at the increase in all added value that occurs in the region. BPS data states that in general Madiun Regency has experienced a positive upward trend even though there has been a decline in the last five years.



2. Inequality Rate in Madiun District

The Gini Index is one of the indicators that has been agreed upon globally in measuring the overall level of income inequality/inequality in a region. The stipulation of the Gini (G) index scale ranges where $G < 0.3$ = Low inequality; $0.3 \leq G \leq 0.5$ = Moderate inequality and; $G > 0.5$ = High lameness. Based on BPS data related to Inequality/Inequality, it was recorded that successively in Madiun Regency 0.32 (2015); 0,34 (2016); 0,32 (2017); 0,33 (2018); 0,33 (2019); 0,36 (2020). Meanwhile, at the East Java Province level 0.42 (2015); 0,40(2016); 0,40 (2017); 0,38(2018); 0,37 (2019); 0,37(2020). This means that in general, the condition of inequality in Madiun Regency is included in the category of Moderate Inequality; and still below the inequality rate of East Java Province.

3. Poverty

Poverty is an aspect that becomes a benchmark for the welfare of an area where by looking at success in reducing the number of poor people. Based on BPS data related to the Percentage of Poor People, it was recorded that successively in Madiun Regency: 12.54 (2015); 12,69 (2016); 12,28 (2017); 11,42 (2018); 10,54(2019); 11,46(2020). Meanwhile,

data at the East Java Province level consecutively: 12.05 (2016); 11,77 (2017); 10,98 (2018); 10,37(2019); 11,09(2020). The percentage of poor people can be interpreted as a positive trend when suppressing the number of poor people). Districts / Cities in East Java mentioned by BPS (2019) that the lowest trend in Batu City is 3.81 and Malang City is 4.07 while the highest is in the Madura & Horseshoe region, namely Sampang Regency 20.71, Sumenep Regency 19.48, Bangkalan Regency 18.90, and Probolinggo Regency 17.76

4. Unemployment Rate

The unemployment rate is still relevant in looking at the level of welfare of people in an area. Based on BPS data related to Open Unemployment Rate (TPT) data presented in the 2018-2023 RPJMD that successively in Madiun Regency in 2015-2017 6.99 (2015); 3,19(2016); 3,19(2017); and BPS data (2021) that 3.81 (2018); 3,62(2019); 4,80(2020). In general, the lowest districts/cities in East Java, the 2020 TPT was in Pacitan Regency with 2.28 and Batu City with 5.93. TPT (Open Unemployment Rate) is defined as the unemployed population of the labor force who are looking for a job and have not got it, are preparing for a business, are not looking for a job and are not preparing for a business because they are desperate, or already have a job but have not started it. Open unemployment includes those who do not want to work because they expect better work (voluntary unemployment) and those who are willing to work but do not get a job (forced unemployment).

5. Political Factor

The condition of politics in Madiun is generally the same as other regions throughout Indonesia where the political system is based on legislative, executive, and judicial power (Trias Politika). Legislatively, the composition of the Regional People's Representative Council in Madiun Regency is majority male.

In relation to the context of this study with the theme and focus on handling land conflicts so that it requires an overview related to the development conditions of Peace, Public Order, and Community Protection, especially in Madiun Regency and generally in the East Java Province. Safe and orderly conditions are one of the main prerequisites for the continuity of development of an area in creating conduciveness, including in reducing and dealing with conflicts. The condition of security and public order in Madiun Regency was presented with some focus and indicators

6. Crime Number

Criminality is all sorts of economically and psychologically detrimental acts and deeds that violate applicable laws and social and religious norms. The crime rate is a number that shows the incidence of criminality that occurred at a certain time and area. Crime/criminality can occur due to social lameness, mental distress, and hatred.

7. Polexosbud Genesis

Poleksosbud (Political, Economic, Social, and Cultural) is a unity of several aspects that can be a great potential for the Indonesian nation. The role and effectiveness of monitoring the

development of the situation related to Poleksosbud must be maintained, namely by taking concrete and effective corrective steps for the improvement of the quality of the nation as a whole. Indicators in looking at the condition of Poleksosbud an area can be through the percentage of Poleksosbud Incidence Development.

8. Occurrence and Handling of Community Conflicts

The handling of conflict events in the Madiun Regency area is shown by the efforts of local governments and other authorized law enforcement institutions in improving the prevention, handling and recovery after the conflict.

9. Role Of The State

Formal legitimacy is achieved by a joint agreement (MoU) initiated at the central level between the Chief of Police and the Ministry of ATR / BPN.

Meanwhile, the context in Madiun, the MoU on Land Handling with the Mou for Handling the land of the Chief of Police and the Madiun KaKantah. Sequentially, the Mou for Synergy of Land Handling of the Chief of Police and KaBPN / Minister of ATR on March 17, 2017; MoU on Synergy in Handling Land of the East Java Police Chief and East Java Land Office August 1, 2017; MoU on Synergy of Land Handling of the Madiun Police Chief and Madiun Land Chief of Police September 13, 2017 so that it continues in the MoU with Forkopimda Madiun signed at the Madiun Regent's Office on November 06, 2017.

2. DISCUSSION

In an effort to deal with Land Conflicts in Madiun Regency, the Madiun Police Department synergistically and collaboratively reviewed the framework of the dimensions of capacity building (Grindle & Hildebrand, 1995) which includes the Dimension of The action environment, The institutional context of the public sector, The Task Network, Organizations, Human Resources. The mapping of the five dimensions is divided by researchers into two sortings, namely Internal Capacity Frameworks and External Capacity Frameworks. Internal Capacity Frameworks include Task Networks; Organization, and Human Resources. While External Capacity Frameworks include the action environment, The institutional context of the public sector.

1. In capacity building has dimensions, focus and type of activity. The dimensions and types of activities according to Grindle (1997: 1-28), are the dimensions of HR development, with a focus on professional personnel and technical abilities as well as types of activities such as training, direct practice, work climate conditions, and recruitment.
2. The dimension of strengthening the organization with a focus on management governance to improve the success of roles and functions as well as types of activities such as incentive systems, personnel equipment, leadership, organizational culture, communication, managerial structures.
3. Institutional reform, with an institutional and system focus and macrostructure, with

economic and political types of game rule activities, policy and regulatory changes, and constitutional reforms.

In the context of human resource development, attention is paid to the procurement or provision of professional and technical personnel. The activities carried out include education and training (training), provision of salaries / wages, regulation of work conditions and environment and the right recruitment system. In relation to the development of the organization, the center of attention is directed to the management system to improve the performance of existing functions and tasks and the arrangement of microstructures. The activities that must be carried out are organizing the incentive system, utilization of existing personnel, leadership, communication and managerial structures. And with regard to institutional reform, it is necessary to pay attention to the changes in existing systems and institutions, as well as the influence of macrostructures. In this context, the activities that need to be carried out are to make changes to the rules of the game from the existing economic and political systems, changes in policies and the rule of law, as well as institutional system reforms that can encourage markets and the development of civil society (Grindle, 1997; Bappenas, 2000).

Land conflicts in Madiun Regency are faced with obstacles and challenges in efforts to resolve. The typical culture of the Madiun community of the Mataraman type causes potential friction and disputes between individuals and groups can occur at any time when a comprehensive solution and treatment is not provided. Land problems that often occur in the Madiun area are categorized in the form of heir conflicts, land stake boundary conflicts, and conflicts with PT. KAI (Indonesian Railways) Daop 7 Madiun Branch Office. Meanwhile, institutionally, the authority is informed that the inter-institution is still running partially and relatively unsustainably in preventing, parsing, and solving land problems. The maintenance function of Kamtibmas (Community Order Security) carried out by the Police (Polres Madiun) has not been effective due to limited resources and capacity in carrying out community policing efforts (community policing) which is based on the principle of restorative justice which does not make every criminal case must proceed to court.

Community development efforts in an effort to prevent, decipher, explore and solve problems as part of land conflict resolution are relatively not easy. Through the BREM Kamtibmas work program, it is closely related to the duties and functions of the Madiun Police Community Development Unit (Satbinmas) in carrying out community development which includes fostering social order activities; self-defense security; coordination and supervision; special police; community policing; Bhayangkara Pembina Security and Public Order (Polres Madiun, 2020). Where with the capacity of 179 Bhabinkamtibmas personnel, the Madiun Police Satbinmas covers 15 sub-districts of 198 villages and 8 villages with a total population of 744,350 people located in the Madiun Regency area which has an area of 1,010.86 Km² (BPS, 2021). In addition to these factors that make it less than ideal, the routine of personnel in terms of compiling reports is also an obstacle to the effectiveness, monitoring and evaluation of the implementation of community development (community function) which is not optimal.

Meanwhile, from the land technical implementer, there is a vertical government agency in the

area, namely the Madiun Regency Land Office (Kantah) which is the implementer of the Ministry of ATR / BPN. Kantah's efforts to resolve land conflicts through optimizing ownership of land plots through the issuance of Land Certificates. In achieving the target of the Sertipikat Program for the People in 2016 to mid-2017, there were obstacles in stacking files to be verified whether the status was K1 (clean and clear) or not. With the amount of resources owned, of course, this will be a problem in carrying out excellent public services in the land sector. Meanwhile, the reality on the ground is that there are parties who really understand the status of land plots, namely the Three Pillars (village apparatus, Bhabinkamtibmas and Babinsa). Meanwhile, from the local government (Pemkab Madiun) through the Community and Village Empowerment Office (DPMD) of Madiun Regency which has the authority to foster the village government so that it is close and close in making proactive efforts to problems in the village because it has resources in each village, namely village tools and institutions..

Internal Capacity Frameworks

Task Network

Based on the results of the study, data related to task networks can be presented in an effort to strengthen internal capacity that provides strengthening of the Madiun Resort Police in handling land conflicts collaboratively as follows. A network of tasks that are compounded by identifying the existence of organizations both primary, secondary, support organizations and; communication and interaction between these organizations.

The internal parties that collaborate and have internal capacity in resolving land dispute problems at the Madiun Police Station include: 1) the Madiun Resort Police as the institution that initiated the BREM Kamtibmas strengthening program in Madiun, 2) the Madiun Regency Land Office as a supporting element of the BPN (National Land Agency) which was formed at the Ministry of Agrarian and Spatial Planning to carry out the duties and functions of BPN at the district / city level, 3) The Military District Command (Kodim) 0803 / Madiun is in charge of the Military Regional Command (Koramil) spread across the sub-districts of the Regency and City of Madiun, in this case Babinsa's involvement in the Three Pillars in supporting the implementation of BREM-Kamtibmas through optimizing the role of the main tasks and functions which include as part of the party elements who fully understand the status of land plots in the proximity of the frontline territorial area, 4) The Madiun Regency Government which has one of the regional devices related to the Three Pillars section (Babinsa, Bhabinkamtibmas, Village Apparatus) in conducting community development and conducting an inventory of Land Tenure, Ownership, Use and Utilization (IP4T) in a Participatory manner, 5) the Madiun Regional Leadership Coordination Forum (Forkopimda) which is a forum used to discuss the implementation of general government affairs at the district level.

External Capacity Frameworks

External Capacity Frameworks consisting of the action environment and the Public Institutional Context of the public sector. The environment of action regulates the economic, political and social environment in which: the government carries out its activities. The performance of development tasks can be significantly influenced by conditions in the

environment of action such as the level and structure of economic growth, the degree of political stability and legitimacy of the government, and the profile of human resources of a country. Interventions to improve conditions in the action environment take place to produce results because they seek to change the basic economic, political and social structures.

Whereas the institutional context of the public sector includes factors such as the rules and procedures established for the operation of governments and public officials, the financial resources that governments have to carry out their activities, the responsibilities that governments assume for development initiatives, concurrent policies, and formal and informal structures of influence that influence how the public sector functions. This context can limit or facilitate the achievement of certain tasks.

The strengthening of external capacity consists of: 1) the level and structure of economic growth of the people of Madiun Regency. BPS data stated that in general, Madiun Regency experienced a positive upward trend even though there had been a decline in the last five years. 2) The level of inequality in Madiun Regency, in general, the condition of inequality in Madiun Regency is included in the category of Moderate Inequality; and still below the inequality rate of East Java Province, 3) Poverty, the poverty trend in Madiun Regency has decreased from year to year, 4) The unemployment rate, the unemployment rate in Madiun Regency has also decreased from year to year which means that more and more people have worked, 5) The level of political stability, the level of political stability characterized by the crime rate that increases and decreases periodically, Poleksosbud incidents, incidents and handling of community conflicts that can be resolved properly by the agencies involved, 6) Government Legitimacy, Legitimacy is formally pursued by mutual agreement (MoU) which begins at the central level between the Chief of Police and the Ministry of ATR / BPN. Meanwhile, the context in Madiun, the MoU on Land Handling with the MoU for Handling the land of the Chief of Police and the Madiun KaKantah. Sequentially, the MoU for Synergy of Land Handling of the Chief of Police and KaBPN / Minister of ATR on March 17, 2017; MoU on Synergy in Handling Land of the East Java Police Chief and East Java Land Office August 1, 2017; MoU on Synergy of Land Handling of the Madiun Police Chief and Madiun Land Chief of Police September 13, 2017 so that it continues in the MoU with Forkopimda Madiun which was signed at the Madiun Regent's Office on November 06, 2017, and the last 7) is a financial resource, BREM-Online Application as a supporter of the BREM KAMTIBMAS Program, IP4T-Participatory Program and ADD Supervision Program Madiun Regency does not require significant investment in new facilities and infrastructure.

From the explanation of the focus on strengthening the collaborative capacity of the Madiun Resort Police Service Collaboration in Land Conflict Resolution which consists of explanations and discussions of Internal Capacity and External Capacity as seen from theory, normative, observation and observation of assessment in the field, the researcher proposed a Minor Proposition as follows:

Minor Propositions (5) If the Internal Capacity of the actors/ elements involved in collaboration is built in the form of HR integrity, organizational resilience and inter/intra-organizational task networks, strengthening collaboration capacity will be achieved. Minor Propositions (6) If the

External Capacity factor of the scope of the collaboration action environment is given intervention through the development of economic, political and social factors, the strengthening of collaboration capacity will be achieved.

From several previous minor propositions, the researcher proposed the following propositions:

If the stability and control of the Context of the Collaboration Initial Condition System; involvement of various agencies; the collective values and spirit that become the Common Motivation, and the existence of strength over the Capacity to act together through the joint use of resources; And if the internal capacity of the actors and parties involved and; stability of external capacity control runs optimally, collaborative Land Conflict Resolution will be achieved.

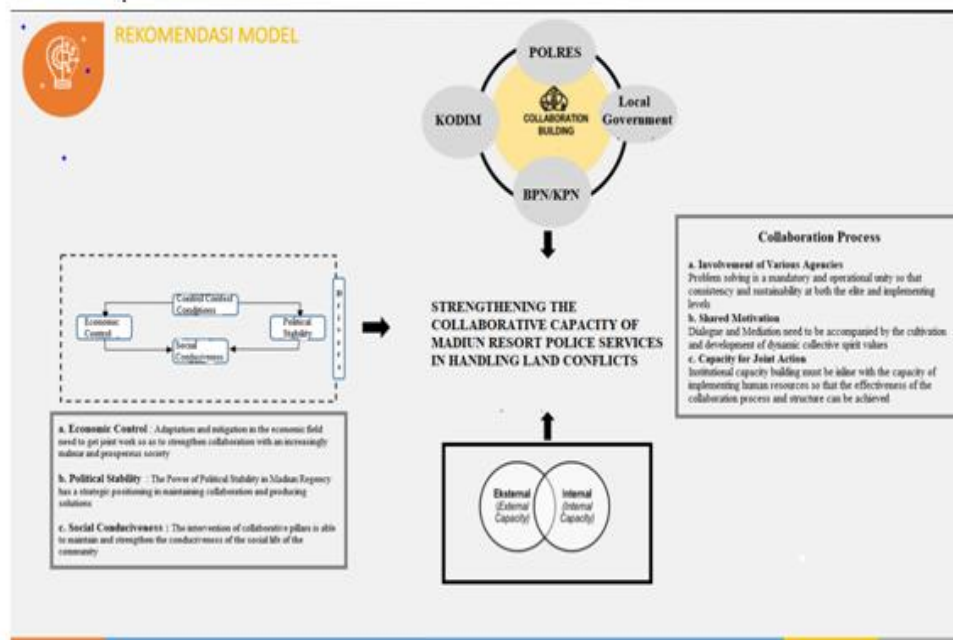


Figure 3: Recommended Model

5. CONCLUSION

Departing from the objectives and things underlying the research, researchers have taken steps within academic boundaries (scientific research) which includes the study of normative policies (laws and regulations); empirical and theoretical review through previous research studies and references to collaboration models; development of a frame of mind; data collection and analysis; drawing conclusions and submitting research recommendations. Based on the existing research framework, researchers have determined that in Capacity Strengthening in Police Service Collaboration in Land Conflict Resolution which includes Internal Capacity Frameworks; and External Capacity Frameworks; so that from this focus is able to describe the Collaboration Model on Police Services in Land Conflict Resolution which includes: depiction of the Current Model (Existing Model). The results and discussions on Capacity Building in

Police Collaboration in Land Conflict Resolution show that internal and external factors between parties to make efforts to resolve Land Conflicts have not been fully established effectively, this is indicated by: that the level of understanding of human resources implementing collaboration still needs to be improved. The problem lies in the limited number of adequate human resources so that they cannot perform excellent public services. In addition, the absence of guidelines for the implementation of collaborative services makes there are shortcomings in the aspects of tasks and role burdens that are still not structured with legal documents (example: SOPs) so that they are prone to overlapping main tasks and functions.

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