

# GOVERNMENTAL COLLABORATION ON REPUBLIC OF INDONESIA (RI) - DEMOCRATIC REPUBLIC OF TIMOR LESTE (RDTL) LAND BORDER MANAGEMENT

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## Abstract

This research analyzed Governmental Collaboration on the Republic of Indonesia (RI)-Democratic Republic of Timor Leste (RDTL) Land Border Management. The three main issues in RI-RDTL border management are welfare, security, and institutional capacity issues. This research employed the phenomenology crisis descriptive qualitative method through observation, interviews, documentation, and triangulation. All research data were analyzed following the theoretical research framework that consists of Private-Public Partnership, Internal Government Collaboration, and Multi-Actor Collaboration theories. The research result showed that governmental collaboration in land border management led to social welfare and security improvement in the RI-RDTL border. The result also highlighted that the collaborative relationship pattern in RI-RDTL land border management is an inter-stakeholder' collaboration model that involves civil society and private sector elements to deal with issues in Belu District's land border. The theoretical synthesis resulted in the Collaboration Management Model on Land Borders System (CMMBS), a synergy of two distinct models. The first model represents social welfare management by the Provincial Government of East Nusa Tenggara as its Center of Gravity, which the Belu District Government assists in the Collaboration Management Model on Border Prosperity (CMMBP). The second model represents land border security management by Military Resort Command 161/WS as the Commanding Executive of Land Border Security Operation and the Center of Gravity, which the Land Border Security Task Force assists in the Collaboration Management Model on Land Borders Security (CMLBS). These approaches are carried out simultaneously with other Ministries/Governmental Agencies, civil societies, universities, private sectors, media, and other stakeholders. The improved Regional Government institutional capacity strengthens them.

**Keywords:** Collaboration, Governmental, Land Border, Management

## INTRODUCTION

Research on Government Collaboration in border areas, the land of the Republic of Indonesia and the Democratic Republic of Timor Leste (starting now referred to as the RI-RDTL land border area) is an essential thing to do, considering that this area is a national strategic area as part of the conception of territorial boundaries, namely a marker area for the operation of sovereignty and identity authorities, nationality of the nation-state construction. In addition, one form of the concept of governance which has recently become an important and exciting study in the context of the study of government science is the concept of collaborative governance, meaning that the RI-RDTL land border area is empirically the primary manifestation of the sovereignty of the United States of the Republic of Indonesia concerning

the determination of the sovereignty of the Unitary State of the Republic of Indonesia, territorial boundaries of sovereignty, territorial management, utilization of natural resources, security and to maintain territorial integrity by involving all parties.

As stated above, the collaboration process is in line with the changing orientation of the current state border political policy from a complex border policy approach to a soft border policy approach. A policy that initially emphasized a security approach to a prosperity approach. Other Ministries/State High Institutions currently dominate security management implementation on the RI ORDTL land border area by placing their personnel at the national border post. The Indonesian National Army is responsible for the field of defense and security. Indonesian National Army strength was held, namely the Indonesian Army strength through the ranks of the Military Resort Command 161/Wira Sakti, the Indonesian Air Force through the ranks of the Indonesian Air Force Base El Tari Kupang, the strength of the Indonesian Navy through the ranks of its main base VII/Kupang and the placement of border security posts by the border security task force from Indonesian Army element and the involvement of elements of the Indonesian National Police through the East Nusa Tenggara Regional Police carried out as part of the form of force assistance to elements of the Indonesian National Army, especially when dealing with problems of crime and transnational crimes in the land border area by NTT Satbrimobda. Minister of Defense Regulation Number 40 of 2011 concerning the policy for empowerment of defense areas states that the complex 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. 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.

This research focuses on the border management system in the field of community welfare (prosperity approach), regional security systems at the land border (security approach), and increasing institutional capacity to be analyzed based on problems that arise.

## **RESEARCH METHODS**

The place of research is the land border area in Belu Regency, NTT Province. This research activity was carried out for 1.5 years, from August 2019 to December 2020. The grand theory in this study seeks collaboration between two countries in managing their border areas so that it becomes a process of communicating international relations that culminates in decision-making. To analyze the grand theory, 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, and through the guidance process and input from promoters which are the compiled in a collaboration concept government in the RI-RDTL land border area by identifying three aspects, namely: first, contribute to improving the quality of government management in managing the border

system management/border management system in the field of public welfare; second, managing the border system management/border management system in the field of security for the RI-RDTL land border area; Third, improving institutional/local government capacity to support community welfare and security problems in RI-RDTL, a land border area in Belu Regency, NTT Province. According to the formulation of the problem, the collaboration model will produce a collaboration model between the government, community elements, and the private sector/entrepreneurs to build a better land border management collaboration system in Belu Regency, NTT Province. The qualitative research design with a critical phenomenological approach was carried out through three research stages: 1) the Pre-field stage, 2) the Field Activities Stage, and 3) Post-Field Stage. The subjects used in this study can be seen in Table 1 regarding sources/informants. Based on sources of information from the table, several methods of data collection will be carried out, such as interviews, documentation, and observation, to obtain as much information as possible according to the formulation of the problem.

The data analysis technique is used in the form of pattern matching, namely: comparing the patterns obtained empirically with the predicted patterns. The last is the analysis technique (explanation building), namely how to analyze the primary data obtained by building an explanation of the existing collaboration.

**Table 1: Source/Informant**

No.	Informant	Amount	Reason
1	Assistant Regional Secretary for the Nusa Tenggara Timur Provincial Government, Head of National Border Management Agency	2	Have authority as the provincial level
2	Dean of Faculty of Social Science and Political Science Universitas Nusa Cendana	1	Academics
3	Regent of Belu, Head of Regional Development Planning Agency Belu Regency	2	Determinants of collaboration at the district level
4	Indonesian National Army (Military Resort Commander 161, /WS, Naval Main Base Area Commander IX/Kupang, Military District Commander 1605/Belu, Task Force Commander RI-RDTL)	4	Institutions aside from the field of national defense
5	National Police/Company Commander NTT	1	Border Pam Brimob Unit
6	Religious leaders	2	Central Character
7	Society and Private	2	Informal Character
8	Traditional Figures	1	Informal Character
9	Youth Leader	1	Informal Character
10	Ex-Team Figures	1	Informal Character
11	National Border Management Agency/ Cross-border post representative	2	Central Institution
12	Other resource persons deemed necessary (Ministry of Defense, Army Headquarters)	3	Central of Policy Makers in the field of defense
13	Media (RRI, TVRI, AJI)	3	Media Elements
	Amount	25	

Source: Processed by Researchers, 2020

## RESULTS AND DISCUSSION

### Government Collaboration in the Management of RI-RDTL Land Border Areas to Improve Community Welfare

Based on the results of the research and conditions on the welfare aspect, it is inseparable from the condition of the RI-RDTL land border, namely the border area is the front porch of a

country that directly borders with neighboring countries. The border area as part of the Disadvantaged, Outermost and Foremost region which is correlated with the lack of the public service facilities, very minimal access to and from entry, an underdeveloped economy, social problems, and relatively low educational conditions, lagging behind compared to other regions which reflects the existence of serious problems in the dimensions of community welfare in the border area RI-RDTL needs to get the attention of all stakeholders by involving elements of the community and the private sector. Accelerating lagging behind in the development of border areas, the government through National Border Management Agency becomes a stakeholder as the manager of Central Ministries/Agencies. This is chaired by the Minister of Home Affairs.

The development of border areas in Nusa Tenggara Timur Province is also focused on people (people centered development). Increasing community income in border areas is directed through the development of job opportunities and business opportunities based on the management of resources controlled by the community. Sustainable agricultural development needs to be encouraged through the development of business based on food crop agriculture, animal husbandry, plantations, forestry and marine affairs. The development of industries based on the processing of agricultural and livestock raw materials is an alternative livelihood option as well as the preservation of land resources by changing traditional land management patterns that are detrimental to soil fertility and intensive processing patterns, supported by the application of effective appropriate technology, is an urgent need as well.

### **Collaboration between stakeholders – intertwined in Belu District in Land Border Management RI-RDTL**

Stakeholders have taken steps and collaborative government efforts in the RI-RDTL land border area in Belu Regency carried out by the government, the private sector and related elements. In this case, related elements are supported by explanations of research subjects, both Assistant Regional Secretary for the Nusa Tenggara Timur Provincial Government, Head of National Border Management Agency, Dean of Faculty of Social Science and Political Science Universitas Nusa Cendana and Government Officials of Belu Regency as well as other sources (Indonesian Ministry of Defense and Army Headquarters).

### **Public-Private Collaboration for Community Welfare**

This collaboration is in the form of Public Private Partnership where the principles of the function of private companies are implemented and partnerships need to be developed between the Belu Regency government and various parties, both from the private sector and the third sector through local government partnership patterns. This regional government partnership also has a strategic meaning as an effort to save Regional Revenue and Expenditure Budget, but on the other hand, the region is able to accelerate development.

In order to improve the efficiency and effectiveness of public services, the Belu Regency Government can conduct a partnership program with the private sector (Public Private Partnership) or can cooperate with a third sector, namely with non-profit organizations and non-governmental organizations. The Belu Regency Government is also trying to provide

greater opportunities for the private sector to play a role in developing infrastructure for the benefit of the community and increasing development. The large role of the private sector in the provision of educational facilities and infrastructure shows that the Belu Regency Government must work harder to maintain this cooperation through the provision of a special budget taken from the Regional Revenue and Expenditure Budget.

The model that can be developed is related to the involvement of the private sector in the education process in Belu Regency in the form of collaboration with the involvement of the private sector (Public Private Partnership), collaboration between elements (Inter Governmental Collaboration/IGC) and collaboration by involving all elements of government, private sector, community (Multi Actors Collaboration/MAC). This is motivated by: First, as an alternative to solve the problem of limited resources owned by the government; second, the involvement or participation of private schools is a form of the private sector's contribution to regional development. Third, the involvement of the private education sector can create transparency and improve the quality of education services and accelerate the process of human resource development in the Belu Regency area. Fourth, the role of private schools in the development of education in Belu Regency is an effort to grow the private sector so that it can be more developed and accelerate the development of Human Resources in Belu Regency.

This situation will respond to the private sector taking the initiative to propose cooperation in the development of regional infrastructure, especially the development of the Atapupu Port which geographically has the characteristics of being along the coast of a part of Timor Island whose cluster extends to Dili, which is the capital city of the RDTL State which has a port that is assessed as strategically located in front of the southern part of the Savu Sea.

Collaboration in the economic sector will have a positive impact in the form of economic potential that can be developed to meet domestic and international markets, attract foreign tourists, meet domestic meat needs and strengthen regional and national economic resilience. In detail, this study discusses various collaborations including: agriculture and plantation sector collaboration, fisheries sector collaboration, livestock sector collaboration, forestry sector collaboration, mining sector collaboration, tourism collaboration, policy collaboration in the socio-cultural sector and collaboration in spatial planning for provincial border areas, NTT-RTDL.

## **Government Collaboration in the Management of Security in the RI-RDTL Border Area**

### **1. Border Security Management Collaboration**

The Collaboration in managing border security is made as a form of security and defense management, which is closely related to the basic conception of the state as an entity that has sovereignty, population, and territory as well as interpretation or perception of the threats it faces. Collaboration on border security management needs to be established to rule out any issues that should be considered, namely the possibility of conflict between countries, namely Indonesia and RDTL. This potential conflict can occur because of competition between the two countries in obtaining natural resources and overlapping claims on land and sea territorial boundaries in border areas. Moreover, bilateral and trilateral talks discussing maritime

territorial boundaries have never been carried out between RI and RDTL and RI with RDTL and Australia. Furthermore, it is also analyzed about the following matters:

**Table 2: Small Conclusions on Government Collaboration in the Welfare Sector**

Data	Theory/Regulation as analysis	Findings (Data analysis □ results of observations, interviews/documents by data triangulation)
Results of interviews with 25 research questions to selected/purposeful subjects	<ol style="list-style-type: none"> <li>1) Confirming the theory of IBM, penta helix (A,B,C,G,M) academic, business, community, government and media</li> <li>2) Collaboration between stakeholders</li> <li>3) Law No.23/2014 concerning regional governments, especially the function of welfare, Law Number 2/2004 concerning the Indonesia National Army, especially border tasks, Regulation in Lieu of Law Number 23/1959 concerning Conditions of Emergency, especially conditions of civil order.</li> </ol>	The results of research and supportive discussions on welfare conditions through collaborative analysis between stakeholders (PPP, IGC, MAC) and IBM found the notation (G) namely government from the penta helix. The NTT Provincial Government and the Belu Regency Government are the controllers of collaboration between stakeholders or collaboration actors in the collaborative system for managing the welfare sector.
<p>Conclusion: Based on the results of research and discussion, the welfare of society is very important. All stakeholders desire this, so government collaboration is needed. In relation to the condition of civil order in accordance with Government Regulation in Lieu of Law No.23/1999 concerning Conditions of Danger and Law No.23/2014 concerning Regional Governments and their functions in the field of welfare, the NTT Provincial Government assisted by the Belu Regency Government is in a central position as the leading sector having authority constitutionally and administratively, and has a work program and budget in a collaboration system between stakeholders, especially in the field of welfare.</p>		

Source: Processed by Researchers, 2020

## 2. Spatial Planning for Development Areas and Administration for Defense Areas at the RI-RDTL Border

The RDTL border management model emphasizes the principles of the European Union model of border management, namely the RI-RDTL government provides support for the creation of maximum benefits for the regional border between two countries because of the similarity in the concept of border area development. The planning of international business and commercial zones in places, especially Cross Border Post, whose entrances are side by side, has benefited from the booming trade in the border area. It is hoped that the development of various industrial activities will form an industrial zone that is oriented towards export achievement. This is very potential and possible for Indonesia, if the management of border areas can move towards border management in the aspect of prosperity.

### **3. Collaboration of Indonesian National Army as an Organ of the Central Government with Belu Regency Government in Carrying out Security Activities in RI-RDTL Land Border Area**

Involvement of civilian elements in building a non-military defense system by involving elements of the government and society. This activity can be carried out by people who have registered according to Article 5 of Law Number 23 of 2019 concerning Management of National Resources for National Defense, carried out through efforts: a) State Defense; b) Arrangement of Supporting Components; c) Formation of Reserve Components; d) Strengthening of Main Components; and e) Mobilization and Demobilization.

The involvement of military and civilian elements in securing the RI-RDTL border area is part of Border Security Management (BSM). In other words, the problem of securing land border areas can involve community participation and not only involve state actors. This collaboration enables stakeholders to act according to their functions in a border security management system.

### **4. Collaboration between Central and Regional Government Elements in Carrying Out Activities at Motaain Cross Border Post**

The development of the border area requires a strategic and comprehensive step. Especially the development of collaborative management between actors involved in handling border crossers at the cross border post in Motaain. It has a very strategic role in especially encouraging this border area to become an advanced area and plays a role in realizing national defense and security. The condition of the Motaain Cross Border Post area is currently better than development in the territory of RDTL country.

### **5. Border Security Governance Management**

From the aspect of government management, especially in building governance or government management, in this study, it is called management at the RI-RDTL border. Actually, the government has made a legal umbrella, namely Law Number 42 of 2008 concerning the territory of the state. One of the collaborations in securing border areas is the 106<sup>th</sup> TMMD (TNI Manunggal Enters Village) program in Belu Regency, NTT in October 2019.

Government collaboration in the Multi Actor Collaboration model/stakeholder engagement in dealing with a problem by involving actors such as : border guards are members of Indonesia National Army from both the territorial unit/territorial command unit for the 1606/Belu Military District Commander and Border Security Task Force Yonif 408/SBH Task Force; Custom officers (Customs) of the Ministry of Finance who have a fiscal service function and have the responsibility to ensure that excise payments are carried out correctly; Immigration services of the Ministry of Law and Human Rights have a role to complete overseeing the completeness of administrative documents; Animal and plant Quarantine Center of the Ministry of Agriculture which carries out the function of controlling plant and animal traffic : The Belu Regency Government plays a very significant and important role, especially in relation to efforts to integrate activities related to improving community welfare.

## **6. Defense Spatial Planning Collaboration**

Collaboration between stakeholders in terms of spatial planning of defense areas in the RI-RDTL border area, which is a national strategic area, in this study requires that it be prioritized. The defense area also has a very important influence nationally, in particular on state sovereignty, defense, state security and welfare. In this case, the regional command (Military Area Command IX/Udayana, Commander of the Military Resort 161/WS and Military District Commander 1605/Belu) is obliged to arrange the spatial layout of the defense area, which is then divided into a combat area, a communication area, and a rear area in which there is a base of resistance.

## **7. Border Security Management System Synergizing Security and Prosperity Paradigm In Border Areas**

According to Darmaputra (2009), the border security management system approach shows that the issue of border security management is not only a defense issue, but also includes other issues. The reason for the importance of the government collaboration process is that the ability to guard borders is one of the indicators of a strong state or a weak state; failure in border area management is an indicator of a failed state.

The current trend of border management integrates various aspects of problems other than defense affairs by involving actors such as: First, border guards are members of Indonesia National Army from Belu Military District Commander and Border Security Battalion 408/SBH territorial unit. Second, custom officers who have a fiscal service function and have the responsibility to ensure that excise payments are carried out correctly. Third, according to the OECD (2007) immigration officers have a role to impose restrictions or prohibitions on entry and exit of people, based on a certain policy or security reasons. Fourth, the local government, in this context the role of the Belu Regency Government is very significant and important, especially in relation to efforts to integrate activities related to improving community welfare. According to Law Number 23 of 2014 concerning Regional Government.

## **8. Border Area Security Management Collaboration**

The problem of management and defense in border areas is an effort to realize the existence of a country marked by the protection of sovereignty, population and territory from various types of threats. In general, Border Security Task Force is responsible for state defense and security at RI-RDTL land border which includes the following tasks: the state's ability to maintain core values (core values), by using all elements of power and resources, the ability of the state to enforce the rule of law in the seas of RI-RDTL border area, upholding sovereignty in the air border area, upholding state sovereignty on land, RI-RDTL border as well as helping to foster and improve oneness. Indonesia National Army and the people in the border area so that a sense of security and trust in the Border Security Task Force will increase.



**Table 3: Small Conclusions from Research in the Security Sector**

Data	Theory/Regulation as analysis	Findings (Data analysis □ results of observations, interviews/documents by data triangulation)
Results of interviews with 25 research questions to selected/purposive subjects	<ol style="list-style-type: none"> <li>1. The task of the security field is faced with regulations, theory, stakeholder collaboration includes: IBM, penta helix (A,B,C,G,M) academic, business, community, government and media</li> <li>2. Collaboration between stakeholders</li> <li>3. Law No.23/2014 concerning regional governments, especially the function of welfare, Law Number 32/2004 concerning the Indonesia National Army, especially border tasks, Regulation in Lieu of Law Number 23/1959 concerning Conditions of Emergency, especially conditions of civil order.</li> </ol>	The results of research and supportive discussions on welfare conditions through collaborative analysis between stakeholders (PPP, IGC, MAC) and IBM found the notation (G) namely government from the penta helix. The Military Resort Command 161/WS as the Operations Executing Command/Implementing Command for the RI-RDTL Border Security Operations and other stakeholders/collaborators in the collaborative system for managing the security sector.
<p>Conclusion: Based on the results of research and discussion, Improving the security sector in the border area of the country which has become the leading sector is the Military Resort Command 161/WS always the RI-RDTL Border Security Operations Implementing Command and as a strategic sub-compartment in the National Defense System has a central position/leading sector to collaborate with stakeholders who are in the RI-RDTL land border area in the management of the security sector.</p>		

Source: Processed by Researchers, 2020

### Improving Institutional Capacity in Governance of RI-RDTL Border Area

Building the capacity of the Belu Regency government to support good governance, the concept of governance is always framed with the concept of modernization and Indonesia's economic growth, where the state and the private sector play a very important role in advancing the economy.

Based on Government regulations Number 59 of 2012 concerning the National Framework for Capacity Development of Local Government, Belu District Government, that institutional capacity development and institutional arrangement are part of a very important and decisive part of bureaucratic reform. So that this sector really has an effect on efforts to realize a government that meets the criteria of good governance.

The development of the institutional capacity of the Belu Regency Government 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 kinds of functions, namely the military-strategic function, the economic function, the constitutive function, the national identity function, the national unity function, the nation-state border function and the function of achieving domestic interests.

**Table 4: Small Conclusions on Institutional Capacity Building**

Data	Theory/Regulation as analysis	Findings (Data analysis □ results of observations, interviews/documents by data triangulation)
<p>Results of interviews with 25 research questions to selected/purposive subjects</p> <p>Illustrate that the Human Resources field is still low in quality/quantity:</p> <ul style="list-style-type: none"> <li>- State Civil Apparatuses who have Strata S1 are still minimal</li> <li>- Educational Facilities and Infrastructure Information Systems (MoU with the Vocational Faculty of the Republic of Indonesia Defense University and the University of Timor</li> </ul>	<ol style="list-style-type: none"> <li>1. The field of institutional capacity of human resources and organizations is faced with regulations and theories as well as collaboration patterns including: IBM, penta helix (A,B,C,G,M) academic, business, community, government and media</li> <li>2. Collaboration between stakeholders</li> <li>3. Law No.23/2014 concerning regional governments, especially the function of welfare, Law No.34/2004 concerning the Indonesia National Army, especially the task of Military Operations Apart from War on the border.</li> </ol>	<p>The results of interviews and supporting data related to welfare and security conditions in the border area of Belu Regency, that institutional capacity is needed to realize collaboration in the management of the welfare sector which is controlled by the NTT Provincial Government and control of the security sector by the Military Resort Command 161/WS as the Command for implementing Border Security operations RI-RDRTL is assisted by the Border Security Task Force and between the two fields is supported by other stakeholders/collaborators in a collaborative system for managing border areas in the welfare and security sectors.</p>
<p>Based on the results of the research and analysis of research data with theory, it is desirable for all stakeholders to increase human and organizational resources to support the welfare and security sectors in border areas, through education, courses and other supporting skills, upgrading skills and managing natural resources. There are through centers of agriculture, animal husbandry, plantations, fisheries/marine affairs as well as the Vocational Faculty of the Republic of Indonesia Defense University.</p>		

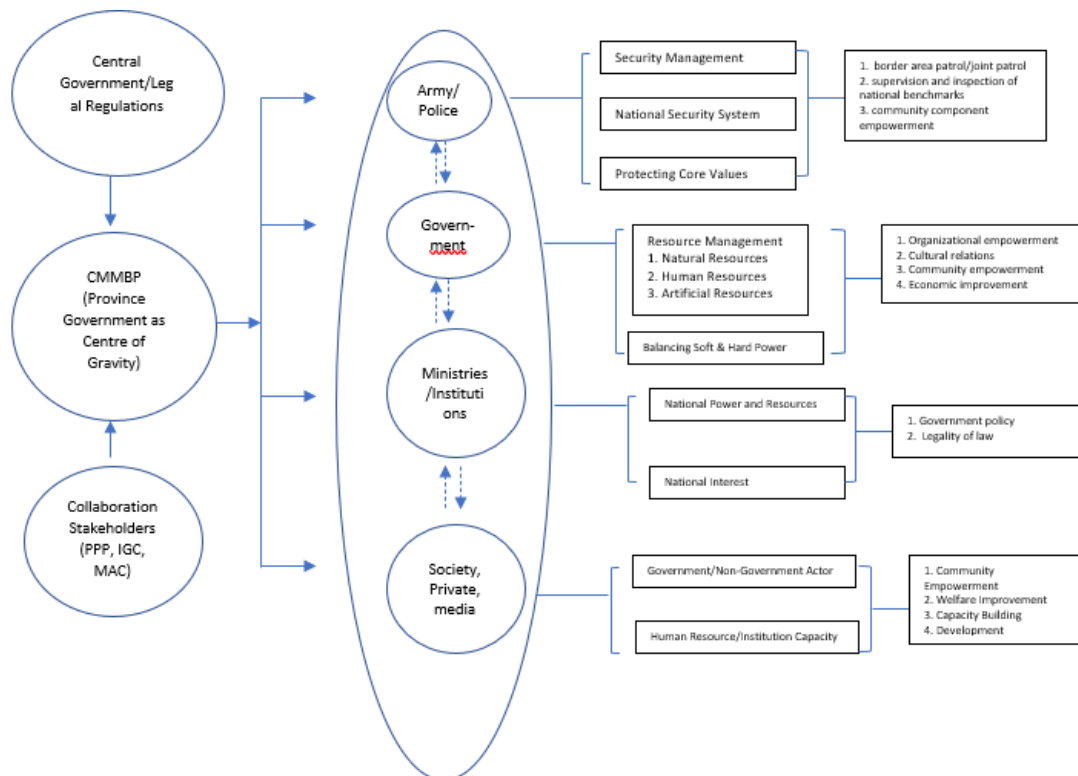
Source: Processed by Researchers, 2020

**The Procedure for Building a Government Collaboration Model Called the Collaboration Management on Border Prosperity/CMMBP (Figure 2)**

This form models collaboration in the welfare sector, namely the existence of state policies, which are opportunities from Law Number 23 of 2014 concerning Regional Government and Regulation in Lieu of Law Number 23/1959 concerning the state of danger, giving the Belu Regency Government the authority to be responsible for the welfare of the community. Likewise, the characteristics of a government that has territorial boundaries with other countries will enable better management of community welfare because state borders are a national strategic area that is prioritized in development priorities so that it can be illustrated through figure 2.

The welfare of the people of the border area, the main role or the leading sector is the government/provincial government of Nusa Tenggara Timur. In accordance with the laws and regulations and regional autonomy given as well as the responsibilities of the regional government, Nusa Tenggara Timur Provincial Government as a center of strength/center of gravity, the position of Nusa Tenggara Timur Provincial Government is to be responsible for human resource development programs, natural resource management and natural resources artificial, using both hard power and soft power approaches. The hard power approach is carried out through collaboration with Indonesia National Army, Republic of Indonesia Police, Civil service police Unit for security and law enforcement tasks. Meanwhile, the duties and responsibilities of the central government are responsible for managing natural resources and protecting national interests. Local government programs and policies involve multi stakeholder collaboration or multi-stakeholder collaboration, namely universities, the business world, the private sector, NGOs and other community elements, such as leaders in the community elements, such as leaders in the community including the media. Nusa Tenggara Timur provincial government as the center of gravity collaborates with all the tasks carried out by each stakeholder, including: Indonesia National Army and its elements including the police, elements from the regional government itself. Each stakeholder has its own duties and roles according to its responsibilities and can coordinate with each other while the arrows indicate the roles and functions of their duties.

**Figure 1: Procedure for Collaboration Management Model on Border Prosperity Model / CMMBP (Processed by Researchers, 2020)**



Moving on from the model approach described through the CMMBP procedure above, this land border management modeling is called the Collaboration Management Model on Border Prosperity, abbreviated as CMMBP. Through the initiating procedure or model, the findings of this model are illustrated with a new model of findings regarding the Border Model Management Collaboration in the welfare sector. (Collaboration Management Model on Border Prosperity), by positioning Nusa Tenggara Timur Provincial Government as the Center of Gravity is assisted by other stakeholders in a relationship and CMMBP procedure. This model can be seen in figure 3.

### **The Procedure for Building a Government Collaboration Model is the Collaboration Management Model on Land Borders Security / CMMLBS**

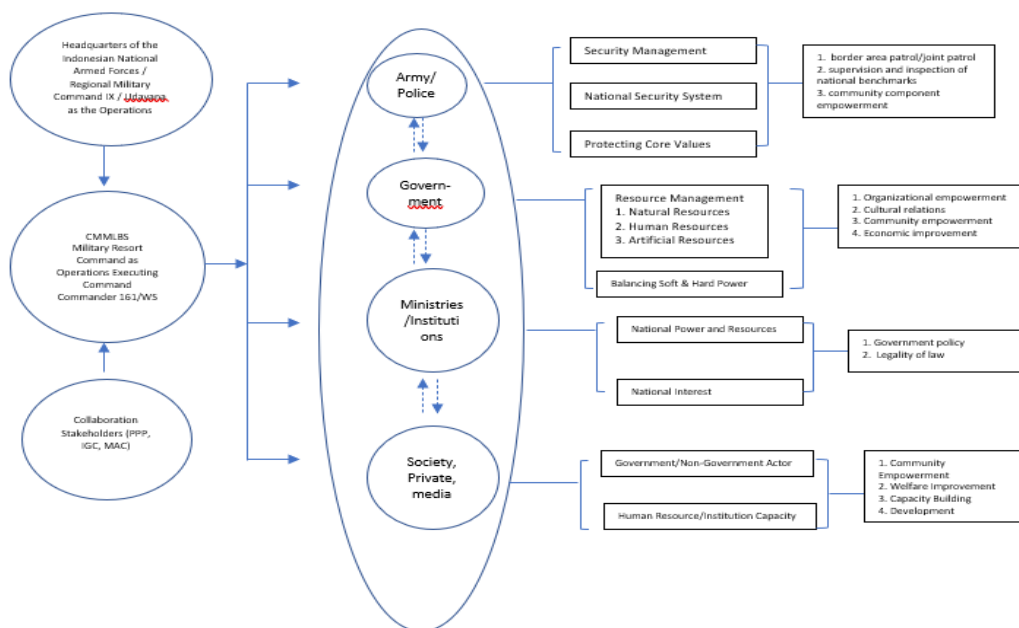
Collaboration in the field of border security, namely the existence of state policies which are an opportunity from Law Number 34/2014 concerning Indonesia National Army, in particular the article on Indonesia National Army's duties in Military Operations other than war and Regulation in Lieu of Law Number 23/1959 concerning dangerous conditions, giving authority to the Indonesia National Army, in this case Military Resort Command 161/WS is responsible for securing RI-RDTL land border area. Likewise, the characteristics of a government that has territorial boundaries with other countries will allow the management of land border area security, and there are still border problems and the existence of border security by the RDTL military. The implementation of RI-RDTL border security so far has held the security of the Border Security Task Force. Military Resort Command 161/WS as the Operational Command Commander responsible for border security can be optimized more optimally with a better border security management collaboration model, which is analyzed in the Collaboration Management Model on Land Border Security CMMLBS Procedure. The leading sector of government collaboration for security management in border areas is the task and responsibility of Military Resort Command 161/WS is a strategic sub-component in the national defense system capable of carrying out military operations. Military Resort Command 161/WS as the operations executing command for RI-RDTL Pertasan security, implements a border security system covering elements of Indonesia National Army in Nusa Tenggara Timur and National Police Nusa Tenggara Timur as well as other law enforcement officers. RI-RDTL border security task force is structurally directly under the command and control of Military Resort Command 161/WS as Operational Command Commander for RI-RDTL border security.

Figure 2: Collaboration Management Model on Border Prosperity /CMMPB



Source: Processed by Researchers (2020)

Figure 3: Procedure for Collaboration Management Model on Land Border Security/CMMLBS (Processed by Researchers, 2020)



Control of Military Resort Command 161/WS as the Command for Border Security Operations and as the center of gravity. Besides that, national policies as needed to carry out patrols along the borderline, carry out supervision and inspection of goods in and out with the relevant ministries/agencies at National Border Post RI Motaain. Indonesia National Army in the national security system and the universal defense system empowers all space, tools and fighting conditions including all components of society as a means of state defense in times of peace and war as well as assisting the Belu Regency Government and technical Ministries/Agencies and elements of the community, universities and media. The Government Collaboration Model in managing RI-RDTL land border area after going through scientific principles and research process and data analysis is named Collaboration Management Model on Land Border Security (CMMLBS).

**Figure 4: Collaboration Management Model on Land Border Security / CMMLBS**



Source: Processed by Researchers (2020)

The position of Military Resort Command 161/WS also centers in controlling all collaboration actors and sectors, starting from Public Private Partnership, Internal Governmental Collaboration, as well as Multi Actor Collaboration. All actors there is interdependence (mutual dependence) under the control of Military Resort Command 161/WS as the Command for Border Security Operations and under the operations command, namely the commander of Military Area Command IX/Udayana to be responsible for the security sector, especially RI-RDTL land border area. This is because Military Resort Command 161/WS unit as Indonesia

National Army territorial command as a strategic sub-compartment in the national defense system which is under Military Area Command IX/Udayana as the strategic compartment has the responsibility to safeguard Indonesia's territory and sovereignty and can carry out war operations/joint operations. State borders are the territorial boundaries of a country, so their sovereignty must be maintained by placing military personnel in accordance with the law.

However, the security of the cross-border post is not only managed by the Indonesia National Army but must collaborate with all other stakeholders, especially from the technical ministries/agencies at the border, the Belu Regency government as well as from religious leaders, traditional leaders, community leaders, youth leaders, and the private sector/entrepreneurs including media and universities/academics (according to the Universal Defense System Doctrine). The elements of stakeholders are essentially the pillars of development in realizing border area management.

Although in conditions of civil order in accordance with Law Number 34 concerning Indonesia National Army, Military Resort Command 161/WS is a strategic sub-compartment and as the command for the implementation of border security operations and other Indonesia National Army ranks in Nusa Tenggara Timur Province, as a state instrument in the defense sector has the task that must be carried out, namely in accordance with Law Number 34 of 2004 concerning Indonesia National Army Article 7 paragraph (1), the main task of Indonesia National Army is to uphold state sovereignty, maintain the territorial integrity of the Republic of Indonesia based on Pancasila and 1945 constitution of the Republic of Indonesia and protect the entire nation and entire homeland of Indonesia from threats and disturbances to the integrity of the nation and state.

## CONCLUSION

Based on the results of research and discussion, the conclusions of the study are as follows:

- 1) Government collaboration in the management of RI-RDTL land border area to improve community welfare has not been maximized and the management has not been optimally managed, after research it has resulted in a pattern of collaborative relations between stakeholders so that the Collaboration Management Model on Border Prosperity Is realized, abbreviated as CMMBP. A border management collaboration with a soft border policy approach, namely a welfare approach pattern or prosperity approach by positioning the interpretation or perception of conditions of civil border or peaceful conditions. Nusa Tenggara Timur provincial government and the Belu Regency Government as the Center of Gravity Management Border Prosperity are supported by Military Resort Command 161/WS and other Ministries/Institutions elements and community and private elements to realize community welfare by involving community and private elements, related to ministries in cross-border post, universities and media to participate in managing the border areas in the welfare sector.
- 2) Government collaboration in border area management to improve community security in Belu Regency, is studied and researched between collaborative actors in government

management which is focused on the border system management approach or border system management. Government collaboration in border security management and border security management consists of the main components of national defense, namely placing Military Resort Command 161/WS as the command for implementing operational security for RI-RDTL border and border security task force supported by Nusa Tenggara Timur Provincial government, Belu regency government and other ministries/institutions elements, elements of society, private sector, media, universities. Military Resort Command 161/WS and Border Security Task Force in carrying out their duties prioritize a balance between security and welfare approaches. Hard land border policy approaches as an interpretation or perception in the event of military threat, violation of state sovereignty and territorial integrity carried out in accordance with the law. By balancing border management collaboration with a soft border policy approach, in a collaborative border system management called Collaborative Management Model on Land Border Security/CMMLBS.

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

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