

JOINT COMMAND FOR REGIONAL DEFENSE III: IMPLEMENTATION OF EASTERN INDONESIA'S DEFENSE POLICY IN THE COMMUNICATION DIMENSION

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Abstract: Papua, region in eastern Indonesia which has a separatist movement threatening Indonesia's sovereignty. Soldiers of Indonesia National Army (TNI) as a means of national defense seeks to integrate the TNI's strengths through the establishment of a Joint Defense Area Command III (Kogabwilhan-III) defense policy which covers the Maluku and Papua regions. The communication dimension is seen as important in the success of policy implementation, so the purpose of this research is to analyze the communication dimension in the implementation of Kogabwilhan III policy and identify the factors that influence the implementation of Kogabwilhan III from a communication perspective and what the challenges are. This study using a qualitative descriptive method to explore cases in depth from various sources of information at a certain time. The results of the study explain that the implementation of the Kogabwilhan III policy in the communication dimension has three indicators, i.e. transmission, clarity and consistency indicators. Reviewing the challenges and obstacles, innovation is needed in the communication dimension by adding indicators of local wisdom. Moreover, policy implementation of Kogabwilhan III is divided into two forms of communication: internal communication and external communication.

Keywords: communication, defense, Kogabwilhan, Policy

INTRODUCTION

As a country that has a strategic position between the two continents of Asia and Australia, the two Indian and Pacific oceans with a coastline of 108,000 km makes Indonesia the country with the second longest coastline in the

world. Under these conditions, it is certain that Indonesia has great natural potential from a geopolitical, geostrategic and geoeconomic perspective (Malihah, 2015; Ngarayana et al., 2021; Scott, 2019). This potential is an opportunity as well as a challenge for

Indonesia to manage and maintain it, because not a few foreign countries are interested in exploiting it. Reflecting back on the history of this great natural potential was one of the reasons the Dutch and Japanese colonized Indonesia to monopolize natural resources (Nadjamuddin et al., 2022; Sato, 2006). The connection between the phenomenon that is currently happening and these historical facts in essence instructs the Indonesian people to maintain the sovereignty of the archipelago in a sustainable manner. Potential threats, disturbances, obstacles and challenges (AGHT) are an important and main concern in defending state sovereignty. This reality has made Indonesia have no other alternative but to prepare all resources in order to deal with AGHT attacks both from the military and non-military sides.

From the military side, as an effort to develop military defense, the realization of the development of 3 (three) defense areas is carried out, which is intended to realize a military strategy that is an Integrated Tri-dimensional Army, Navy and Air Force in the form of a joint military command for defense areas. From a non-military perspective, the threats that are now spreading are non-military threats, such as *mindset wars*, disintegration of the nation, emergence of ideologies that are contrary to Pancasila, rampant corruption, drug smuggling, moral degradation, and so on (Kristiyanto et al., 2021; Tambunan, 2023).

The phenomenon of military and non-military threats to these strategic areas, the Indonesian state requires an integrated military and non-military defense model in maintaining national stability by involving three military dimensions in one command supported by related state institutions in an integrated manner by forming the Kogabwilhan (Joint Area Defense Command) in accordance Presidential Decree Number 27 of 2019 concerning the Establishment of the Defense Area Joint Command and the Improvement of the Status of 23 Military Resort Commands from Type B to Type A. The Kogabwilhan represents the concept of the interoperability of the TNI, which is currently a threat and the challenges faced by the Indonesian nation will continue to evolve. thus requiring the integration of force forces (land, sea and air) in responding to the threat. The Kogabwilhan serves as the initial follow-up agent in the event of a conflict for War Military Operations (OMP) or Military Operations Other Than War (OMSP) as well as a deterrent force in the event of an external threat in accordance with the Commander in Chief's policy TNI (Djuyandi et al., 2018; Mardamsyah et al., 2022).

An example of a global threat that occurred in early 2020 that has become a global concern is the emergence of the *Covid-19 pandemic* which poses a major threat in various fields. For regional threats, conflict in the South China Sea has strained diplomatic relations in several countries related to the

recognition of the region (Naifa, 2020; Zou, 2023). The national threat that is currently of concern to the Indonesian people is that the condition of political and security developments in Papua basically shows fluctuations, where a number of local political developments show the increasing maturity of the political elite and the Papuan people. With the existence of some of the threats mentioned above, it is necessary to form Kogabwilhan III in the Maluku and Papua regions with the command headquarters in Timika.

The role of Kogabwilhan III (Joint Regional Defense Command III) is very important for the national defense system. This is because it is based on the policy of establishing Kogabwilhan (Joint Area Defense Command) which is based on three dimensions of interoperability (army forces, navy, air forces) to maintain the sovereignty of the archipelago. In supporting the implementation of its main tasks, it is necessary to carry out communication through social communication with elements of government officials and community components. Social communication is one method of territorial development carried out by the TNI with a community component that needs to be maintained and continuously improved.

In carrying out social communication activities with the community, especially in the Maluku and Papua regions, TNI is faced with several challenges in regional conditions which include geography, demography, social

conditions and security and defense, which are real in the field. Faced with these problems, research on the dimensions of communication and cross-agency roles in defense policy by Kogabwilhan III (Joint Regional Defense Command III) became fundamental as a benchmark for the success of establishing Kogabwilhan III. So, an in-depth study is needed to provide a comprehensive analysis specifically on the dimensions of communication within the Kogabwilhan III organization and the forms of communication.

LITERATURE REVIEW

Defense Science

Defense science is an object that reflects state behavior in maintaining and developing continuity for a country concerned. Ontologically, defense science is referred to as *state behavior*, which means the behavior of a state to maintain the existence and develop sustainability of the state (Tippe, 2015). Defense science is also a science that covers all aspects and is related to security on a national scale according to the objectives of implementing national defense and is based on achieving national interests (Gumilar, 2015). Defense includes behavior as a natural process that occurs within a country in order to maintain its existence (*defense mechanism*) caused by the many events, phenomena, and interventions both from within the country and outside the country that have the potential to

disrupt and/or threaten its existence (Mitrovic, 2019).

The national defense system in Indonesia using Sishanta (Universal Defense System) which involves all elements of the nation and its preparations are carried out in an early, integrated, directed and sustainable manner. The national defense system is prepared based on the principles set out in written law and is enforced to realize the function of carrying out national defense (maintaining the sovereignty of the Unitary State of the Republic of Indonesia in a comprehensive and systematic manner). The Indonesian National Armed Forces is the main component that has the main roles, functions and duties of being responsible for the national defense system. This explanation of the TNI is contained in RI Law Number 34 of 2004 concerning the TNI in articles 5 and 6 which reads: *"The TNI plays a role as a tool of the state in the field of defense which in carrying out its duties is based on state policies and political decisions."*

Orderliness in the life of the nation and state is one of the foundations of national security. However, national security occurs when the people respect and comply with laws and regulations so that defense and security issues need to be viewed in a comprehensive, holistic and systematic manner (Bandoro, 2005; Sekretariat Jenderal Dewan Ketahanan Nasional, 2010). Therefore, in discussing issues regarding defense and security, it is closely related to the national security

sub-system which includes human security, public security, infrastructure security, territory security, and state security (Hadiwardoyo, 2020; Samego, 2001; United Nations, 2009).

Policy Implementation and the George Edward III Model

Policy implementation is an effort made to achieve certain goals through certain means and within a certain period of time (Sunggono, 1994). Policy implementation can be said to be a very important process because without the actualization process of implementation, of course, formulations that have been legitimized will only be dreams or mere discourse. The process flow of policy implementation is determined by planning (20%), implementation (60%), and control (20%). The development of increasingly complex problems requires the implementation of operational policies so a model is needed (Syahrudin, 2019). The policy model was formed in order to facilitate understanding in analyzing in depth according to the policies being implemented and forged into a model of the implementation system. The policy implementation system model can be interpreted as a framework that describes in full the flow of the policy implementation process. The policy implementation model is composed of components that influence each other and determine the level of success or failure of the policy in question (Tachjan, 2006).

The George Edward III model is the most highlighted by scientists and

practitioners in Indonesia because the problem of public administration lies in the low attention to implementation. This is in accordance with George Edward III's statement that: "*without effective implementation the decision of policy makers will not be carried out successfully*" (Edward III, 1980). According to George Edward III there are four variables that determine the success rate of policy implementation. The four variables referred to are communication, resources, attitudes and commitment of program implementers or bureaucratic policies and bureaucratic structures or operating standards governing work procedures and management ((Edward III, 1980; Hutagalung & Indrajat, 2022; Mubarok et al., 2020). Each of these variables are interconnected in order to achieve the goals of policy implementation (Zaenal & Laksana, 2016).

a) Communication

Communication is an important element in management because it determines the decision making to the implementation that manifests in action. Communication in policy implementation has three dimensions, namely transmission, clarity and consistency.

b) Resource

The resources used in policy implementation consist of human resources, information, authorities, facilities and infrastructure, and funding. The five resources are attached to each other so that they

influence each other. Especially in human resources, because they play an important role as actors in implementing policy implementation. Therefore, resource management, both for the management of human resources, finance, authority, information, and infrastructure, must be carried out in a professional manner.

c) Attitude and Commitment of Program Executors

The response from the program implementers starts from the awareness of each person about understanding the implementation of the policy (program). Then proceed with directions to accept or reject the objectives of the program. Furthermore, the intensity of the response attitude (acceptance or rejection of program objectives). In addition to the attitude and commitment of program implementers, no less important are the attitudes of implementing officials and support from the leadership.

d) Bureaucratic Structure

The bureaucracy that acts as the organizer of policy implementation must ensure that it has an organized structure. In the bureaucratic structure, it is clearly arranged about who is involved, tasks, and standard operating procedures.

METHOD

The research method and design examines and analyzes in depth the dimensions of communication and the role of institutions in the implementation of the Joint Regional Defense Command III policy. The method used in this research plan is a descriptive qualitative method with a case study approach (Yin, 2015, 2016). A qualitative approach digs deep into individual views so that they are able to provide information that is capable of intervention (Narayanan & Murthy, 2023). The research design uses field research to obtain data which is then processed into descriptive analysis through an interactive data model consisting of data collection, data condensation, data display, and conclusions: drawing/verifying (Ahrens, 2018; Berends & Deken, 2021). Data collection techniques to obtain primary data through in-depth interviews with 18 informants consisting of 10 informants with the rank of colonel, three with the rank of lieutenant colonel, and four heads of services in Sorong, Ambon, Timika, and Manokwari where all informants specifically have roles and responsibility for implementing the Kogabwilhan III policy. The selection of research locations was carried out using a purposive technique where Kogabwilhan III is a defense policy that specifically safeguards the Maluku and Papua territories. Defense policy in the Eastern Indonesia region has its own challenges, especially with regard to the norms and behavior of people who still uphold customs and culture.

RESULT AND DISCUSSION

Communication Dimensions in the Implementation of Kogabwilhan III Policies

Implementation as a concept is a series of follow-up actions from policy making that seeks to express a number of influencing factors and conditions related to policy implementation (Ma & Hipel, 2016; Söderberg & Liff, 2023). According to Edward III's Policy Implementation Theory (1984), the policy implementation process is very important because without good preparation and planning for policy implementation, public policy objectives will not be achieved. On the other hand, even though the policies are well designed, public policy goals cannot be achieved. Therefore, the formulation and implementation of policies must be well planned and planned to achieve the objectives of the policy.

The most important indicator in policy implementation is the communication dimension (Pérez-Llantada, 2021). Communication is most important because as a process of conveying information from the communicator to the communicant (Bencherki et al., 2021; Vaara & Langley, 2021). Communication within the military is in the form of a line of command model (Li et al., 2021). Commanders in military service have legally conferred authority over their subordinates by virtue of their rank or assignment. Organizing, directing, coordinating and controlling military

force is the responsibility of the commander (Liao, 2008; Walker et al., 2009). In the military, the command system is the same as the communication system (Walker et al., 2009). In addition, communication is most important because it is a way for communicators to provide information to the communicant. To ensure the achievement of the expected policy goals and objectives, policy actors must be provided with information about public policy (Edward III, 1980; Mubarak et al., 2020; Vaara & Langley, 2021).

Based on the Regulation of the Minister of Defense of the Republic of Indonesia Number 8 of 2016 concerning the Implementation of Special Telecommunications within the Ministry of Defense and the Indonesian National Armed Forces, a communication system is an organizational structure, personnel, communication equipment and software arranged in an organizational structure that is intended to carry out communication activities in order to support command, control, coordination, and logistics administration activities. Command, Control, Communication, Computer, Intelligence, Reconnaissance and Observation, hereinafter referred to as K4IPP, is a system that integrates and synergizes the elements of Command, Control, Communication, Computerization, Information, Observation and Control in order to improve the quality of command and control of the TNI leadership to elements

- implementing elements and weapons systems quickly and precisely in the context of the interests of the state defense duties in Indonesia. Nonetheless, Mokibelo's writing emphasized that communication within military institutions was considered rigid and there was concern that it would have a negative impact on the smooth operation of the institution. This is based on the success of an organization depending on the quality of its internal communication (Mokibelo, 2019)

According to Commander Lieutenant Colonel A at Kogabwilhan III, *"to support the national defense system, the communication process is used to carry out direct operational activities supervised by the Commander of Kogabwilhan III."* Communication in the military is divided into two: internal and external communication (Azevedo, 2022). Lawrence D. Brennan defines internal communication as the exchange of ideas between management and employees of a company, which results in a complete company with its unique structure (organization), and the exchange of ideas throughout the company, which results in ongoing work. Communication made by the leadership of the organization with people outside the organization is known as external communication. (Effendy, 2015), while communication between an organization and people outside the organization is called external communication (Suranto, 2010). Internal and external communications are in line

with the implementation of Kogabwilhan III. This was conveyed by Colonel B at the Republic of Indonesia's National Defense Institute (2022), that:

"I am sure and believe that internal communication and coordination within Kogabwilhan III and its staff can run well through the Top-down Command and Control channel which has been carried out by the TNI even though it consists of three Matra namely AD, AL, and AU."

Absolutely the dimensions of communication within military institutions in their implementation will vary in each country, if Indonesia has a defense area in three dimensions, namely land, sea and air, in other countries, let's say the Botswana institution, develops defense forces under three main commands, namely the National Army Forces, Defense Logistics and Air Force (Mokibelo, 2019; Republic of Botswana, 2011). Therefore, the analysis of the communication dimension in this paper adopts Edward III's theory where indicators in the communication dimension include indicators of transmission, clarity, and consistence. (Edward III, 1980).

Firstly, the transmission indicator. transmission from Kogabwilhan III through a program in which top leadership and lower units communicate well. Oriented to the command and control system, starting from program development to operational implementation. This is in line with Lin (2020) and Sururi (2015) , that the government as the directive has the

highest authority in the *top-down model* . The direction of communication always comes in the form of instructions (Wahab et al., 2021 ; Akbar et al., 2019) . The Kogabwilhan III transmission communicates well, especially within the TNI's internal environment. According to Lieutenant Colonel B of the Territorial Staff of the Indonesian Army (2022), he stated that:

"Kogabwilhan III has one command. The unit commander under the commander of the Kogabwilhan, for example, will follow orders from above. They would tell him again that it was a directive. Because we are committed to carrying out this activity in a work program, the commitment is going well. It is very impossible if we do not carry out orders from superiors in support of the work program that has been set."

Secondly, clarity indicators. The communication in the clarity dimension that has been conveyed has been arranged in a systematic and structured manner. The priority program being pursued is for means of supporting communication. This is in accordance with the statement made by Colonel C at the General Strategy and Planning Division (2022), that:

"one of the priority programs in the General Planning on TNI is to complete or fulfill the existing development facilities in Kogabwilhan I, II, and III. Therefore, the budget allocated for these programs will be allocated in more detail according to the priority scale. Those for communication facilities are also still

included in the priority program at General Planning, especially communication support facilities."

Pike stated in his blog that communication in terms of clear and concise exchange of information is very important for the success of military operations so this is a challenge for military commanders (Pike, 2021). Clarity in the communication dimension in the Kogabwilhan III policy makes it easy for program implementers to collaborate internally and externally. This is in accordance with Edward III's theory in Posangi et al. (2020), that it is clear that in order to carry out the policy in the desired way, the implementation instructions must be received by policy implementers and communicated clearly.

Thirdly, the consistency indicator. The consistency dimension carried out by the Kogabwilhan III which contains the Integrated Three Dimensions makes communication effective from the beginning of formation to the present. According to Colonel E, the responsible member of the Kogabwilhan III (2022) policy stated that:

"Resource management to implement the policy can be carried out by conducting internal FGDs including a communication system that can be implemented properly in supporting the implementation of tasks to be carried out by Kogabwilhan III and his staff, so that it can be effective and on target in the implementation of communications, especially with parties

outside the Kogabwilhan III agency (civil society and government officials in the regions)."

The Integrated Tridimensional is the concept of national defense with the synergy of the three dimensions of the TNI, which is implemented in integrated planning, operations, education and training, providing support, and deploying the TNI's main defense equipment. The Integrated Tridimensional can make communication work well because it has integrated network centric warfare in order to increase operational interoperability between ground, sea, air, and space and cyber forces. This is in accordance with the implementation of Edward III's theory in Winarno (2014), that implementation orders must be consistent if policy implementation is to succeed.

Based on the theory there are only three indicators, i.e. transmission, clarity, and consistency. However, in the implementation of the Kogabwilhan III policy, one of the important dimensions in communication is the indicator of local wisdom. Local wisdom can be defined as a principle or way of life of a community wisely in interacting with its environment (Fakhriati and Erman, 2022; Naryatmojo, 2019; Suherman and Sirajuddin, 2018). Regions that still uphold local wisdom must be positioned as an important component of the development process and the government must accept the active

participation of indigenous peoples (Kurnio et al., 2021; Eko and Putranto, 2019) , such as in Papua and Maluku. Communication has a role in the development of local wisdom (Hidayati et al., 2020; Fadli, 2020) . The use of good communication is important to avoid conflict and promote local wisdom (Fatmawati, 2021; Sereenonchai and Arunrat, 2021; Kusumadinata, 2015) .

Judging from the indicators of local wisdom, the culture of the local community needs to be upheld, so that if these things can collaborate, then the communication dimension can be carried out properly. Local wisdom in this case can include religion, traditional leaders, culture and education (Wati and Suwindia, 2022) . Local wisdom in Maluku must become an important part of the development process as part of the government structure. Communication has a role in the development of local wisdom (Uge et al., 2019) . The use of good communication is important to avoid conflict and promote local wisdom (Kusumadinata, 2015). The conditions in Papua in prioritizing communication have not been optimized, with a centralized approach to development, cultural principles, local wisdom and local knowledge have been lost. (Papahit and Damayanti, 2022 ; Sulistiani et al., 2017) .

Forms of communication in the implementation of Kogabwilhan III policies

Firstly, internal communication which is a command. Commanders in

military service have legally conferred authority over their subordinates based on their rank or assignment (Liivoja et al., 2022; Ruf et al, 2021; Tahirov, 2020) . Organizing, directing, coordinating and controlling military power is the responsibility of the commander. In the military, the command system is the same as the communication system (Hoehn, 2021; Harvey et al., 2019) . Indonesian military commands with other countries tend to have the same goal, namely to support peace. The difference that can be identified is that Indonesia still upholds local wisdom due to geographical and multi-ethnic conditions with various ethnic, religious, racial and cultural complexities (Thompson, 2023; Diab et al., 2022) . This creates drawbacks, namely the need for a special communication approach, requiring a larger number of personnel, accessibility constraints to remote areas, and limited internet connections to reach remote areas (Liu et al., 2020; El Khaled and Mcheick, 2019) . The advantage is that by integrating local wisdom values, closeness with the community is better and can involve the community in the development process and is involved in maintaining security (Esmailzadeh, 2023; Wood et al., 2023) .

In general, the communication implemented in the Kogabwilhan III policy uses a command and control system or a clear Line of Command, so that the three dimensions of communication namely transmission, clarity and consistency can be carried out in accordance with Edward III's

Theory (Edward III, 1980 (Edward III, 1980). Apart from being based on the three dimensions of communication, it is necessary to have an effective communication strategy by integrating local wisdom values. Local wisdom can also strengthen the spirit of defending the country for the sake of realizing national resilience (Yusnaldi et al., 2022) . Local wisdom can be defined as a principle or way of life of a community wisely in interacting with its environment (Suherman and Sirajuddin, 2018 ; Sidiq et al., 2022) . Customs and culture are a form of local wisdom in a region. Cultures that are strong enough in Maluku include Kalwedo, Hawear, Pamali Fangea Kidabela, Arumbae, and Makan Patita, while traditions in Papua include the Stone Burning Tradition, Finger Cutting, Ararem, Tattoo Tradition, Sasi Planting Tradition, Tifa Blood, Festivals Baliem Valley, and the Masorandak Tradition. At least in the implementation of the Kogabwilhan III policy, it is necessary to allude to or be able to enter into the realm of local wisdom which includes local traditions and culture so that defense policies can be known by all levels of society and minimize resistance, as it is known that in the two regions of Maluku and Papua the role of community leaders is very respected aside from other people who do not belong to their tribe

The Control Command carried out by Kogabwilhan III has been running well and so far there have been no significant obstacles even though it consists of

three different Matra, but still one command. According to Lieutenant Colonel C in the Strategy and General Planning Division of the TNI (2022), he explained that: "*Each Kogabwilhan has a commander-in-chief control command post. This post is used by the Pangkogabwilhan to communicate with the top unit, TNI Headquarters, and the lower unit, Kogabwilhan III.*" Automatically in the control center the TNI Commander will know whether the Control Command given can be carried out properly by the units under him.

Secondly, forms of external communication through collaboration. The Triple Helix theory popularized by Etzkowitz and Leydesdorff (1995) is a method for creating synergies between government, business and academia. No matter the strategy, innovation, implementation and continuous evaluation used by an organization to achieve its goals, a system is needed that can accept and accelerate the strategic process (Cui et al., 2022; Hutahayan, 2020) . A pattern or concept is formed by the relationship between actors and patterns of interaction that occur in the system. One of these patterns is the concept of the triple helix, in which industry serves as a locus of production, governments facilitate stable contractual relationships, and universities provide new technology and knowledge. Universities also support a knowledge-based generative economy (Kolade et al., 2022; Ribeiro & Nagano, 2022). The three main pillars of the defense industry

that work together are research and development agencies, universities, the defense industry and the government. This is known as the triple helix (Rusdiana, 2022; Simões et al., 2020) .

With good collaboration, the communication dimension will be implemented properly (Vlachopoulos and Makri, 2019) . As part of communication with the local government, it means that community organizations and local government agencies must collaborate well in terms of human resources, natural and artificial resources, as well as facilities and infrastructure to support the implementation of future tasks (Dzigbede et al., 2020; Mees et al., 2019) . External communication is necessary because the existence of an organization requires assistance, participation, trust, and cooperation with the people around it, both in other organizations and in the general public (Donders, 2019). External communication media are communication media that are used to establish relationships and convey information with parties outside the organization (Seo & Vu, 2020). Interestingly, the collaboration in the communication dimension formed by Kogabwilhan III is the collaboration of three actors: the TNI, the government and the community. Academic and business actors are slightly sidelined in terms of Kogabwilhan III policy because this defense policy places more emphasis on threats and challenges to local areas.

In addition, the Head of the Sorong Service also said that *"We know and know Kogabwilhan III from military district commander."* The conditions on the ground as conveyed by the Colonel from army territorial staff (2022) also show that: *"yes, if the communication is certain it is safe and can go ahead according to plan."* According to Castro-Arce and Vanclay (2020); Chawla (2020), it is hoped that the public will be more aware of how important it is to actively participate in political and social life and act as agents of change to encourage good social change. In addition, it is important to build a more inclusive society with empowerment programs that help everyone do what they need (Dolezal and Novelli, 2022; Ye and Yang, 2020) .

The Kogabwilhan shows the idea of the TNI's ability to collaborate, which is currently the main policy for the TNI leadership (Priyotantoko et al., 2021) . The integration of the TNI (army forces, navy, air forces) is necessary because the threats and challenges that will be faced by Indonesia continue to evolve in response to these threats (Bashori, 2019). Based on the Regulation of the Minister of Defense Number 16 of 2012 concerning Policy on Integrating Components of National Defense , general national defense policies are structured as a unified policy direction, one of which is integrated defense, namely policies that integrate military defense and non-military defense.

Kogabwilhan III, in addition to cooperating with the integrated three

dimensions, also cooperates with other institutions in securing the country, namely in collaboration with the Indonesian National Police (POLRI). This cooperation is in the form of carrying out one of the OMSP tasks, namely securing vital state objects. This is in accordance with what was written by Rakhman et al. (2021) , that in securing PT Freeport Indonesia's vital objects, adding hundreds of POLRI personnel to Papua from March 8 - September 6, 2021. Synergy with other institutions is not only related to the military, but also creates conducive security with the Regional Government. Papua Provincial Government hopes that the TNI Kogabwilhan III will continue to work together with the local regional government in creating a conducive security atmosphere in Cenderawasih Earth. This is in accordance with what was conveyed by Expert Staff of the Governor of Papua in the Field of Legal and Political Government, that in developing a region, good cooperation between institutions is needed, one of which is the TNI and the Regional Government in helping carry out its programs (Pratiwi, 2022).

CONCLUSION

The most important indicator in policy implementation is the communication dimension. Communication is most important because it is the process of conveying information to the communicant. The communication dimension consists of

the dimensions of transmission, clarity, consistency and local wisdom. The Kogabwilhan III transmission dimension allows for effective communication, especially among TNI members. The dimensions of clarity that are communicated in a systematic and organized manner, and the dimensions of consistency demonstrated by Kogabwilhan III, which consists of the Three Integrated Dimensions, from the beginning of its formation to the present, enable effective communication. Meanwhile, based on the dimensions of local wisdom, the culture of the local community needs to be upheld, so that if these things can collaborate, then the communication dimension will be implemented properly.

The communication implemented in the Kogabwilhan III policy uses a command and control system or a clear Line of Command, so that the three dimensions of communication namely transmission, clarity and consistency can be carried out in accordance with Edward III's Theory. The success of an organization in achieving its goals is inseparable from strategy, innovation, implementation and continuous evaluation, a system is needed that is able to accommodate and accelerate the process of the strategy that has been set. With good collaboration, the communication dimension will be implemented properly. As part of communication with the local government, it means that community

organizations and local government agencies must collaborate well in terms of human resources, natural and man-made resources, as well as facilities and infrastructure to support the implementation of future tasks. The role of the institution in implementing the Kogabwilhan III policy is in the form of integration of the TNI's Three Integrated Dimensions with agencies and the community. This makes it easy for program implementers to coordinate with each other both internally and externally.

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