

Model of Collaboration in Police Services in Land Conflict Resolution

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Abstracts: This study aims to describe the collaboration of land conflict services in the jurisdiction of the Madiun Resort Police (Polres). Through a collaborative governance approach, the Madiun Police Department has innovated in the actualization of excellent services through police synergy in the field of security and community order services for collaborative resolute handling of land conflicts. This is based on the weakness of land conflict services in Madiun Regency, which is due to complex characteristics and weak capacity of stakeholder networks. 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 (1) the Service Collaboration Process which includes the System Context as an initial condition for the Service Collaboration Process in Land Conflict Resolution; Involvement of Various Agencies (Principle Engagement) as a Formal Agreement on the Service Collaboration Process in Land Conflict Resolution; Shared Motivation as an awareness of the values and collective spirit of the Service Collaboration Process in Land Conflict Resolution; Capacity for Joint Action as the utilization of collaboration actors' resources for the Service Collaboration Process in Land Conflict Resolution; and (2) Strengthening Service Collaboration Capacity which includes Internal Capacity Frameworks; and External Capacity Frameworks; so that the two focuses are able to describe the Land Conflict Resolution Service Collaboration Model which includes: depiction of the Current Model (Existing Model) Collaboration of Land Conflict Resolution Services; and the depiction of the Recommended Model of Conflict Resolution Service Collaboration. This research method consists of the use of a qualitative research approach design; with three (3) Research Focuses with eight (8) Research Subfocuses. Meanwhile, data analysis is used Interactive Qualitative Analysis (IQA). Finally, the collaboration of Madiun Police services has proven to improve the quality of cooperation and synergy between the National Police and Ministries/Institutions and Local Governments and local wisdom. The novelty of this research is: 1) Reconstruction of the collaboration theory from Emerson & Nabatchi, because collaboration must be oriented towards solving problems preventively and predictively. 2) Reconstruction of the capacity strengthening theory of Grindle & Hilderbrand, that through capacity both external and internal it will make land conflict resolution predictive and preventive policing.

Keywords: Police Services, Land Conflict Resolution, 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 1.92 million km² with a density of 141 people 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 per year (BPS, 2021). The extent and level of population density are realized to be part of driving the emergence of land conflicts, considering the importance of land for human survival. The Strategic Plan of the Directorate General of Dispute and Conflict Handling of the Ministry of ATR / BPN states that population growth and the shift to industrial countries have led to more strategic and increasingly complicated agrarian management, spatial planning and land in Indonesia (Directorate General VII, 2020). Affirmed, land conflicts can develop into long disputes that can trigger physical clashes between disputing parties, which has the potential to weaken national political stability (Pattiselanno, & Sopamena, 2018).

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 were 56,782,072 plots of 126,000,037 plots of land that had not been registered or had not been certified. Such conditions will be very prone to land disputes (Mujiburrahman, 2020). The unregistration of a land parcel is a factor in legal inaction so that it can trigger disputes and conflicts (KemenATR/BPN, 2021: 13). The potential for land conflicts caused by tenure and ownership has a complex complexity because they are often individual. Data from the Ministry of Agrarian and Spatial Planning/National Land Agency (KemenATR/BPN) states that nationally in 2020 there were 12,458 cases with a percentage of 90.8% with an individual typology with individuals, while the rest were 4.4% individuals with legal entities, 2.5% communities with Government/SOEs, 0.5% legal entities with legal entities, 1.8% between community groups. Meanwhile, data in 2019 stated by the Land Data and Information Center, Ministry of Agrarian and Spatial Planning / National Land Agency that mainland Indonesia has an area of 191 million hectares divided into forest areas of 124 million hectares (64.93%) and non-forest areas of around 67 million hectares (35.07%). This non-forest area is still divided

into 3 general categories, namely: (1) state land; (2) customary land; and (3) land rights. Seeing this condition, the opportunity for agrarian disputes and conflicts is very wide open, because the comparison between land area and population growth is not equivalent.

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 in the spectrum of social conflicts as stated in Law Number 7 of 2012 concerning Social Conflict Handling followed by Government Regulation Number 2 of 2015 concerning Implementing Regulations of Law No. 7 of 2012. Meanwhile, the scope of specifically land cases in the form of Disputes, Conflicts, or Land Cases has been stated in the Regulation of the Minister of Agrarian and Spatial Planning / Head of the National Land Agency Number 11 of 2016 concerning the Settlement of Land Cases. Therefore, the National Police as the bearer of the constitutional mandate in creating Kamdagri, has a role so that it is able to handle and also prevent potential conflicts. However, its implementation cannot be carried out by the National Police alone, but must be carried out in an integrated and comprehensive manner. Regarding the function of the National Police in handling conflicts, strengthening is still needed, although Perkap Perkap No.6 of 2019 has introduced restorative justice where conflict handling is carried out with a legal approach, which prioritizes efforts to manage conflict sources.

on the review and review as previously described that the problem of service non-optimization for handling land conflicts is based on complexity and the need for collective consensus. Data from the Ministry of ATR / BPN nationally in 2020 recorded 12,458 land cases with a percentage of 90.8% with an individual typology with individuals. Meanwhile, Madiun Regency, potential individual disputes due to unregistered land parcels where there are 3,512,609.10 m² of non-owner land tenure; 11,581,497.83 m² plots of land have not yet been registered; and land covering an area of 11,896,078.34 m² whose ownership status is not yet known (KP Madiun, 2019: 42-44). Therefore, collaborative efforts are needed in improving service quality so as to facilitate the process and achieve a high level of community satisfaction.

Based on literature review and review, previous theories and research found that there is a conceptual gap. The approach used in conflict management still requires additional treasures and recommendations where the role of the government is not always dominant through legal approaches and authority alone. Previous research has suggested that the operational technical problems of government efforts in handling land conflicts are constrained at the implementation level. Theoretically, the implementation approach can be approached with a governance approach within the scope of public administration studies with the new public governance paradigm. Comprehensively, the theoretical approach to research can contain. Resolution of land conflicts in the era of governance, requires government commitment to choose collaboration by increasing cooperation between stakeholders (Sink, 1998; Fosler, 2002; Ansell & Gash, 2007, Emerson & Nabatchi, 2015) (Bovaird, 2004; Munro, 2008; Dwiyanto, 2012) in Zaenuri (2015: 6), as well as an alternative to accelerate public policy (Ansell & Gash, 2007). Previous research has shown that some service collaboration models can be used within the framework of conflict resolution. The thing that has not been done and has become a research gap, namely the integration of conflict resolution models into the concept of synergistic and collaborative services of the National Police in resolving conflicts and disputes in the land sector.

Based on the review and review as previously described that the problem of handling land conflicts through public services specifically has not applied the concept of collaborative services. This concept also refers to the Preamble to the Constitution of the Republic of Indonesia in 1945 paragraph 4 – The ideals of the Indonesian nation and all nations in the world to implement world peace and the 1945 Constitution Article 30 paragraph 2 – Efforts to create state security through the Universal People's Security System (Siskamrata). Another legal basis is, Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia article 42 – paragraph 1: Relations and cooperation of the National Police with agencies, institutions and agencies at home and abroad. Paragraph 2: Relations and cooperation in the country are carried out primarily with elements of local governments, law enforcement, agencies, institutions, other agencies and the community.

Police where part of the government has the task of realizing it in accordance with the main duties in the Indonesian Police Law in maintaining public security and order; enforce the law; and provide protection, protection, and service to the community. Meanwhile, there is Bhabinkamtibmas (Bhayangkara Pembina Security and Public Order) as the development of Polmas in villages/kelurahan (based on Perkap Number 3 of 2015).

There is an acceleration of cooperation through the MoU of the Ministry of ATR / BPN & Polri dated March 17, 2017; The MoU between the East Java Regional Police and the East Java Land Regional Office on the Establishment of the Anti-Land Mafia Task Force on August 1, 2017: quick follow-up through the MoU of the

Madiun Police and BPN / KPN Madiun Regency on September 13, 2017 is a joint commitment in realizing land for living space justice for the people. Therefore, the follow-up commitment through the actualization of collaborative services has not been optimal both in implementation and objectives requiring alternative policy umbrellas to overcome obstacles and several obstacles

This research shows that the resolution of land conflicts through a multi-actor collaboration process from the perspective of collaborative governance is an effort to strengthen collaboration with the Madiun Resort Police in handling and preventing land conflicts. In addition, from the analysis of the process and collaboration capacity, it can also recommend a collaboration model for land conflict handling services in the jurisdiction of the Madiun Resort Police (Polres). Through a collaborative approach, the Madiun Regional Police has innovated in actualizing predictive policing while strengthening the transformation of restorative justice with its program "BREM-KAMTIBMAS" (Bhayangkara Response to Modern Empathy-KAMTIBMAS). A program to build real synergy between stakeholders, both leaders and figures in the region as well as improve the quality of the image of the humanist police closer to the community. This is based on the weakness of efforts to handle land conflicts in Madiun, which is due to the complex characteristics of the factors that cause conflicts and the weak capacity of land conflict stakeholder networks both in authority and execution. So it is expected that efforts to prevent and accelerate the resolution of land cases or conflicts can be carried out collaboratively with various parties or other stakeholders in the forum of collaborative governance.

2. LITERATUR REVIEW

Nistyantara et al (2011) conducted a research entitled "Collaborative Management in the Framework of Conflict Resolution in Kelimutu National Park". The management of Kelimutu National Park (KNP), which implements the paradigm of preservation and centralized policies, has created conflicts of interest among stakeholders. Therefore, a park management strategy with a co-management approach is needed to preserve the park and resolve conflicts. The purpose of this study is to analyze the application of co-management principles at the time, to identify relevant stakeholders, and to determine park management strategies through a co-management approach. The results showed that the application of co-management principles in Central Wologai village fell in the high/good category, while those applied in Saga village fell in the medium category. The results also show that there are 15 (fifteen) stakeholders who have been or may be affected by park management decisions and actions. Based on expert assessment, the core stakeholders are park management and the local community. They can affect successful garden management. The park management strategy is to carry out several activities in the following priorities: 1) holding sustainable meetings among core stakeholders, providing assistance to improve the economic business community, and expanding TNK conservation; 2) coordinate stakeholder forums, form stakeholder agreements, and conduct program socialization.

Christopher and Kerry (2015) conducted a previous study entitled "collaboration: easy to say, difficult to do" aimed at analyzing the collaboration process that has been carried out for 12 months between Aneurin Bevan University, five local stakeholders and nine registered landowners in southeastern Wales, UK. This study aims to reveal the division of interests and understanding among collaborator actors. This illustrates how a large number of institutions with different objectives that actually compete with each other (local stakeholders) can collaborate to pay attention to the interests of those who have a weak position (landowners). This research was conducted on a group of staff from each local stakeholder constituency who are oriented towards public services and use the principle of collaboration in work. This study will use the personal opinions of individuals to find out the true experience of respondents, but on the other hand this study also uses analysis on other collaborations that reflect the same literature. This is done because there is no definite form of collaboration model that must be followed to get the right picture, so this study will use the Do-Study-Act cycle to capture the preparation of the In One Place (IOP) process. As a result, the study's findings highlight systemic barriers that must be identified and overcome if the authors are to move from mind to pragmatic realization, both within and between organizations. Moreover, the togetherness of actors in public sector institutions is able to unite differences between them so that they can work together. In this case, the factors that are considered the most influential are from the internal organization itself, including organizational culture and other professional factors.

The importance of collaboration management issues is because it is proven that existing collaboration models always fail to develop data and fact-based policy formulation. If you look at the collaboration model so far, it can be considered an 'optimistic' (Challis et al. 1988) or even 'naïve' interaction model (Booth 1988). It has two key elements: presumption, rationality, and altruism. The presumption of rationality is the belief that organizations will collaborate where it can be demonstrated that they can achieve the same goals more efficiently by working together rather than separately. Altruism, on the other hand, is the belief that organizations will truly collaborate for the good

of the communities they serve. Therefore, there is an assumption that consensus based on goals will be achievable even if the organizations are separate.

Assert that collaborative governance requires a certain kind of leadership. Ryan (2001, 241), for example, identifies three components of effective collaborative leadership: adequate management of the collaborative process, maintaining "technical credibility," and ensuring that the collaborative is empowered to "make credibility and convincing decisions acceptable to everyone." Lasker and Weiss (2003) argue that collaborative leaders must 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 the process. Successful collaboration can also use multiple leaders, formally and informally, rather than relying on one leader.

3. RESEARCH METHODS

research uses a qualitative approach where this research can generally be used for research on community life, history, behavior, organizational functions, social activities and others (Strauss and Corbin, 1997). The advantage of this approach is that it presents a consistent paradigm picture in research and still collects limited information to examine aspects of the research in depth. With this approach, the author can better obtain an overview of collaboration at the applicative level on handling land disputes / conflicts in Madiun Regency, using depth interviews and participatory observations in order to understand the meaning of the phenomenon of the problem studied (Moleong, 1997; Yin, 1999).

on this information, researchers can find a picture of patterns in actions, activities and behaviors (groups and individuals) within the framework of collaborative management in land conflict handling services in Madiun Regency in a resolute manner based on the New Paradigm of Polri/Police Reform both as state servants and as community protectors.

4. RESULTS AND DISCUSSIONS

The current model of collaboration in services in land conflict resolution in Madiun Regency can be seen from various descriptions and indications of the dimensions of the process and collaboration capacity. Based on what researchers have done in field research efforts in the form of observations, observations, in-depth interviews based on the focus of the service collaboration process in land conflict resolution, the following things were obtained:

1. of power and resource capacity between stakeholders which is a frequent problem in the dynamics of the collaboration process;
2. The community's understanding is still weak in resolute land problem resolution so that it does not have to be in a positive legal space through a collaborative approach;
3. of collaboration that has not been comprehensive and consistent so that the operationalization of the three pillars of collaboration in land conflict resolution is more effective;
4. Three Pillars of Collaboration Land conflict resolution collaboration has policy support at the elite level has been stated in formal agreements although not yet fully operational;
5. The initial condition that becomes drivers as well as triggers both in the economic, political and social fields has an influence on the dynamics of collaboration and achievement as a result of the interaction of actors in collaboration while the dynamics of collaboration seen from the point of view of human resource conditions related to collaboration in handling land conflicts in this study is the occurrence of power imbalances between stakeholders where the community as an object is still weak in Understand the importance of land legality to prevent land conflicts in the future. Meanwhile, human resources in terms of collaboration between the Police, TNI, Local Government and Village have been running well but not yet comprehensive. This is because land conflicts that are resolved at the village level are not coordinated with other institutions because they are considered resolved by familial means so that they have the potential to reoccur in the future because there is no formal legal basis for resolution. When viewed in terms of the policy, legal framework, and relationship characteristics, the collaborative process already has a fairly complete and strong policy and legal framework. This is because currently the collaboration process is considered as a solution to the problem of limited resources and inequality of authority between institutions. In addition, the BREM-IP4TP program is in line with Nawacita which is the current national goal and the "PATUH" program

which is the policy direction of the East Java Police Chief at that time (leadership of Irjen Pol. Drs Machfud Arifin SH.);

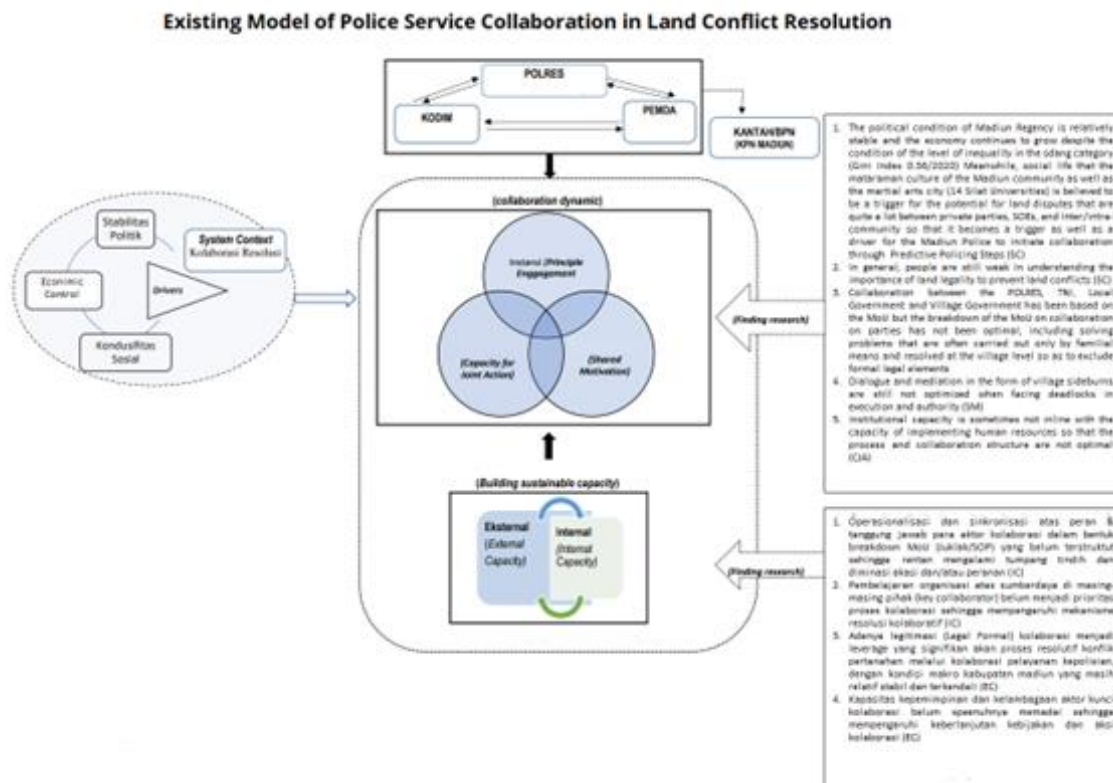
6. addition, collaborative programs have shown results with more significant soil mapping and analysis;
7. terms of history, land conflicts in Madiun Regency have been going on for generations. The causes of conflict are variegated. But this is based on the mataraman culture of the Madiun people known as the city of pesilat. There are 14 silat schools in Madiun Regency that contradict each other. This is exacerbated by the existence of tough land disputes between private parties, SOEs, and communities.
8. agreement of the parties so that they become part of the service collaboration actors through the involvement of various agencies (principle engagement) shows that there has been an agreement between parties to collaborate in solving land problems and it is very important to involve various agencies in the process. However, solving the problem must be done comprehensively. But in practice, problem solving is often done only by familial means and resolved at the village level, leaving aside the formal legal element;
9. existence of strength and awareness of values and spirits that are built among collaboration actors so that it becomes a shared motivation shows that there has been an effort of shared motivation among stakeholders and mediators. The efforts made are by picking up the ball directly to the community such as community sideburns, anjangsana, deliberation with village leaders and 3 pillars. In resolving land conflict issues, the 3 pillars often conduct joint dialogue and mediation aimed at bringing together disputing communities and obtaining valid/clear information
10. utilization of various forms and networks of resources of shared actors so that they become a Capacity for Joint Action shows that the important role of leaders who become facilitators in collaborative process efforts. Leaders in each institution who serve as mobilizers and facilitators have performed well, but the problem lies in the limited number of adequate human resources so that they cannot perform excellent public services.

Furthermore, based on what researchers have done in field research efforts in the form of observations, observations, in-depth interviews based on the focus on strengthening the capacity of service collaboration in land conflict resolution, the following things were obtained:

1. Strengthening the internal capacity of the actors and agencies involved shows that collaboration involves various parties, both from the Madiun Police Chief, Land Office, Kodim, Local Government, and Forkopimda. The role of each institution is very significant and has its own objectives that have been running well and structured. In this case, the role of the Madiun Police Chief is very important as a party who mediates and follows up community complaints, while Forkopimda ensures that all activities are in accordance with the RPJMD of Madiun Regency;
2. terms of clarity of collaboration objectives, it can be concluded that the objectives of collaboration are clear and implemented as stated in the MoU and have been understood by all parties involved in collaboration;
3. In terms of commitment and joint ownership, it can be seen from the performance of solving land problems in Madiun Regency which has shown a positive trend where all parties move with a ball pickup system, namely sambang directly to the community, besides that sharing is routinely held with the head of the RT / RW. The drawback is that the main tasks and functions are still not structured with legal documents so that they are vulnerable to overlapping tupoksi;
4. management arrangements, strong management arrangements can be seen from the existence of Forkopimda which acts as the Steering Team so that each program is in accordance with the RPJMD as a reference. In addition, there is an Article 2 MoU that regulates the formation of a Steering Team, Technical Team, and Implementation Team;
5. In terms of organizational learning, it is still considered necessary to improve. This is because there is a land dispute problem that has been around for a long time but is still not resolved properly. In addition, the meeting forum is still only at the lower level (village) while at the central level it has been carried out only the intensity still needs to be increased;

6. External capacity that has a role in strengthening institutions both organizational, human resources, and the effectiveness of task execution functions shows that there is a significant influence in influencing institutional capacity strengthening;
7. In terms of economic growth, Madiun Regency still shows a positive trend despite experiencing fluctuations in the last 5 years. The economy of the people of Kabupaen Madiun does not have a negative effect in strengthening the capacity to solve land problems in Madiun Regency;
8. In terms of the level of political stability, seen from various points of view the level of political stability in Madiun Regency tends to be stable. Criminal cases tend to decrease from year to year. It can be concluded that political stability in Madiun Regency has a positive influence on solving land problems in Madiun Regency;
9. In terms of government legitimacy, it can be concluded that legitimacy has a positive influence on strengthening the capacity of program implementation. This is marked by the ratification of the MoU which is a strong foundation in the collaboration process;
10. In terms of financial resources, the BREM-IP4TP program does not require significant investment in new facilities and infrastructure because in its implementation it optimizes the facilities and infrastructure already owned by the Madiun Police.

Modeling collaboration in police services in land conflict resolution is currently (existing model) illustrated in the figure as follows.



This research has presented how the process of collaboration and strengthening collaboration capacity in police services in a resolutive approach to land conflicts that researchers believe there are potential disputes and frictions that will occur when they do not get a solution. Research that takes the focus and locus of land disputes in Madiun Regency focuses more on the findings that land disputes between residents with inheritance, boundary and ownership backgrounds so that it is very important to accelerate collaborative data collection of land parcels so that it is not only administrative (elements of the National Land Agency) and also not only law enforcement (legal institutions) as has been done by the Madiun Resort Police with The innovation of the collaborative efforts of the

National Police involves the Three Pillars and Three Pillars-Plus to realize Kamtibmas in a democratic policing strategy with the frontline of Bhabinkamtibmas through the role of its Polmas by collaborating with Kodim 0803/Madiun through the role of Babinsa and the Regional Government of Madiun Regency, the Village Community Empowerment Office through the Village Government.

stated in the previous chapter of Research Results that research with this qualitative approach was carried out in general in Madiun Regency, East Java where it has determined loci in government agencies and 7 villages in 5 sub-districts as stakeholders who are part of the most studied phenomenon for researchers to then understand within the scope of interpretive approach design.

In making modeling as a recommendation for service recommendation models in land conflict resolution, a deepening of aspects of collaborative governance processes and structures is needed where using CGR's (collaborative governance regimes) so that finding research is found that the process dimension requires optimizing the quality of interaction and increasing its effectiveness, which among others requires capacity strengthening so that it is also reviewed from the capacity building approach.

The relationship between collaboration and innovation: a case study in an innovative organization

In an organizational context, collaboration relates to individuals, teams, and areas involved in social interaction and can be characterized as a resource of social capital and even capability (Blomqvist, 2006) that is an important source of sustainable competitive advantage. In an organizational context, collaboration requires organizations to overcome a number of barriers to knowledge sharing (Huxham, 2005; Dalkir, 2011) and can be understood as the ability to penetrate several dimensions of the organization that affect, as a whole, the ability to innovate in an organization. Collaboration can also be seen as an integral component of other capabilities – adaptive, absorptive and innovative (Wang and Ahmed, 2004) – that influence the innovative outcomes of an organization. The organization highlights the importance of collaboration as a relevant element in innovation. Overall, collaboration factors influence strategy development and implementation, organizational learning, quality of external relationship construction, leadership performance (especially with mobilization factors), human resource management processes, as well as new product development and management processes.

This research shows that collaboration with different partners/pillars can improve the innovation capabilities of the Madiun Regional Police which is seen to depend on the Babinkamtibmas approach to make visits to the community and obtain the necessary external information. Operational Collaboration Modeling is carried out by reinforcing the role of the 4 pillars by increasing the role of each pillar and understanding the intention as working together which is a strategic innovation that must be taken with the aim of facilitating, lightening, and accelerating the achievement of goals.

4.1. Co Production

Experts argue that citizens as clients will receive effective and efficient services from professional staff employed by large bureaucratic institutions. Thus the term co-production focuses on individuals and groups in the production of services at the micro level but can have an impact on the meso and macro levels of society (Ostrom, 1999). Furthermore, the researchers showed that self-serving bias can be reduced when clients have strong partnerships with partners (Bendapudi & Leone, 2003; Campbell & Sedikides, 1999). Thus the interpersonal relationship between the client and the service provider can reduce the self-serving bias and thus make the client a better co-producer

literature on co-production suggests that small-group interaction can facilitate sustainable co-production (Pestoff, 2013, 2012). Group members meet each other for collective action and therefore increase joint production. Co-product results may vary depending on settings. Further co-production results are also subject to change in terms of co-production partners and sponsors and management.

Co-production' can play a central role in the relationship of 4 pillars in the Police Service process in the recommended Land Conflict Resolution, Kamituwo / Head of hamlet is a village apparatus that really understands regional conditions, Involvement is intended to help collect land data and check material truth. Elements of the National Police carry out the task of Community Policing (Polmas) in the village, involvement in assisting data collection and land registration to minimize potential disputes, conflicts and land cases and improve the quality of documents produced. TNI elements play a role as State Defense through the function of guidance in villages/kelurahan. Elements of the IP4T-P Team / Land Office are recommended to be involved in assisting in

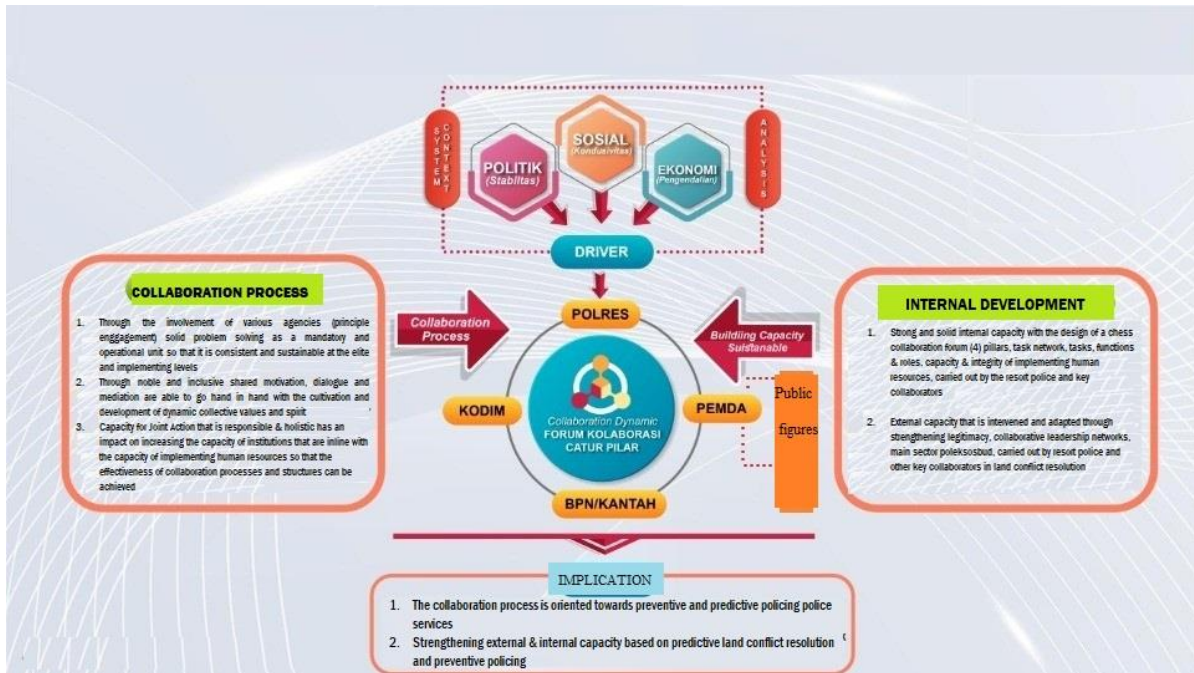
collecting land data to help improve the quality of each document produced. As Pestoff (2013, 2012), all elements/groups met with each other for collective action and produced an MoU on Cooperation in the Implementation of Inventory of Mastery, Ownership Use and Participatory Land Utilization in Madiun Regency

On this basis, before providing modeling construction, recommendations are needed in the form of strategic collaborative processes and actions as follows:

1. power imbalance between stakeholders marked by weak community understanding in understanding the importance of legality over their land can be overcome by:
 - a. Socialization collaborates with villages and community leaders by deepening and emphasizing the negative impact aspects if land is not registered, then explaining the flow of registration that is not complicated and carried out free of charge
 - b. make a binding legal provision in the form of fines or sanctions that can make the community feel it is important to register their land,
 - c. Provide rewards in the form of incentives or other materials that can attract public attention,
 - d. Improve the collaborative approach to public services by listening to community complaints and registering who have not registered their land and then consistently encouraged to register their land (not complicated in the process)
2. For collaboration problems between institutions that are considered not comprehensive, they can be solved by:
 - a. the village, Babinsa, and Bhabinkamibmas sort out the problems that have the potential to recur and which problems can be resolved familiarly (in this case the land has clear ownership of the papers, and the legal basis). For land that is still unclear, it must coordinate with the National Police and other institutions in solving it so that in the future it will not be repeated and as input in making government policy decisions in the future
 - b. Recaps and monthly reports are still something that is difficult for policy actors in Madiun Regency to do, for this reason, it is necessary to emphasize the importance of reports in a good collaboration process.
3. To strengthen the policy and legal framework, it can be done by sharing motivations and goals not only between institutions and the community, but also between government institutions to strengthen the vision and mission as well as joint steps.
4. Socio-cultural problems, namely mataraman culture and Madiun regency known as the pesilat city, can be handled by creating a pesilat forum in Madiun regency and making a friendship monument initiated by all silat universities in Madiun Regency already exists but needs to be maintained in essence). Meanwhile, for land disputes with companies, mediation and incentives are needed by the community and complaints from the community must be well facilitated. This is because often local communities are more disadvantaged in the implementation of projects by companies.
5. To prevent potential overlapping authorities, there must be a formal legal document that regulates the rights and authorities of each institution in the collaboration process. This does not yet exist in Madiun Regency so that it can cause overlapping authority in the future. There must be a clear Standard Operating Procedure (SOP) because this collaboration concerns various institutions. For this reason, it is necessary to make SOPs in terms of collaboration to solve land problems in Madiun Regency.
6. To overcome learning problems that are still lacking due to improper understanding in efforts to resolve land disputes, especially the problem of protracted land disputes due to various causes, it is necessary to conduct discussions between all relevant parties. In this case, not only the Police and Local Government participate in mediating but also all relevant parties. This is to minimize cross-opinions between stakeholders and mediating institutions. When ideas have been exchanged, the next step is to put it in a formal legal policy so

that there are no loopholes for violations that will harm other parties. Then a supervisory organization was formed that collaborated with the community and ensured that policies were carried out as agreed by all parties.

5. RECOMMENDED MODEL KOLABORASI PADA PELAYANAN KEPOLISIAN DALAM RESOLUSI KONFLIK PERTANAHAN



6. CONCLUSION

Model of Collaboration in Police Services in Land Conflict Resolution which includes: depiction of the Current Model (Existing Model) of Collaboration in Police Services in Land Conflict Resolution; and depiction of the Recommended Model of Collaboration on the Police Service in Land Conflict Resolution.

The results and discussions related to the Collaboration Model in the Police Service in Land Conflict Resolution in carrying out Land Conflict resolution efforts show that the current collaboration model still needs improvement and improvement. This is indicated by: that the existing model on the dimension of the collaboration process and strengthening collaboration capacity shows that collaboration in the police service is still not sustainable in controlling the dynamics of collaboration and the ability of collaboration operationalization resources. The recommendation model provides collaboration modeling in police services by adding and strengthening systemic sustainability aspects of collaboration dynamics processes and resources so that they become a solution for preventing and handling land conflicts.

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