

# Strengthening The Capacity Of Border And Regional Development Agency Lag (Bp2dt) In West Kalimantan Province In The Management Area Of Land Border

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## Abstract

The management of the land border among West Kalimantan-Sarawak is still judged to have not been efficient and effective. The issue of institutional weakness is one of the important factors to ensure the effectiveness, efficiency, and sustainability of the management of the border. To cope with the complexities of the border issue, need strengthening capacity of the property management and border Regions lagging behind known as (BP2DT). Strengthening the capacity of model BP2DT is done by analyzing the three dimensions, namely (1) the dimensions of resource development is carried out by recruitment apparatus the based -merit system and improvement through education, training, and learning; (2) the strengthening of the organization is done by sharpening the vision, structure adjustment, strengthening leadership, improving the culture of the Organization, the increase in the budget, infrastructure and utilization of Technology Information; and (3) institutional reform can be done by regulation and policy reform, improving coordination, cooperation, encourage community participation, and to encourage the political, economic, environmental and social culture that is conducive.

**Keywords:** Strengthening Capacity, BP2DT, Border Management, Human Resource Development, Strengthening Organization, and Institutional Reformation

## I. INTRODUCTION

The Indonesia government focuses onto the border development area begin seriously since the impmementation of National Development Program known as (Propenas) 2000-2004 as one of national development priority. Afterwards, the government arranges National Long Term Development Plan known as (RPJPN) 2005-2025 that giving attention and special confirmation into policy formulation way “The border areas that is developed through changing development way as long as lean oriented from inearad looking to outward looking in order it can be utilized as main ways of economy activity and trading along with our

neighbour country. The approach that is used called as prosperity approach, security approach, and environmental approach. Then, into RPJMN known as (National Middle Term Development Plan) 2004-2009 of the border area management becomes a strategy to reduce imbalancing among areas by applying prosperity approach and security. Consistently, the Government put a border area development in the RPJMN known as (National Middle Term Development Plan) 2010-2014 with the setting of national priorities to-10 on "The Area Lagged, Leading Edge, Outermost and Post Conflict" with 5 focus priority development areas of the border region, one of which is the strengthening of the institutional capacity of the integrated border region Manager.

Despite the political commitment of the Government in the development area is already very good, but not optimal in its implementation due to various constraints including the conception of development, political commitment (between institutions and local governments), the weak institutional and limited funding (Muta'ali, etc, 2013:3). The reality is still the sectoral approach, the strong synergy between weak sectors as well as the indistinct authority between the Center and the regions, and not to integrate the handling of development programs in the border area is a reflection of the matter.

The strategic issues that underlie a variety of these problems can be divided into four dimensions, such as the dimension of the boundary areas management of the State, the management of cross-border, border area development, and institutional dimensions (Grand Design BNPP, 2011). The issue of the borders of West Kalimantan-Sawarak is the first assertion of the limits, the issue of the border region of Tanjung Dato, Titik D. 400, Gunung Raya, Sungai Buan/Gunung Jagoi, and Batu Aum. The second, the issue of cross border management comprising infrastructure custom, immigration, quarantine, and security (CIQS) economic as well as social culture of cross-border, border area development problem of the third covering aspects of economic growth, infrastructure, the social aspect and competitiveness of human resources, and environmental aspects. And the fourth issue of the weak institutional Manager of the border region that includes aspects of resources, organization, and regulation.

To address these issues, then the obligation of the State to protect all our Nations and advance the general welfare as indicated in the Constitutional Laws 1945. The country must be present through public institutions given the task and function of managing the border. At least public institutions have the functions of regulation, public service functions, and the functions of development.

In the context of the institutional dimension, strategic issues became the focus of attention is not yet optimal coordination and implementation mechanisms, integration, synchronization, and synergy (KISS) the State border management programs at all levels, yet effective institutional management efforts between Governments in support of cross-border activities and the integration of the management of the border area with neighboring countries, and the limited resources, supporting infrastructure, as well as HUMAN RESOURCES Manager agency border.

Although the issue of the strengthening of the institutional managers have become the priority instruction of the border since the RPJMN 2004-2009 and 2009-2014, but in practice has not been effective. The problem area of the country that most often appear on the border is not yet exactly the pattern of the management area boundary so that the impact on the community's economic disparity and economic disparity, the border of the Republic of Indonesia-Malaysia is the most critical among other land border (Sumarsono, 2012). In addition, the border region of West Kalimantan is also an underdeveloped area (hinterland) and lagging compared to Sarawak, Malaysia. West Kalimantan people's income inequality than Sarawak is US \$700-US \$4000 (West Kalimantan *Bappeda, Regional Planning and Development Agency*, 2010). Remember that this research then focused on the issue of strengthening the management capacity of the border in West Kalimantan with the principles of good governance (good governance). To that end, the strengthening of institutional BP2DT (*Education and Training Land Transportation Agency*) is an absolute done in order to run basic tasks and functions effectively, efficiently, and sustainable so that the complexity of the issue of the border can be resolved.

## **II. RESEARCH PROBLEM**

According to the background, the problem discussed in this research is how to model the strengthening of the capacity of BP2DT in the management of the land border in West Kalimantan.

## **III. RESEARCH METHOD**

This research uses qualitative approach with an analysis of the system. A research on the locus BP2DT Office is in Pontianak, West Kalimantan, focus of his research is the preparation of the model of organizational strengthening of BP2DT in the management of the land border in West Kalimantan. Data collection is carried out by the study of documents,

observation and interview. The data source using includes the informant that was originally specified in the "purposive", but in the development in the field using a "snow ball sampling" to get data and information. The documents are composed of a variety of documentation that is relevant to the focus of the study. Data analysis was done with a linear approximation and hierarchical, data analysis steps can be described as follows: (Creswell, 2012); (1) processing and preparing the data to be analyzed; (2) reading the whole data; (3) analyzing in more detail with the coding of data; (4) considering the instructions detail that can help the process of coding; (5) implementing a process of coding to describe the setting, the people, categories, and the themes that will be analyzed; (6) showing the descriptions and themes that will be served back in the qualitative report; (7) interpreting the data or interpret the data.

#### **IV. RESULT AND DISCUSSION**

##### **1. The Illustration of the Border Area in West Kalimantan**

The land border area of West Kalimantan is created one of special priority into the land border area management. The land border area in West Kalimantan consist of five (5) districts namely Sambas, Bengkayang, Sanggau, Sintang, and Kapuas Hulu by the borad area is about 23.107,45 Km<sup>2</sup>, the length of this border is 966 km with  $\pm$  50 footpath which connects 55 villages in West Kalimantan with 32 villages in Sarawak. There are 14 districts and 134 villages and 358 Villages with a population of 219,793 inhabitants or 38.71% of the total population of West Kalimantan. The level of density of 35.32, GDP Constant is IDR. 38,393,395.80 million, growth of per capita income, 25.81 4.41 million, the level of poverty of 8.06, gini ratio of 0.33, and the human development index (HDI) 63.17. (BPS, 2015). Real conditions of border area is quite alarming, especially the problem of low quality of human resources, poverty, isolated, limited facilities and infrastructure, as well as not yet satisfy basic needs such as clean water, electricity, education, health, and population administration of the Ministry. The five border districts there are categorized region lags behind (see table 1)

**Table 1. The Data Administration of the District Border Area in West Kalimantan Province**

No	Districts	Regions	Broad (Km <sup>2</sup> )	Villages (Lini I)	Countryside	Community Amount (life)
1	Sambas	1. Paloh	1.148,84	8 (2)	22	28.078
		2. Sajingan Besar	1.391,20	5 (4)	14	10.693
2	Bengkayang	1. Jagoi Babang	655,00	6 (4)	15	8.146
		2. Siding	563,30	8 (2)	20	7.924
3	Sanggau	1. Entikong	506,89	5 (4)	18	18.723
		2. Sekayam	841,01	10 (3)	35	35.504
4	Sintang	1. Ketungau Hulu	2.138,20	18 (6)	56	21.017
		2. Ketungau Tengah	2.182,40	20 (3)	51	28.898
5	Kapuas Hulu	1. Puttusbau Selatan	5.059,64	7 (2)	13	18.204
		2. Puring Kencana	489,00	5	15	2.500
		3. Badau	700,00	9 (6)	20	5.966
		4. Batang Lupar	1.332,00	9 (3)	24	5.155
		5. Embaloh Hulu	3.457,60	10 (5)	26	5.101
		6. Putussibau Utara	5.102,00	14 (13)	29	23.884
Amount			23.107.45	134 (85)	358	219.793

**Source: BP2DT, 2015**

Strategic issues the development of border areas of West Kalimantan, weak institutional capacity, among others, BP2DT; the weakness program planning and activities, control, and monitoring; weak coordination of cross-cutting, trans-regional, trans-regional and sub-regional; Yet the availability of adequate infrastructure; lack of awareness, knowledge, abilities, and skills of the Community border; the limited economic infrastructure of the society; and the limited facilities and infrastructure supporting social cultural community (Strategy Planning of BP2DT, 2013-2018). From this description, the issue of the management of the border area can be divided into regional issues and management issues. management pattern in this research is system or how the work done by BP2DT in managing or establishing a border area or form of organizing program activities or work program shall be presented to the community in the area of the land border by BP2DT.

## **2. Capacity Empowerment of Public Organization**

To address the strategic issues, it is necessary for the strengthening of institutional BP2DT. BP2DT is a public organization that was formed based on the specific needs of border regions to manage based on legislation. The public organization is an organization that has the vision, mission, and the main purpose of providing service to the community as a

shareholder and owners Organization (Gortner, 2007 in Haque, et.al, 2014). In order the function of public organization aim to perform regulation, development, and public service.

In order BP2DT can perform basic tasks and functions effectively, public organizations should have a relatively high level of capacity. Capacity can be defined as the capability of performing tasks as the performance of an institution. There are a few definitions capacity according to various experts. "*Capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness, and responsiveness of government performance*" (Hilderbrand and Grindle, 1997). While according to Armstrong (2009) organizational capacity are as follows:

"Organizational capacity is the capacity of an organization to function effectively. It is about its ability to guarantee high levels of performance, achieve its purpose (hurricane competitive advantage in a commercial business), deliver results and, importantly, meet the needs of the stakeholders".

Capacity can be analyzed through a three-dimensional internal government. (Fiszbein, 1997:1301-2). *First*, a significant part of the Government's capacity in giving public service will depend on the quality of the staff, which in turn will depend on the skill and knowledge and how it is enabled. *Second*, the capacity depends on the vision resources in providing the land, buildings, plant, and equipment-production equipment or providing services. *Third*, the capacity depends on the internal government organization and management style (technology). Including the structure and functions of distribution and sensitivity; management, planning, decision making and control, and evaluation functions; and the collection and processing of information. (Fiszbein, 1997). More specifically, the definition of strengthening capacity in organizing Government is defined as "*the extents to which they (staff) demonstrate concrete contribution personal, organizational and community development*" (the extent to which staff is able to provide its contribution significantly towards the development of organizational and community (Finn& Checksoway,1998 in Suprpto, 2010:11).

The capacity of an organization is not only determined by internal factors or organization or the climate of the Organization, but also by external factors or environmental organization. Strengthening the capacity of the Organization is also nature multidimensional. Because it is include many components, strategies, interventions, and dimensions. Internal

factors include the dimension of human resources, and organizational dimensions. Are external factors includes the dimensions of the work network, public sector institutions, the dimension and the dimension of the environment (Hilderbrand & Grindle, 1997). To strengthen the dimensions, there are three (3) used the strategy i.e., technical strategy, structural strategy and behavioral strategies (LAN, 2007). In strengthening the Organization, there are three (3) levels of the individual, the organizational level and the level of the system (GTZ, 2005). In the individual rankings, focus its attention on improving the knowledge, ability, and interest. In the levels of public organizations, then this empowerment in policy capacity, implementation of authority, and operational efficiency (Polidano, 2000). In order to be effective, public organizations are the major components should be fulfilled such as leadership, strategic planning, communication and coordination, administrative procedures, and public accountability (Haque, 2012).

While at the level of the system is stressed the ability of the Organization to adapt the changing of environment and studying the economic, political, social, and cultural good of national, regional, and global or *adaptive capacity*, able to integrate new knowledge and in its organization or *absorptive capacity* (Bryan, 2011). In addition, the capacity of the organization also determined its ability in conducting cooperation, both with the public and with fellow institution of private parties. The involvement of Governments, communities and the private sector in achieving the objectives of public service will guarantee good governance (*good governance*). To analyze a variety of dimensions, levels, and the strategies above then the approach used is there are four (4) namely organization, institutional approach, the approach system, and approach the process of participation (Lusthaus, 1999).

Strengthening organizations contain several components, namely the capacity of policy analysis and formulation, capacity is implementing the framework, the capacity administrative, participation, and institutional and Government framework the broader (Hilderbrand, in Maconick, 2000). The strengthening of the Organization's aims so that the performance of government agencies can run an efficient, effective, and sustainable based on the values of good governance. Therefore, it takes commitment, shared conducive leadership regulatory reform, institutional reform, and increased strength and weakness that are owned (Soeprapto, 2010).

According to John L. Daly (2012), there are 6 (six) factors that influence the success of organizations including:



“(1) good organizational leaders at all levels; (2) strong community support and engagement; (3) sufficient financial resource to achieve what the community asks of its public servants; (4) positive organizational culture, which includes strong organizational communication, coordination, cooperation, and commitment; (5) effective organizational design, structured in a manner that facilitates the efficient utilization of financial, technological, and human capital; and (6) human resources consisting of people with the experience, skill and talent, and commitment to achieve the organization’s goals.

According to the GTZ, the capacity is relating to the ability of an individual, organization or system to perform its functions effectively and efficiently. The most important factor is the process of building the personal qualities and the group within an organization so that the Organization has the ability to produce the best performance through policy formulation and problem solving. (GTZ, 2005). Hildebrand & Grindle (1997) focused on the three dimensions namely *human resource dimensions*, *organizational strengthening dimensions*, and *institutional reform dimensions*, all of which take effect and are needed in strengthening the capacity of organizations, both Government and private.

According to this description, it can be formulated with a combination of theory completely in the following table:

**Table 2 the Combination Aspects of the Capacity Strengthening**

Factors	Level	Dimensions	Approaches	Strategies	Output
Internal (Organization Zone)	Individualism	Human Resource	Organizational	Behavior strategy	Knowledge, ability, interest
	Organization	Organization	Institutional	Structural strategy	<i>policy capacity, implementation authority, and operational efficiency</i>
External (Organization Environment)	System	Institution Reformation (Environment, Working Network, Public Organization)	Participation Process	Technical strategy	Adaptive, absorptive, knowing practice, collaborative
			System		



**Source:** managed by researcher, 2017

According to some of the definition above, there are at least three similarities in three aspects as follows: (1) that the strengthening of capacity is a process; (2) that the process was carried out on three levels i.e. individual, institution/organization and system; and (3) that the process is intended to ensure the sustainability of the Organization through the achievement of the goals and objectives of the Organization in question. To conduct the analysis of strengthening the capacity of BP2DT, researchers using three-dimensional such as human resource development dimension, the dimension of the Organization strengthening, and the dimensions of the institutions reform.

### **3. The Authority and Duties of BP2DT Principal in West Kalimantan Province**

Generally, the management of the border area has the scope of handling includes two strategic goals, namely (1) the management of borders area between countries, and (2) the management of the Border Area. In dealing with the problem, the provincial government is in fact already very responsive. Proven since 2005, the management of the land border area in West Kalimantan province is handled by specialized institutions, namely the Preparatory Agency of the Special Border Area Development (BP2K2T), later changed to Border Management and Cooperation (BPKPK) in 2008, and currently Border and Regional Development Agency Lag (BP2DT) in 2013. In addition, there are still other border Manager Institutions namely KK Sosek Malindo, BIMP-EAGA (Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area).

According to article 11 of Constitutional Law No. 43 in 2008 Jo Presidential Decision No. 12 in 2012 Jo regulation of the Minister of Interior No. 2 in 2011 proclaimed that in the management of the country and the border area, provincial government authorities: a. Carrying out Government policies and other policies in order to establish autonomous areas and ready to take a tasks; b. Doing the coordination development in Border Regions; c. Constructing the border area between the local authorities and/or between regional Governments with third parties; and d. Supervising the implementation of the Border Region Development held Government district/city. Paragraph (2) in order to implement the provisions referred to in Article (1), the Provincial Government shall be obliged to specify the cost of the construction of the border area.

Pointing to these provisions, in accordance with Governor Regulation No. 7 in 2013 about the Organization and Governance work of BP2DT West Kalimantan province had the

task of drafting and implementation of policies that are specific areas in the field of the border area development and agency lag execute deconcentration and tasks assistance submitted by Governor in accordance with the legislation in force. The vision of BP2DT is "The realization of border regions and regions lagging behind as a safe Area, Progress and Prosper".

BP2DT is a public organization to its coordinative means in carrying out the tasks and functions the BP2DT only have the authority of coordination are vertical with BNPP and BPPD district, and horizontally with a work Unit (SKPD) local government technical. The purpose of this coordination is to prevent (1) conflict and contradiction, (2) waste competition, (3) prodigality, (4) waste of void space and time, (5) the occurrence of differences of approach and implementation. As a consequence the Agency Coordinative, resulting in the construction of the area of the border often slow, BP2DT performance impressed and ineffective due to the execution of program and development activities implemented by SEGWAY.

There are some institutional factors, the dominant BP2DT in the management of the border, including regulation, organization and HUMAN RESOURCES. With regard to regulation, Constitutional Laws No. 43 in 2008 about the country that regulate the authority of the Central and regional Government Regulation not published in accordance with the mandate of this regulation. In addition, it asserted the authority of the BNPP, BPPD Province and District/ City is as coordinative institutions and technical implementation is done by the technical Ministries or SEGWAY. Ideally, if the border issues are considered as extra ordinary should be authorized extra ordinary as well. From the side of the Organization, the structure of the BP2DT has not been reflected as institutions that respond to the issues at hand and not in accordance with the regulation of the Minister of the Interior (the regulation of the Minister of the Interior No. 2 in 2011 about BPPD Formation Guide. In addition, The Border Management of Entikong Area known as (UP3LB) as the implementing technical units should be part of the BNPP because of those tasks and functions coordination with the Central Government. Leadership BP2DT is also an important factor, given the coordination institution was BP2DT, then preferably led by the Governor to be more effective because all SEGWAY under Governor. Good communication and coordination will also encourage better organizational performance. HUMAN RESOURCES are the central factor in the organization. The amount of Human Resources Agency Assessment and Application of Technology known as BP2DT only 66 people including 22 people assigned in UP3LB Aruk,

Entikong and Nanga Badau,. Not to mention the quality of human resources have not been good, yet have the mindset and motivation to serve with the best service.

#### 4. The Dimension of Human Resource Apparatus

Human resource apparatus is one indicator of the Organization successful as it has a very vital position as asset or capital organization. Human resources expert, experienced, talented, and has a high commitment to one of the key successes of the Organization to achieve its objectives (Daly, 2012). Therefore, the resource apparatus must be recruited, managed, improved and developed its quality so that productivity, loyalty, job satisfaction, working motivation and increased. The professional employee should have the *skill, knowledge, ability, interest* and *attitude*. For that, the BP2DT should make improvements to the resource capacity of the apparatus. It can be done with resource management apparatus, both in recruitment, placement, development and its prosperity.

According to the findings in the field, BP2DT has already done the efforts of capacity building resources apparatus through the addition of number of employees, conducting education and training, conducting socialization, technical guidance, and workshop; as well as perform physical and spiritual coaching (LAKIP, 2015). The addition of employees also have yet to match the expected competencies, because most do not have the skills and primary and secondary education (see table 2). While only 22 employees (33.3%) of the 66 employees who have attended training. Yet the existence of a comprehensive planning, budget authority, and limitations cause development of employees is not yet optimal.

Table 3 The Additional of the Number of Employees

Educational Background	Years	
	2013	2015
S3 (Doctoral Program)	-	-
S2 (Master Program )	7	8
S1 (Bachelor Degree)	19	25
D3 (Diploma )	5	4
Senior High School	13	20
Junior High School	-	3
Elementary School	1	6
Amount	45	66

Source: Public Sub sections and Apparatus, BP2DT 2015

Therefore it takes the workload analysis and analysis of the Office as the basis for planning and resource development apparatus. Employee recruitment can be done based on a

merit system such as fit between competencies owned inaugurated with the title or the task performed by him. Placement of employees matched with competence and expertise. Development and productivity are through education or further studies, learning, training and career management. Well-being enhanced through basic needs fulfillment as human beings to be met such as salary, incentives, benefits, welfare, safety, guarantee of the old days and so on. The development of the resources of this apparatus will increase the knowledge, skills and ethics employees of the mindset in carrying out the task.

## 5. The Dimension of Organization Strengthening

The Dimensions of organizations strengthening referred to in this research include the sharpness of vision, mission and goals; the suitability of the structure and organizational design; implementation or how the organization is run; leadership; cultural organizations including the coordination and communication; the availability of the budget and the infrastructure of the Organization and the utilization of technology to help carry out the duties and functions of the organization. If elements of the strengthening of the Organization are met, then BP2DT has the *policy formulation capacity*, *implementation capacity*, and *operational efficiency capacity*.

Conditions of BP2DT organizations currently have strong organizational capacity. Vision, mission, and objectives of the BP2DT are already referring to the Grand Design of the border Management Agency National Border Manager (BNPP) and based on a Medium-Term Development Plan known as (RPJM) of West Kalimantan Province. The existing organizational structure there is also Implementing Unit Checks anomaly, Heading Acrosses Borders known as (UP3LB) has the duties and functions of the coordination authority which became CIQS Central Government. Consequently there is less effective in the execution of its duty.

In the framework of BP2DT Organization's strengthening, mission, and vision of the management of borders in West Kalimantan sharpened with based on National Medium-Term Development Plan known as *RPJM*, Medium-Term Regional Development Plan known as *RPJMD* of West Kalimantan Province and refers to the Grand Design of border management nationally. Organizational structure adapted to the issues and the basic tasks and functions of the BP2DT in order there isn't happen anomaly structure. UP3LB changed to National cross-border Post (PLBN) as UPT BNPP, not UPT BP2DT. The change of the

structure is expected to improve the effectiveness and efficiency of the implementation of BP2DT tasks.

Furthermore, the BP2DT leadership is strengthened by lifting the Governor as the head of BP2DT and formed secretariat level with the SEGWAY. By lifting of the Governor as the head of BP2DT, the coordinative role of BP2DT is more effective, conflicts between SEGWAY is reduced, as well as reducing sectoral ego. Moreover, it also can add to the development budget of the border. Organizational culture is fixed by changing the mindsets bureaucrats as a servant for community, not vice versa ask served by the community.

Sharpening the vision, strengthening leadership, adjustment of organizational structure, improvement of the organizational culture, improvement of the budget, increasing infrastructure and facilities, and Technological Information can improve the capacity utilization of BP2DT in planning and policy formulation, implementation and program activities, as well as monitoring and its evaluation.

## **6. The Dimension of Institution Reform**

The obscurity of this authority impacts on BP2DT capacity in planning, organizing, implementing, and monitoring as well as evaluation. In planning programs and activities haven't been able to answer all the issues of the border who have been identified. The ability to implement the program and activity also experienced constraints due to the limited authority of BP2DT. BP2DT only authorized as a coordinating agency, while the implementation of development policy undertaken by the regional government work Unit (SKPD) technical. As a coordinating body, should have the position and authority an authority higher than that is coordinated in order to be effective. In fact the position of the head of the BP2DT with the same technical Chief of SEGWAY, so coordination is less effective. Each SEGWAY is still concerned with the basic tasks and functions each sectoral ego SEGWAY. There has been no political will and commonality of perceptions each SEGWAY in the border development area. In addition to the authority, budget constraints are also becoming determinants. Because of the development budget allocated to the technical border of the SEGWAY.

For the institution reform, conducting management regulations should be clarified. Until recently, the authority of BP2DT is not yet clear because there is no Government Regulation known as (PP) as a derivative of Constitutional Laws Number 43 in 2008 on the

territory of the country. A clear regulation would give idea to the clarity of BP2DT authority, so BP2DT was able to do the coordination, collaboration, and access to funding sources. In addition, the condition of the social economy community, national and regional political support, political willing of the Central Government and regions also badly needed for capacity strengthening of BP2DT. With the regulatory and policy reforms, improved conditions for economic, social, cultural, political and Government support is strong against this BP2DT, then increasing the absorptive capacity, adaptive, collaborative, and can learn from outside organizations. So, in order that BP2DT may increase capacity in carrying out basic tasks and functions effectively, efficiently, and sustainably needed strengthening capacity in three levels such individual as level, organization level, and system level (figure 2). In the individual level, the strengthening focuses on improving HUMAN RESOURCES through recruitment activities based on merit-system, the placement is customized according to competence, development through education and training, career obviously, occupational health and safety is assured, the old days guaranteed, and change mindsets serving for the community. In the Organization level, strengthening synchronization can be done through vision and mission, the adjustment of the facilities structure, a conducive leadership, coordination and clear communication, cooperation with stakeholders, budget support, the utilization of information technology. Currently in the system level, the activity undertaken is the reform of regulation and policies, strengthening the commitment of the SEGWAY, increased coordination and communication with the SEGWAY, created the economic, politic, social and culture which is conducive, increase community participation, higher education and private sector, as well as an increase in cooperation.

## V. CONCLUSION

According to the analysis in the previous section, then it can be concluded that: the border management Pattern tends to be applied this sectoral ego, less coordinative, not yet integrated, and has not been integrated. Various problems due to lack of resources, the weakness of BP2DT authority, organization, and weak regulation and policy are less supportive. For that it needs the strengthening capacity of the BP2DT can be done in three levels such as Individual level, organization level, and system level. Individual level carried out a range of activities to enhance the knowledge, ability, and interest employees, strengthening the Organization to improve the formulation, implementation, operational efficiency, and evaluation of policies. Strengthening the regulatory system and so that



BP2DT can enhance adaptive capacity, absorptive capacity, collaborative capacity, and knowing practice.

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