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## GOVERNMENT COLLABORATION IN BELU REGENCY IN IMPROVING INSTITUTIONAL CAPACITY OF THE LAND BORDER AREA REPUBLIC OF INDONESIA – THE DEMOCRATIC REPUBLIC OF TIMOR LESTE

By

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### ABSTRACT

After the referendum of the Democratic Republic of Timor Leste, various problems arose at the border with the Republic of Indonesia. So far, efforts have been made to resolve the problems that arise at the border, but have not been fully resolved properly, in this article the focus is on the issue of institutional capacity. The method used is descriptive qualitative crisis phenomenology, then it is done through observation, interviews, documentation with triangulation techniques. The data obtained is then analyzed, through the theoretical framework used, namely the pattern of collaboration relations between the Government - Private (Private - Public Partnership), Internal Government Collaboration (Internal Government Collaboration) and multi-actor collaboration (Multi - Actor Collaboration). The results show that government collaboration in border area management has an impact on increasing community welfare and border area security. The results of the study also confirm that the pattern of collaborative relations that occurs in border area management is a collaboration model between stakeholders, involving elements of the community and the private sector in overcoming problems that occur in the land border area of Belu Regency, with a theoretical synthesis to produce a Collaboration Management System Model (Collaboration Management) Model on Land Borders System, CMMBS), namely the synergy between the two models. The first model is about welfare management by the NTT provincial government as the Center of Grafity assisted by the Belu Regency Government in the Collaboration Management Model on Border Prosperity (CMMBP), while the second model is about border security management by the 161/WS Military Resort Command as the Border Security Operations Executing Command as the Center of Grafity assisted by the Border Security Task Force in the Collaboration Management Model on land Borders Security (CMMLBS). The two approaches are carried out in tandem with the relevant Ministries/Institutions, elements of the community, universities, the business/private sector, the media and other stakeholders and are supported by increased institutional capacity by the Regional Government.

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## 1. INTRODUCTION

Implementation of security management in the RI – RDTL land border area is currently dominated by other Ministries/State High Institutions (K/L) by placing their personnel at the National Border Post (PLBN) and the Indonesian National Armed Forces (TNI) in charge of Defense and Security. The TNI forces that were held were the Indonesian National Army through the ranks of the Military Resort Command 161/Wira Sakti (Korem 161/WS), the Indonesian National Army Air Force through the ranks of the Indonesian Air Force Base (Lanud) El Tari Kupang, the strength of the Indonesian National Army. The Navy through the ranks of the Indonesian Navy Main Base (Lantamal) IX/Kupang, and the placement of border security posts by the Border Security Task Force/Pamtas Task Force from the TNI AD element as well as the involvement of elements of the Indonesian National Police through the East Nusa Tenggara Regional Police (Polda) as a form of force assistance to elements of the TNI, especially when dealing with problems of crime and Transnational Crimes in the land border area by the NTT Satbrimobda.

The Minister of Defense Regulation Number 40 of 2011 concerning the Policy for Empowerment of the Defense Area states that the hard border policy approach or security approach can be interpreted as an approach that emphasizes the ability of the state to maintain the security of its border areas and defend itself in the face of all real threats. This approach better understands the function of the border as a strategic military function, national unity, nation-state development and national identity development (Asep Adang Supriyadi et al, 2022). Consequently, the development of land defense systems, sea defense systems, and air defense systems can be used to protect the Unitary State of the Republic of Indonesia from external threats (Budi Pramono et al, 2022).

In this article, the focus is on increasing institutional capacity to be analyzed based on the problems that arise. The low level of government collaboration involving all elements of both the provincial government, district government, Customs, Immigration, Pamtas Task Force, Kodim, Polri, community, private sector, namely the collaboration between stakeholders contained in the Public Private Partnership (PPP); Local Government and Pamtas Task Force (Inter Governmental Collaboration abbreviated IGC); and collaboration of all stakeholders (Multi Actors Collaboration abbreviated MAC) through border management to support good governance (Guntur Eko Saputro et al, 2021).

There are several data and facts that are at the RI-RDTL border, there are still various problems and issues at the border that can become potential disturbances and threats in the management of land border security. The institutional and bureaucratic capacity of the Belu district government and its ranks is still low, in order to support the management of land border security in realizing good governance and in carrying out regional autonomy (local autonomy).

## 2. METHODS

The research method used in this study is a qualitative descriptive method with a critical phenomenological approach obtained through research instruments in the form of observation and in-depth interviews with various informants, assessments, literature studies, data collection related to government collaboration, as well as through a process of guidance and input from the promoters which are then compiled in a government collaboration concept in the RI - RDTL land border area by identifying three aspects, namely: First, contributing to improving the quality of government management in managing the border system management / border management system in the field of community welfare; Second, managing the border system management / management system of borders in the field of security for the RI-RDTL land border area; Third, Improving institutional/local government capacity in order to support the problem of community welfare and security in the RI-RDTL land border area in Belu district, NTT province. The Collaboration Model according to the formulation of the problem will produce a collaboration model between the government, elements of the community and the private sector/entrepreneurs to build a better land border management collaboration system in Belu district, NTT province. The qualitative research design with a critical phenomenological approach is carried out through three research stages, namely: (1) Pre-field stage; (2) Field Activities Phase; and (3) Post-field Phase.

The concept of collaboration studied etymologically comes from the Latin, "collaborare", in English "to work together", is a process of sharing creations in which the parties involved encourage each other's capabilities including sharing risks, resources, responsibilities, rewards, and also characterizes a shared identity, so that a collaboration requires mutual involvement of the parties in solving a problem together, which requires mutual trust or trust between both parties, time, effort, and dedication (Juliana et al, 2022).

According to Ansell and Gash (2007:544) "collaborative governance is a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented and deliberative and that aims to make or implement public policy or manage public programs or assets".

Governance is a government arrangement in which the government and other public institutions directly involve



non-state stakeholders in a joint decision-making process that is deliberation in nature. These indicators include (1) Face to Face Dialogue, (2) Trust Building, (3) Commitment to Process, (4) Shared Understanding, and (5) Intermediate outcome. Robert Agranoff in Goss, Sue (2001:94-95), through the Internal Governmental Collaboration / IGC approach stated that the Intergovernmental Network is one of the places where there is a process to understand and know each other. others, by providing information exchange, solving problems by identifying together and making action plans to overcome problems that exist in inter-regional cooperation and multi-actor collaboration (Multi Actor Collaboration) as an analytical tool in analyzing this research, namely Ansell and Gash (2007) also explained that collaborative governance is a government arrangement in which one or more public institutions are directly involved in non-government stakeholders in the collective decision-making process that is formal, consensus-oriented, based on in-depth considerations aimed at making and implementing public policies (deliberative) and managing programs or public assets for welfare and security in border areas (Lukman YP et al, 2020).

### **3. DISCUSSION**

Determination in building the capacity of the Belu district government to support good governance, the concept of governance is always framed with the concept of modernization and Indonesian economic growth, namely between the state and the private sector playing a very important role in advancing the economy. Based on Government Regulation Number 59 of 2012 concerning the National Framework for Capacity Building for Regional Government, Belu Regency Government, that institutional capacity development and institutional arrangement are part of a very important and decisive part of bureaucratic reform. So that this section really influences efforts to realize a government that meets the criteria of good governance (Listiyono et al, 2021).

The development of the institutional capacity of the Belu Regency Government also supports the role and function of the RI-RDTL border as a national strategic area, nationally in the approach of Indonesia as a sovereign state. The border area has seven functions, namely: First, military-strategic functions; Both economic functions; The three constitutive functions; The four functions of national identity; The five functions of national unity; The six functions of the state-nation border and the seven functions of achieving domestic interests (Maidier.A et al, 2020).

From the results of the research and discussion, the results of the analysis of research data and theory indicate that the improvement of human and organizational resources is desired by all stakeholders to support the welfare and security fields in border areas, through education, courses and other supporting skills, upgrading skills, as well as increasing the management of existing natural resources through livestock, agriculture, plantation and fishery, marine and aquaculture centers and other centers. The results of these conclusions are contained in Table 4 regarding Small Conclusions on Institutional Capacity Building.

Theoretical findings or called theory building is a process to build theory by discovering the essence of the relationship between theory and research conducted in this dissertation research. Theory building which is also a novelty in research on government collaboration in the management of the RI-RDTL land border security is an important stage in this dissertation research. Because it will have a big influence on the development of government science, especially government management. From the scientific aspect, these theoretical findings will also prove that the theories in this study are called new models that previously existed, but were not suitable and needed to be updated. Therefore, the theory building process in this dissertation research is becoming more and more studied by science researchers because it is considered to provide many advantages (Saputro.GE et al, 2020).

This new model is formed from conceptual phenomena so that it can explain the concepts in research by deepening knowledge or understanding related to the phenomena discussed. In addition, researchers have been able to understand the concepts inherent in the phenomenon so that they can then form generalizations. The formation of generalization itself can be done in 2 (two) forms, namely deductive and inductive. Deductive is a form of generalization that is located at the beginning and is followed by a specific explanation. While inductive is a form of generalization that is located at the end where previously the researcher gave a specific description (Madrohim et al, 2020).

From the formation of these generalizations, researchers can determine the theoretical framework which is an important part of the theory building itself. In simple terms, the theoretical framework can be understood as a result of the interpretation of relevant previous theories and research as well as.

Through the concepts that have been studied at this time (Nizar.AA et al, 2021) Thus, the theoretical framework can be used as a guide or guide for researchers during the research process, then as a tool to answer the problem formulation rationally. Departing from the theoretical framework, researchers can then determine which theory is appropriate for the discussion and then used in research and in building new theories as outlined in a theoretical synthesis in the form of a new finding model (Nurbantoro.E et al, 2020).

Through the discussion and analysis above, the theoretical synthesis of border security management

collaboration is called the Collaborative Management Model on Border System or CMMBS at the RI - RDTL land border. It is the conception of new theory findings, which is a process to build a model by discovering the essence of the relationship based on facts, theories and research carried out in this dissertation. This model is formed from the phenomenon of conceptual phenomena so that it can explain the concepts in research by deepening knowledge or understanding related to the phenomena discussed so that it can clarify and sharpen the scope of the concept which includes the concept of government collaboration, government management and government institutional capacity that has been researched, studied and analyzed as well as a predictor and guide to find useful facts in the formulation of interpretations, and can facilitate researchers in simplifying and interpreting facts so that they are easier to understand (Prihantoro.K et al, 2021).

This model is built on 3 (three) theoretical constructions, namely the grand theory, namely the main theory of government management, the middle range, namely the intermediate theory of government collaboration, and the applied theory, namely the application theory of building institutional capacity supported by other supporting theories (Prakoso.LY et al, 2020). These three core theories are used as analytical tools in building prepositions that show the relationship and analysis between concepts so as to provide an understanding of a phenomenon about collaborative management of borders or Collaborative Management Model on Border System (CMMBS) to be more comprehensive from a scientific point of view.

The theoretical input includes several indicators, namely aspects of the development of the strategic environment, the development of threats at the border, development paradigms and government policies. The development of the global strategic environment that needs to be considered is the development of the military power of China and the United States in Southeast Asia which can trigger an open conflict which will affect the security situation in the Southeast Asian region, especially at the RI - RDTL border. The escalation of threats that must be considered is the development of non-military threats, especially those related to trans national crimes and border issues involving aspects of administration, delimitation, delineation, demarcation, in determining regional boundaries which will develop into threats that are multidimensional in nature, especially between RI - RDTL was united in a country, of course, has its own uniqueness and problems. In addition, there is a development paradigm that focuses on People Centered Development, namely as a process to improve human capabilities, so that they can be involved in the development process.

The government policy at the border is oriented towards soft border policy, namely achieving a balance between the security approach or security approach and the prosperity approach that can be applied in the management of the RI - RDTL land border area. The theoretical process includes indicators of government collaboration in the field of welfare, government collaboration in border security and institutional capacity building. Government collaboration includes aspects of collaboration with the involvement of private elements (Public Private Partnership / PPP), collaboration between elements of Government (Inter Governmental Collaboration / IGC) and collaboration involving all elements of government, private, community (Multi Actors Collaboration / MAC).

The management of border security or Border Security Management is closely related to the basic concept of border security collaboration which consists of the main component of national defense (TNI) and the supporting components of national defense (people who have professions and other expertise). The state as an entity that has sovereignty, population, and territory as well as an interpretation or perception of the threats it faces. Another indicator is building local government capacity (Capacity Building) which includes building organizational capacity and local government human resource capacity (capacity building) to support good governance (Rianto et al, 2021).

As outputs, there are two government collaborations or Government Collaboration and regional autonomy or Local Autonomy which are elements of strength that can be developed in the RI-RDTL land border area, which includes soft power, which is defined as a type of national strength in the form of cultural values, human resources strength, and state political power. and the strength of non-military elements of society and the strength of hard power is a type of national power based on military and economic strength and supported by non-military or non-military forces that have strategic value in the State defense system, namely a strong national ideology, namely the Pancasila ideology which is taken from the values of -the noble values of the nation and the social culture of the Indonesian nation (Indarjo.A et al, 2020).

As an outcome, the collaborative model for managing the border security system/CMMBS should focus on coordinated and integrated border management issues that have the dimensions of a national management system as part of a total understanding of the concept of national security at the RI-RDTL land border. The point is the state's ability to protect what is defined as core values, achieving it is a continuous planning process, using all elements in the form of existing power and resources and covering all aspects of community, government and state life.



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#### 4. CONCLUSION

Collaboration on institutional capacity building, namely by building institutional/organizational capacity and human resources of the Belu district government has been studied and researched with the interpretation and perception that to support *good governance* collaboration and support government collaboration *as well as regional autonomy /local autonomy* that in a comprehensive manner, in a collaborative management of the RI - RDTL land border areas in the welfare and security sectors, institutional capacity, both human and organizational resources, is needed.

As a suggestion in this article, it is to support the improvement of institutional quality, especially the capacity building of ASN resources and institutions Belu district government and the NTT provincial government, which is very much needed in supporting the collaboration of government in the welfare and security sectors in border areas. For this reason, it is necessary to carry out education to improve all ASN and other elements, in stages through education, training, courses, upgrading and upgrading *skills*. Meanwhile, the existence of higher education which is currently being developed by the Ministry of Defense of the Republic of Indonesia is to educate the younger generation / vocational / high school graduates and other community capacities to be directed to the fields of agriculture, plantations, fisheries, animal husbandry and marine affairs according to the potential of natural resources in the Belu Regency area. so it is necessary to make a joint commitment between the NTT provincial government and the Indonesian Ministry of Defense (RI University of Defense) in Atambua in the form of an MoU and a Cooperation Agreement with the Belu district government, elements of the TNI in the NTT region, related Ministries/technical institutions and other stakeholders in the district. Belu and community elements in realizing the institutional capacity optimally, so that government collaboration in the management of the RI-RDTL land border area is realized properly and becomes a model for land border management in Indonesia.

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