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## Military Operation Other Than War (MOOTW): Military and Civilian Synergy to Support the Citarum River Revitalization Program

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**Abstract** One of the program operations carried out at Region Military Command III (Kodam III) Siliwangi is the management of the Citarum River. Region Military Command III (Kodam III) Siliwangi participated by carrying out cooperation with the regional leadership meeting forum (Muspida) through the task force activities and contributing to handle the Citarum River. Furthermore, this study used qualitative methods, with primary data obtained from observations and interviews with some informants determined purposively. The information came from the military and local government elements, they were determined because the knowledge they have was related to the synergy between the army and civilians in the Citarum River revitalization program. The data that had been obtained is triangulated to determine the validity of the data. Civil-military synergy in the Citarum River Revitalization Program is related to the concept of "Pentahelix", which involves governments, academics, business people, the media and the public, who work together in making changes. The involvement of the army in revitalizing the Citarum River program is quite beneficial, especially related to the socialization and monitoring of river cleanliness.

**Keywords:** Region Military Command (Kodam) III, Citarum, River, Military, and Civil.

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### Introduction

According to a report by the Swiss environmental organization Green Cross and the international non-profit organization Blacksmith Institute, the Citarum River in West Java was nominated for the 10 most polluted places in the world in 2013. Meanwhile, the Citarum River is a source of livelihood for around 9 million people who live in the vicinity, and also for around 2,000 factories that stand along the river flow. According to the results of research conducted by both organizations, the river is contaminated by waste containing aluminum and manganese. From the test results, the water that is usually consumed by the local residents is at a very dangerous level because it is 1,000 times above the dangerous standard set by United States (West Java Regional Environmental Management Agency, 2018).

According to Greenpeace Indonesia (2018) on its official website, water flowing through Citarum has been contaminated by various wastes, toxic chemical waste from industry is the most dangerous. Currently, in the headwater of Citarum there are quite a number of factories where there are a few factories that are quite aware of treating the waste they create, other factories dispose of their waste directly without supervision from the authorities. They do it without having a sense of responsibility to the tributaries or the Citarum themselves.

In its management, the Citarum River has many problems. In 2012, the Audit Board of the Republic of Indonesia discovered the problem of ineffective management of the Citarum River by the local and central government. There are two different roadmaps between Bappenas and the Ministry of Public Works in the Central Government regarding the management of the Citarum River area. The Audit Board of the Republic of Indonesia instructed the Ministry of National Development Planning of the Republic of Indonesia and the Ministry of Public Works to manage the Citarum roadmap accordance with the agreement in the Integrated Citarum Water Resource Management Investment Program loan (West Java Regional Environmental Management Agency, 2018).

At the end of 2017 Siliwangi Military Command III survey team recorded data related to river pollution caused by domestic waste, there were 20,462 tons of organic and inorganic waste dumped into the Citarum River. This has an impact on the increasingly dirty water of the river, with the addition of 35.5 tons of human feces and 56 tons of animal manure per day (Kodam III / SILIWANGI Report on the Arrangement and Cleaning of the Citarum Watershed, 2018).

This phenomenon adds new findings about the presence of various harmful bacteria in the Citarum River such as the E-Coli bacteria that originate from human feces and cattle dung, and *Pseudomonas Aeruginosa* which can cause meningitis, pleurisy, and inflammation of the urinary tract. In addition, the Citarum River agency also findings of medical waste discharged into the Citarum River, such as HIV AIDS blood bags, human body fragments,

and used medical devices (Kodam III / SILIWANGI Report on the Citarum River Arrangement and Cleaning Activity, 2018)

In the President Jokowi's era, a step was formed to overcome the Citarum problem. He issued Presidential Regulation No. 15 of 2018 on February 22, 2018 concerning the Acceleration of Pollution and Damage Control in the Citarum River, the regulation was signed on March 14, 2018. The central and regional governments launched the CitarumHarum program which was targeted for seven years, to realize the presidential regulation. Starting point of CitarumHarum Program is from upstream Situ Cisanti (Kodam III / SILIWANGI Report on the Arrangement and Cleaning of the Citarum Watershed, 2018).

The implementation of this program was led by the Commander of the West Java Governor Task Force. On the other hand, the Deputy Commander of the Task Force is held by the Commander of Region Military Command III Siliwangi, it means the military is directly involved in its implementation. The strategy carried out by Siliwangi Military District Commander III (Maj. Gen. Doni Monardo) was to do "war" on the destruction of Citarum along with 1,700 soldiers. The Citarum flow is divided into 22 sectors, each coordinating sector led by a Colonel. Communication was built with various parties; including institutions / ministries, academics, students, communities, scholars, cultural figures, media and activists.

According to Presidential Regulation No. 15 of 2018, through this policy a totality improvement will be made, both in the form of land revitalization and related matters of tributaries, factory waste becomes very beneficial for agriculture, and water will return clean for consumption. This policy is an effort and program strengthening that has been carried out by integrating between agencies and stakeholders and integrating the authority of the Central and Regional (Provincial, District/City) accompanied by the involvement of the army: Military Operations Other Than War to carry out the efforts to prevent and enforce the law in a manner integrated. So, Region Military Command III Siliwangi automatically supports and succeeds the Citarum River Revitalization program.

Synergy between the Army and the community in the Citarum river revitalization program is part of the conduct of military operations other than war, synergy between military and non-military institutions is not a new thing. Several previous studies had analyzed the benefits of army synergy with various parties in handling environmental problems, including the synergy between the army and the National Disaster Management Agency in handling natural disasters (Djuyandi, Casnoto, Hidayat, 2019). Synergy of the army with local governments in handling natural disasters (Subagyo and Rusfiana, 2018), as well as collaboration or synergy of Region Military Command III Siliwangi and Communities around Citarum River in Handling the Citarum River in the Context of Supporting the Basic Tasks of the Army (Dinarso, 2019).

Referring to Diamond and Plattner (2000: 89) a professional military is a military that respects to civilian government, understands military civil relations based on the principle of civil supremacy, then the synergy between the Army and the community based on the purpose and the assignment of civil political authority is one of the realization of military professionalism. When the military carries out the Citarum River revitalization assignment given by the government, the military has tried to take part in the efforts to realize civil supremacy, which is obedient to government assignments and remains in the corridor of the law. As for Law No. 34 of 2004, especially in Article 7 about army, has given legality regarding the involvement of the army in military operations other than war, so that the involvement of the army in the revitalization of the Citarum river program is not contrary to the law, moreover this program has important values for the people who live around the river and also the State, because it concerns international perceptions and environmental resilience.

Synergy between the military institution and other government is also considered important institution (Djuyandi, Bainus, and Sumadinata, 2018), synergy is a combination of elements or parts that produce better or greater expenditure (Djuyandi, Casnoto, Hidayat, 2019). Covey statement (2004) synergy will be easy to occur if the existing components are able to think of synergy, have the same thoughts and mutual respect. The synergy between the military and civilians is not a new thing either, with the participation of the military in disaster management, it will be productive interactions between the military and civilians. Of the several cases of natural disasters, both at the Hurricane Katarina in the United States in 2005, the Szechuan earthquake in China and the Nargis in Burma 2008, and the earthquake in Padang (Indonesia) 2009, flash floods in Pakistan in 2010, showed a trend for more systematic cooperation and support between the military and civilian organizations. In the future, this synergy needs to be done in the form of joint exercises that are more integrated between civilians and the military (Canyon, Ryan, &Burkle, 2017).

## Method

This study used qualitative methods, in collecting data the researcher is directly involved. If seen from the way of acquiring it, the type of data source is divided into two, those are primary data and secondary data. Primary data obtained from observations for a month and also interviews with a number of informants.

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Determination of informants used purposive techniques, where researcher have some criteria in determining informants, such as:

1. Having knowledge about army involvement, especially Region Military Command III / Siliwangi, in the Citarum River revitalization program.
2. Informants were involved in planning the Citarum River revitalization program
3. Informants were involved in the implementation of the Citarum River revitalization program.

Based on these criteria, this research made the following parties as research informants:

1. Territorial Assistant to the Chief of Staff Region Military Command (Kodam) III / Siliwangi
2. Aide-de-camp madya (Pabandya) Bhakti III / Siliwangi
3. Special Staff of the Ministry of Maritime Coordinator of the Republic of Indonesia
4. Sector 8 Commander of the CitarumHarum Task Force (Cilampeni-CurugJompong Bridge)
5. Commander of the Military Region 1807 Sukasari
6. Company Commander Sector 7 Command Post (Cijagra-JembatanCilampeni)
7. Head of the West Java Provincial Environment Agency
8. Head of the Citarum River Association.

Meanwhile, secondary data was obtained from literature, articles, journals and websites on the internet regarding the involvement of the army, in this case Region Military Command (Kodam) III / Siliwangi, in the Citarum river revitalization program.

As a scientific study, the data that researcher have obtained will be checked for validity by using triangulation techniques, where the researcher compared one data with another data until the researcher believes that the data is valid and can be justified.

### **Discussion**

#### **Authority in the Citarum River Revitalization Program**

Citarum River covers 10 regencies and 3 cities and their central government, they are Bandung City, Bandung Regency, West Bandung Regency, Cimahi City, Cianjur Regency, Subang Regency, Sumedang Regency, Purwakarta Regency, Indramayu Regency, Karawang Regency, Bekasi City, Bekasi and Bogor Regency. Because of the Citarum River is located in West Java, the Governor is responsible for coordinating the handling and management of various resources both from the country and outside the country. In the period 2000-2003, the West Java regional government declared the Vibrante Citarum (CitarumBergetar) program. The word "vibrante" is an abbreviation of clean, geulis (beautiful in Sundanese), and sustainable. The program focused on controlling conservation recovery and community empowerment. This program is considered had not been optimal in addressing pollution in the river. Seeing the strategic position of the Citarum River, the central government 2008, agreed to a loan offer from the Asian Development Bank (ADB) to restore Citarum. The large loan was valued at USD 500 million or around IDR 6.7 trillion for a 15-year program. Even that amount of funds was still inadequate to overcome the Citarum River problem.

In 2011, the central government introduced the Integrated Citarum Water Resources Management Investment Program (ICWRMIP) program, involving various parties both directly and indirectly involved. The program, known as the "Integrated Citarum program" (CitarumTerpadu), aims to achieve the vision set by stakeholders (government agencies, communities, the private sector and Non-governmental organization) through various meetings and consultations. Some Ministries involved in implementing ICWRMIP activities were the National Planning and Development Agency, the Ministry of Public Works, the Ministry of Agriculture, the Ministry of Health and the Ministry of the Environment.

The involvement of local governments was to formulate and implement Regional Government Organizations in West Java Province. At this level the relevant agencies are the Regional Development Planning Agency, the Environmental Management Agency, the Housing and Settlement Office, the Water Resources Agency, the Forestry Service, the Indonesian State Forest company Region III, the Agriculture Food Service Office, Energy and Mineral Resources, Office of Animal Husbandry, public health Office, Environmental Agency, and Regional Disaster Management Agency.

According to the National Development Planning Agency's website (2019), the total costs used in the "Integrated Citarum" (CitarumTerpadu) program are estimated to reach IDR 9.1 trillion. Even though this program involved a variety of stakeholders, the objective for the improvement of the upstream water catchment area, improvement in its quality and availability of drinking water was not reached the results as planned yet. After three years of implementation, the program was protested by academics and the People's Coalition for the Right to Water who demanded the Director of Asian Development Bank to stop financing the ICWRMIP or Integrated Citarum (CitarumTerpadu) program until there were measurable improvements. The People's Coalition for the Right to

Water found a mismatch in the number of affected communities with the West Tarum Canal Rehabilitation project, which was the first Integrated Citarum project. The program was considered detrimental to citizens, unclear, even it was not in accordance with the first objectives of project implementation, and was not supported by budget transparency. The failure factors of the "Citarum Vibrate" (CitarumBergetar) and "Integrated Citarum" (CitarumTerpadu) programs due to lack of awareness and community involvement. Because the citizen is not the top priority.

The "CitarumBestari" program was introduced by West Java Governor Ahmad Heryawan in 2014. Through West Java Governor Regulation No. 75 of 2015, the CitarumBestari program was officially launched with a budget of around IDR 80 billion. CitarumBestari stands for *bersih, sehat, indah, dan lestari* in Indonesian (clean, healthy, beautiful, and sustainable) and it means "good character". The target of the CitarumBestari Program in 2018 or 3 years after the program was launched, the water from Citarum River can be consumed directly. One of the main programs of the "CitarumBestari" was the establishment of an Ecovillage or environmentally cultured village that is crossed by the Citarum River. Ecovillage was a program carried out by a group of people in each village who are already environmentally aware, trained and educated to protect the environment, especially river cleanliness. Their job was to do community service to clean up the river from rubbish and to socialize the community for not throwing any garbage into the river.

The West Java Provincial Government in 2016 re-designed the new format CitarumBestari program called the ultimate volume *JilidPamungkas*. This time, the program emphasized joint movements based on commitments from upstream to downstream. In 2018 Citarum River water was targeted to be consumed directly. One of the strengths of several previous Citarum programs (Vibrate *bergetar*, Bestari, "BestariPamungkas", and Integrated *terpadu*) was the full support of the central government, international contributor agencies, and community involvement. Other strengths were awareness and support from various elements of the community, stakeholders in the management of Water Resources in the Citarum River region which consists of the central government, regional governments, non-governmental organizations, private groups, academics and individuals. Besides that, the main actor in handling the Citarum river was the Citarum citizens who are directly involved (Citarum.org).

The failure factor of the Citarum Vibrate *CitarumBergetar* and CitarumBestari programs was lack of awareness and community involvement. Actually, the netizen is the most important actor in river conservation, but they were not being a program priority, but they were only as objects of various programs. Whereas, the support of the stakeholders through the involvement of various parties who work together in coordinating planning and implementation was very supportive in creating a clean, healthy and productive Citarum River. Attached to the website [citarum.org](http://citarum.org) (2019) states the hope of this involvement to provide sustainable benefits for all of communities in the Citarum River Area. The results of the study show that based on 2014 data, there is collaboration between the government and non-governmental organizations that have a vision for river improvement. The website [citarum.org](http://citarum.org) lists several Non-governmental organizations that play a role in river improvement including the Independent TarunaMandiri, Bina Mitra Foundation, Studio Driya Media, Family Care Education Association, Wanadri group nature lovers, EKOLINK, OIKOS, Greeneration, ICORD, Cooperative Bangkit Bersama, and Kanumayasa.

Universities or study centers that involved in the improvement of the Citarum River are, the Institute of Technology University of Indonesia, Parahyangan University, Padjadjaran University and Bandung Institute of Technology. These various universities are involved through community service and research programs. Research results can be used as a basis for designing various changes and improving policies. This fact shows the concern and commitment of the community is one of the strength factors, if it properly coordinated will provide optimal benefits for the community.

The concern and commitment of each party in revitalizing the Citarum River is very good, but the coordination between government agencies, government agencies and the private sector, or between the government and individuals is very weak, thus making the implementation of this program unable to run quickly. Based on these conditions, the involvement of army in the revitalization of the Citarum River program has a unique challenge, in this case the challenge is realizing the synergy between the army particularly Military Command III Siliwangi, with various community groups.

### **Civil-Military Cooperation in the Citarum River Revitalization Program**

The results of the study through interviews with the Purposive sampling method, Military Regional Command III Siliwangi collaborations with the River Region Association, environmental activists in the Military Region III Siliwangi, and media to focus on follow-up the CitarumHarum program. Military Region Commander III Siliwangi said that the collaboration is a mission to develop West Java, where the program is begun with complaints from environmental activists who feel that the Citarum River looks dirty. Finally, a plan was made by several

components of the community to redesign Citarum. Based on the statement of the Military Commander "When I received this mandate, it means I received orders for the CitarumHarum program. All at once we carried out the roadmap, its development plans, etc. I promise that I will continue this program". The Military Region Commander admitted that his team had a mission to advance West Java. Moreover, they continue to build pentahelix synergy by inviting all elements of society from various walks of life to participate in advancing West Java.

The Commander of the Military Region also said that the cooperation of environmental activists, even cultural figures took part in helping to continue the development of Citarum. Media also work together to restore the condition of the Citarum River to be beautiful and clean. Commander of the Military Region said "we made it to be able to persuade the community, then military personnel carried out the work to persuade community. Evidently, when we invited them to develop their regions the West Java community are agreed."

The government has not calculated how much the losses suffered due to pollution of the Citarum River for decades. Damage in the Upper Citarum River area to pollution of industrial waste and domestic waste. Even more, flooding due to river overflows and sedimentation that often occurs in the Cekungan Bandung.

Based on the results of research from the last program in 2013, the CitarumBestari program missed the prestigious target. At that time, the hope was the water of Citarum could be consumed in 2018. However, up to now the quality has not met the water quality requirements, so it is not possible to consume. The West Java Provincial Government claims, "at least the Bestari program has made satisfying results. For example, minimizing Citarum waste and building a culture of environmentally conscious citizens" said West Java Governor Ahmad Heryawan on various occasions. Until the new program was launched in February 2018, the CitarumBestari program had not been comprehensively evaluated for its success. The HarumCitarum Program was announced to be back to restore the longest river in West Java. Almost all of the concepts and ideas were the same as previous programs. However, it was more integrated because it was under the central government through the Coordinating Ministry for Maritime Affairs. For information, a few of programs and action plans carried out in the management of the Citarum River have involved many parties. Those are, Vibrating CitarumCitarumBergetar (clean *bersih*, beautiful *geulis* and sustainable *lestari*) includes policies and laws, controlling recovery of conservation, and community empowerment.

Citarum Vibrating *CitarumBegetar* was born as a response to concerns over the carrying capacity of water resources and an increasingly critical environment. This step was initiated by the West Java Provincial Government based on observations and complaints from the citizen regarding the deteriorating quality of the Citarum River. Citarum Vibrating *CitarumBegetar* began in 2001, the first project was to form a team investigating watershed problems, then an action plan for damage control, pollution and recovery of the Citarum watershed was formed. There was an important mission that must be carried out, that was improving the process and quality of spatial planning based on the Citarum ecosystem. Based on the Presidential Decree No. 12 of 2012, stated that the River Region is a National Strategic Area. Citarum is included, therefore the management of water resources is in the authority of central government. Its daily operations were under the Citarum River Region Association, this is the technical implementing unit of the Ministry of Public Works and Public Housing.

The results of interviews with the Director of the West Java Forum for the Environment, stated that the seven-years target is realistic in terms of a work program. However, efforts to restore and repair the damaged environment, requires a long step. Moreover, if we see the damage rate is higher than recovery, "Recovery of upstream Citarum may take 10-15 years to produce it. In my opinion, the target from president of a seven-year is realistic in the realm of project implementation. However, the regulations on the road map are not clear yet. Supposedly, there is a Draft of Presidential Regulation as a reference. The most important thing is the spatial planning and licensing must be accountable" he said.

Based on the results of research and observations in the Military Region Commander III Siliwangi as daily chairman of the CitarumHarum program, 125 million trees were planted in the Citarum watershed covering an area of 6,614 square kilometers by deploying 7,100 soldiers. The chairman said "We divide 22 sectors along the Citarum River. Specifically, for upstream, 1,400 soldiers were involved and they have already planted 19,000 seedlings out of the 230,000 seedlings prepared. In other sectors, soldiers are assigned to clean rubbish. This step is an effort to protect the spring water". He also emphasized that the cooperation that was formed also used the term Pentahelix cooperation.

The concept of "Pentahelix" involves governments, academics, businessman, the media and the community, who work together to make changes. First is the government element, it has the political power to formulate a policy through decisions that supported by the second element is a society that has social power. The third is the academics elements who have the power of knowledge, to bring the science that helps various life activities to be faster, cheaper, more useful. The fourth element of pentahelix is the businessman or entrepreneur, who has the power of capital, and the last is the media that controls publication and communication (Amrial, Muhammad, & Muhamad, 2017).

The results of an interview with Aide-de-camp madya (Pabandya) Bhakti regarding community cooperation in handling the Citarum River revealed that "The cleanliness maintenance of the Citarum River must be carried out together involving all parties, to get tangible and directed results. Coordination and collaboration between the government, the community and the private sector are also needed so that the implementation of the cooperation and efforts that have been made can create the expected results. From the interview results, it is known for this case that the regional and central government as planners and decision makers. While, the citizens and the army can be involved as subjects of carrying out activities to handle the Citarum River. After that, the collaboration that carried out by the central government, provincial government, municipal and district governments in handling the Citarum River must be direct and strict in terms of law enforcement.

The role of the central government, the provincial government, the city and district governments need to be done in synergy to avoid sectoral egos. Regarding the funding currently being carried out in handling the Citarum River, it is still sourced from the central, provincial and district governments in the allocation of funds. Whereas the army and the community were only the recipients of the distribution of funds for the operational management of the Citarum River. In the allocation of funds, it is necessary to carry out supervision and development, so that the allocation is clearer and right on target. In this case, the community has a role in monitoring the implementation of public to the government.

The term of Pentahelix cooperation if we analyzed with the theory of cooperation Abdul Syani, (1994: 156). Cooperation is an effort that is carried out together between individuals or groups for a common goal and get faster and better results. Forms of cooperation will develop, if people can be mobilized to achieve a common goal and must have an awareness that the goal will be useful for all of them in the future. There must be a pleasant atmosphere too in the division of labor, as well as the remuneration to be received. In the next stage, certain skills are needed in working together, in order to implement their plans can be done well, because one form of cooperation is synergy.

The concept of Pentahelix collaboration is appropriate with the concept of having synergy, which means mutual respect for differences in ideas, opinions and being willing to share. Synergy is not selfish, but thinks to win together and no party is harmed or feels disadvantaged. It aims to integrate separate parts. Synergy has a meaning about the whole is the core of the number of each part. In synergy, each section or sub-section has its own role, and within it is part of itself and part of a large group (consisting of sub-sections). For this reason, there is no one part that has a greater role than the other parts. If the sub-systems are carried out together, the results obtained will be more effective than working individually. Synergy is often associated with a combination where two organizations that come together will be more efficient than the two organizations run individually, especially in organizations that manage products. The principle of synergy is to achieve a goal that is carried out systematically and together, so that the results are greater than those carried out individually. Doing activities together from separate parts, but are interconnected in carrying out their activities will produce a greater total effect than doing it individually and separately. According to Najiyati and Susilo (2011), synergy as a combination or part of a collaboration that produce better and bigger outputs. So, synergy can be understood as a joint operation or a combination of elements to produce a better output.

The output of the collaboration is the realization of clean Citarum to prevent disasters in the future. If we analyze from the perspective of disaster mitigation, pentahelix cooperation and cooperation in revitalizing Citarum is appropriate with the concepts of disaster mitigation and management. Susanto (2006: 8) disaster management is a strategy and policy in anticipating, preventing and managing disasters. It aims to prevent, predict and anticipate disasters with the limited ability that we have as a human and minimize losses. Actually, this understanding starts from the attitude that disaster cannot be fully controlled. The disaster management process involves four stages, they are Mitigation, Alertness, Response and Recovery. Therefore, Disaster Management is not only providing assistance to victims affected by disasters, but disaster management must be done before and after a disaster occurs

The involvement of the army in the Citarum River revitalization program is a part of the implementation of duties of military operations other than war. The participation of the army shows that they are state servant, whose use depends on the decision of the civil political authority. Although, the military must submit to civil political authority, compliance must be based on the concept of objective civilian control, so that the military is not any longer be carried away by the current politicization of the military. In this condition some informants from army also expect an equal relationship between civilians and the military, with this equality the army can show its professionalism as a servant of the state and not be trapped in practical political practice. As also stated by Huntington that a professional military means the behavior of military members is appropriate with established standards, they must have: skills, obedience and far from political elements. Professional military must always be prepared to implement political decisions made by civilian politicians or who has political legitimacy.

### **The Unity of the Army - People in Disaster Mitigation and Empowering Citarum**

From Cooley's perspective (in Soekanto, 2012: 66) cooperation arises when people realize that they have the same interests and at the same time they have enough knowledge and control of themselves to fulfill those interests. Awareness of the existence of common interests and the existence of an organization are important facts in useful collaboration. This form of cooperation can develop, if people can be mobilized to achieve a common goal and there must be an awareness that these goals will have benefits for all of them in the future.

The implication of civil-military relations from the Citarum River revitalization program is the formation and development of community habits in protecting the Citarum River. From the results of interviews with the Military Rayon Commander, regarding fostering or building community habits and culture to protect the Citarum River, He stated "to develop community habits, socialization is carried out the public figure or youth leaders, if their mindset has not changed, it is necessary to take firm action from the government and always prioritize coordination with the local government". From a civilian perspective, it is known from the results of interviews with the Head Village regarding fostering or building community cultural habits to protect the Citarum River, the Head Village stated "By carrying out activities around the river, socializing to every citizen about the dangers of waste that entering the Citarum River and inviting them to clean up the river together are expected to be able to make people aware of the benefits of a clean river".

A policy will work well if the community supports and participates on it, starting from prevention efforts, prevention of pollution to the recovery of the Citarum watershed. There are some participations from the community in improving the Citarum watershed, through the National Mental Revolution Movement Program and CitarumHarum program. The purpose of the program itself is to increase the capacity of community participation by cooperating to revitalize the Citarum watershed. The program started with socialization, training and forming community groups in the area around the Citarum watershed. The community was made as the implementing subject in the success of the CitarumHarum program. The newest program is the holding of a competition to post activities on the Citarum River with the hashtag The Mental Revolution of Citarum, must be uploaded through social media.

Through the programs above, the army show their unity with the community, such as involving soldier to get involved in educating the community, getting involved in river cleaning activities and being involved in monitoring the cleanliness of the river flow. The unity of the army and the citizens is a manifestation of the existence of synergy, with the synergy is expected to implement the Citarum River revitalization program will achieve the target set by the government. Synergy that marked by the active participation of the army in river revitalization is a form of carrying out the duties of the army according to Military Operations Other Than War. According to a number of informants from various military components under the Regional Military Command III Siliwangi, they stated that the army through the Territorial Command would have to be able to support the development of defense areas by assisting the Government in humanitarian activities and disaster management, rehabilitating nature and infrastructure.

### **Conclusion**

The synergy between the army and the citizens in the revitalization of the Citarum River cannot be separated from the pattern of relations or civil and military relations. Internal reforms of the Indonesian National Army which have been running for more than 20 years must be recognized to have pretty much changed the paradigm of the Indonesian National Army, especially in realizing a professional Indonesian National Army. Although the army was primarily placed as a national defense unit, but the civilian government had the right to issue policies to involve the army in military operations other than war. However, in order to organize a harmonious and democratic civil-military relationship, the involvement of the army in military operations other than war must be based on a program or agenda that is systematically arranged and it depends on the existing problems. It arranged by the government. In addition, military participation must be based on expertise. The synergy between the army and the citizens in the revitalization of the Citarum River has a positive impact, but when the Citarum River conditions has improved, the government can return the army as a defense unit and prioritize the local regional government units to carry out supervisory and socialization tasks.

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