

Strategy to Accelerate The Development of Indonesia's National Border Village in Belu, East Nusa Tenggara Province

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Abstract— The aim of this study is to formulate the strategies to accelerate the development of Indonesia's national border village in Belu in order to improve the welfare society. The qualitative approach is carried out by mapping existing condition through SWOT analysis. The results of the SWOT analysis are used to develop strategies. Analytical hierarchy process was conducted to determine the priority of the strategies. Based on purposive sampling, there were eight villages in Belu - Nusa Tenggara Timur as the sample for the study. The questionnaires were distributed to 19 informants which are from village officials and several community leaders. The results showed that the priority of the strategies to accelerate the development of Indonesia's national border village in a row are infrastructure development strategies, human resource development strategies, regulation synergy of central and regional government, tourism development strategies and business development strategies.

Keywords— national border village; SWOT; AHP analysis

I. INTRODUCTION

Nowadays, the Indonesian government is giving more attention to develop regions with three categories, which are leading area, remote area and underdeveloped area as the national development strategic issues. The area is the national border area which has a vital role in maintaining the integrity of the Indonesia Republic (NKRI). This has become ironic because the border areas have become pockets of poverty, backwardness in all aspects of life due to neglected area of social economic development. The focus of development before reform in the old perspective emphasizes security approaches. Thus, the border areas as a demarcation line have changed their function as a stronghold to separate neighboring countries. As a logical consequence, the border area is made into a barrier that is able to close access to the outside world with security considerations (by excluding economic logic).

To overcome this, the government currently has a National strategy on the main agenda in development that called

Nawacita. *Nawacita* contains nine main agenda to continue the spirit of the struggle of the Indonesian people, namely sovereign politically, independent in the economy, and having a personality in culture. From the nine development priority agenda, the third *Nawacita* describes national development starting from the periphery by strengthening regions and villages within the framework of the unitary state.

The strategy can be outlined in the development of Border Areas because it is a strategic area in maintaining the integrity of the State Territory, it requires special management and regulation. The spearhead of the development of the border area is the border village. The problems of villages in the borders such as: limited infrastructure and means of supporting the economy include transportation, telecommunications, electricity and information, low access to centers of economic growth, high production costs, and limited social infrastructure such as clean water, irrigation water, health, education need to get great attention.

East Nusa Tenggara Province is geographically directly adjacent to the Democratic Republic of East Timor (RDTE) both on land and at sea. As a border region, part of the province of NTT has a very strategic position as a front porch with neighboring countries. For this reason, this border region must be given priority in development.

The border area is rich in potential. This potential illustrates the local physical conditions, accessibility and alternative development of superior commodities at the border. One of the potential businesses in the border is investment in the field of agribusiness. For that, there needs to be a combination of factors of natural and human resources optimally, combined with careful choice of business type. These types of businesses although considered to have good investment prospects, but each has a specificity, especially in terms of market opportunities and marketing both in the domestic market and global markets. Opportunities and potential exist, with effective management so that investment in the border is immediately

realized and border communities can advance quickly and can enjoy development.

Based on the description above, this study aims to, first identify the strengths, weaknesses, opportunities and threats and strategies that can be done to improve the welfare of border village communities. The second objective is to determine the priority of strategies to improve the welfare of border village communities. Thus, this research is expected to contribute Belu Regency government in making and determining strategies and policies related to the concept of border village community development to improve the welfare of village communities.

II. RESEARCH METHOD

This study uses a qualitative approach using 19 selected informants by purposive sampling technique. The informants were selected from village officials and community leaders from 8 villages as sample, namely Silawan, Fatulotu, Tohe, Makir, Loonuna, Lookeu, Fohoeka, and Dualaus.

The first stage in this study is to identify the strengths, weaknesses, opportunities and threats in the SWOT analysis to get the best strategy choices. In the second stage, analyzing with the Hierarchy Process Analysis (AHP) which begins by describing the hierarchical structure based on the results of the SWOT analysis that has been mapped. The highest level is the goal of the problem focus being studied, at the second and third levels are reduced to factors and sub-factors derived from the SWOT group. At the lowest level is an alternative strategy that relates to all SWOT factors.

This study does not prioritize the quantity of informants but the quality of informants, so that the data obtained in the AHP questionnaire produces a high value of objectivity in accordance with the individual's knowledge and understanding of the object because of their experience. Each informant will compare the importance of each factor / sub factor / alternative strategy with another affective factor / sub factor / alternative strategy for rural development to improve the welfare of border village communities. The benchmark comparison rating scale for each informant is from numbers 1 - 9 (Table 1).

The informants involved in this study were totally 19 informants from 14 people as village officials and 5 persons as community leaders. Based on the educational background, 2 informant graduated from junior high school, 12 informants junior high school education, 12 high school students and 5 undergraduate graduates.

TABLE I. THE FUNDAMENTAL SCALE

Intensity of importance on an absolute scale	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
3	Moderate importance of one over another	Experience and judgment strongly favor one activity over another
5	Essential or strong importance	Experience and judgment strongly favor one activity over another
7	Very strong importance	An activity is strongly favored and its dominance demonstrated in practice
9	Extreme importance	The evidence favoring one activity over another is of the highest possible order of affirmation
2,4,6,8	Intermediate value between two adjacent judgments	When compromise is needed
Reciprocals	If activity i has one of the above numbers assigned to it when compared with activity j , then j has the reciprocal value when compared with i	
Rational	Ratios arising from the scale	If consistency were to be forced by obtaining n numerical values to span the matrix

III. RESULTS AND DISCUSSION

A. Strategy Formulation

Strategy is an action that is always increasing and continuously and carried out based on the point of view about what is expected by the community in the future. Therefore, the strategy always starts from what happens. Analysis and choice of strategies focus on efforts to create and evaluate alternative strategies, in addition to choosing the strategy to be implemented. Analysis and choice of strategies try to determine alternative actions that are best in helping in achieving goals. Important strategy formulation techniques can be integrated into the decision-making framework using the SWOT analysis as follows:

Identification of Internal factors (Strengths and Weaknesses)

Based on the research conducted, the factors that are the strengths and weaknesses of the border village have been identified. The strength of the national border village based on the results of the research are as follows:

1. Villages have potential agricultural land and plantations to produce rice, corn and beans. The available land is dry land that is used for agriculture and plantations. The pattern of land use irrigated rice fields, but only Tohe Village is supported by a fairly large water discharge.
2. The potential to develop livestock, especially cattle farming, because almost all villages have cattle.

3. The village is a unique location because it is in a border line. These villages are geographically bordered directly with RDTL so they are often said to be "transit areas".

The results of this study can also identify several weaknesses, such as:

1. Lack of infrastructure and irrigation systems that result in an under-optimal agricultural yield, due to sufficient water supply to support the agricultural.
2. Quality of Human Resources is still very low. In the education sector, around 47% of the villagers fall into the category of illiteracy / not attending school / not graduating from elementary school, 28% having elementary education, 14% of junior high school, and the rest having high school or Diploma education. This condition shows the low level of education of border village communities.
3. The bad physical condition of the road results in the difficulty of accessing people from one place to another. The community has difficulty in marketing the products of agriculture / plantations and livestock, so as a result arises middlemen who collect the produce.
4. The existence of middlemen affects the stability of the market price of agricultural products
5. The lack of an adequate marketing network for agricultural and livestock products.

Identification of Internal factors (Strengths and Weaknesses)

External factors that affect the welfare of national border village can be explained below. The opportunity factors of national border village are as follow:

1. The government policies from Local, provincial and central are support the development of social and economic villages. The support through village fund allocation. Since 2016 each village received almost 1 billion rupiahs, and it getting increase every year.
2. The location of the village is strategic because it is a border village. Silawan Village is directly adjacent to RDTL, and is a transit village for foreign tourists going to Indonesia or vice versa Indonesian citizens who will visit RDTL.

In this study several threats can be identified, such as:

1. Inadequate infrastructure. There is no access to agricultural land, the road is damaged and muddy, potential areas have not been passed by vehicles and there is no access from one village to another.
2. Conducting commodity selling transactions through middlemen to the nearest market.
3. Most food crops are still used for consumption.
4. The community is still faced with the limitations of superior seeds in agriculture and livestock.
5. Limitations of clean water.
6. Limitations of medical equipment so that service to the community is less than optimal.
7. The security of the village community, due to the livestock products are often stolen by the neighboring countries.

B. SWOT Analysis

The use of SWOT analysis is an analysis to determine the most appropriate strategy. The results of the SWOT analysis to formulate a border village development strategy can be explained as follows:

a. SO Strategy (Strength - Opportunity)

It is a strategy that seeks to use the power that is owned and take advantage of the opportunities that exist. The choice of strategy that can be used is a business development strategy can be an important strategy to be developed so as to generate benefits for border communities. The available strengths and opportunities are used to obtain better benefits. Government support with the availability of village funds, can be utilized as well as possible to develop a business that will prosper the village community. The forms of activities of this strategy can be carried out by fostering communities to form cooperatives and village-owned enterprises that are in line with their interests and needs. Optimizing the role of BUMDes and village cooperatives will protect rural communities from middlemen, and distribution of community products will be channeled properly.

b. WO Strategy (Weaknesses Opportunities)

The WO strategy is a strategy to take advantage of opportunities by eliminating weaknesses and taking advantage of opportunities. Village community human resource development strategy is a strategy that can be done so that various weaknesses can be minimized and take advantage of available opportunities. The form of this strategy is by providing training and skills that can improve the welfare of rural communities. Training is carried out such as, for example, training in managing BUMDes, training related to agriculture and livestock so that it can develop agricultural and community products that were carried out previously.

c. WT Strategy (Weaknesses Threats)

Is a strategy to control threats through minimizing weaknesses to avoid threats. Various kinds of threats that have been identified can have an influence on improving the welfare of border village communities, so the first strategy that has been formed is the village infrastructure development strategy. Making new road access, road repairs, irrigation and reservoir construction, these strategies can support the community to more easily distribute agricultural and livestock products. So that it has an impact on improving the welfare of rural communities.

The second strategy is to synergize central / district and village government regulations, where regulations and policies are made for the welfare of the community and carried out jointly. There is a commitment from the central and regional governments to implement the same program that has long-term impacts.

d. ST Strategy (Strengths Threats)

It is a strategy to direct power by using force to avoid threats. The strategy to develop tourism villages is a

strategy that can be done by making preliminary preparations to form Tourism BUMDes by utilizing the conditions of the village which is a transit area. Silawan Village is a village that is directly adjacent to the neighboring country of RDTL, where the village is in and out access for the two countries.

The following table is a table that shows the strategy formulation strategies to improve the welfare of border village communities, as follows:

TABLE II. STRATEGY FORMULATION

	<i>Strenghts</i>	<i>Weaknesses</i>
	<ul style="list-style-type: none"> - Most of the people make a living in agriculture / plantation and livestock (95%) - Potential to develop agriculture and livestock, especially cattle ranch because almost all villages raise cattle. - Has tourism assets namely "Transit Region" 	<ul style="list-style-type: none"> -Lack of infrastructure and irrigation systems that result in not optimal agricultural yields. - Low HR quality - Low community accessibility - Brokers affect market price stability - There is no marketing network for agricultural and livestock products
<i>Opportunities</i>	<i>Strategy to Use Profit</i>	<i>Strategy to Use Opportunities</i>
<ul style="list-style-type: none"> - Support of the central and regional governments with a large allocation of village funds - The location of the village is strategic because it is a border village. 	Business Development and Resource Strategy ³	Human Resource Development Strategy ²
<i>Threats</i>	<i>Strategy to Strengthen Strengths</i>	<i>Strategy to Control Threats</i>
<ul style="list-style-type: none"> - Inadequate infrastructure - Conducting commodity selling transactions through middlemen / to the nearest market - Most food crops are used for consumption - The community is still faced with the limitations of superior seeds in agriculture and animal husbandry - Limitations of clean water - Limitations of medical equipment so that service to the community is less than optimal - The security of the village community, because the livestock are often stolen by the neighboring countries. 	Tourism Village Development Strategy ⁴	Infrastructure Development Strategy ¹ and Synergy of Central / District and Village Government Regulations ⁵

C. Analytical Hierarchy Process

The selection of Analytical Hierarchy Process (AHP) as the tool analysis is based on the consideration that "analytical hierarchy process" is one of the tools or models of decision making with the main input is human perception. AHP is a method that solves a complex problem into groups in a hierarchical manner. By using AHP the weighting of a factor and sub factor can be done according to human perception, so that it is expected to be able to describe the actual conditions.

This study aims to determine the factors and sub factors and which strategies are more appropriate than other strategies in improving the welfare of rural communities. By incorporating elements of perception, the AHP method can overcome the main weaknesses in the method of decision making that has often been known as weakness in transforming qualitative data into quantitative forms. In addition, AHP is also able to give alternative priorities and track inconsistencies in the considerations and preferences of a respondent.

As for the factors and sub-factors that are derived from the results of the SWOT analysis that affect the community's welfare and alternative strategies in the hierarchy of the village community welfare can be described in the Fig.1.

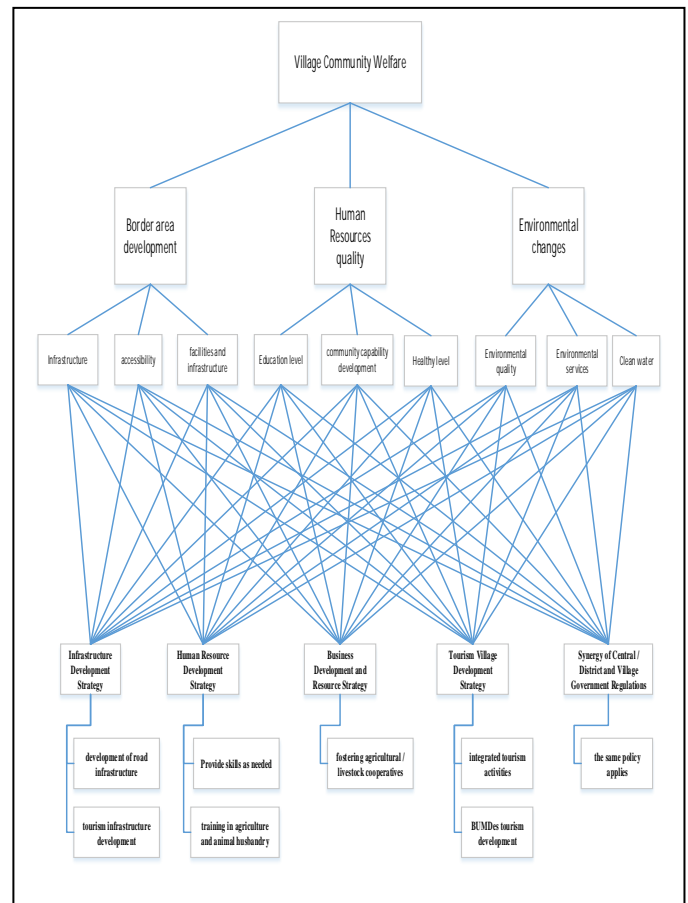


Fig. 1. Hierarchy of Village Community Welfare

In order to assess the factors and sub-factors that are most effective in influencing the improvement of the welfare of the national border village community, 19 respondents consisting of village officials and village community leaders have provided the assessment shown in Table 3.

Table 3 shows the priority factors and sub-factors assessed by respondents. According to respondents' perceptions, the development of border areas is a top priority to improve the welfare of border village communities, followed by the quality of human resources and environmental services. According to respondents, regional development provides a great opportunity for the community to carry out their business. This was followed by infrastructure sub-factors, facilities and infrastructure and accessibility.

The second priority factor is the quality of human resources, which is followed by a sub-factor in the eradication of community capability, level of health and level of education. Because, quality resources will improve the ability to carry out business, but the sub-factor of increasing capability is more important than increasing the level of education. The third factor is changes in the environmental environment, followed by environmental quality, clean water and environmental services. The environment around the border community both the physical, social and economic environment of the village community plays a role in improving the welfare of the community. A quality environment measures the degree of meeting the basic needs of the community, and environmental services are a function of the border area that supports the business of the border community.

TABLE III. FACTOR AND SUB FACTOR PRIORITY

Factor	Priority Factor	Sub Factor	Priority Sub Factor
Border area development	0.63335 ¹	Infrastructure	0.72351 ¹
		Accessibility	0.08331 ⁹
		Facilities and infrastructure	0.19319 ⁶
Human resources quality	0.26050 ²	Education level	0.08820 ⁸
		Community capability development	0,66870 ²
		Healthy level	0.24310 ⁵
Environmental changes	0.10616 ³	Environmental quality	0.63335 ³
		Environmental services	0.10616 ⁷
		Clean water	0.26050 ⁴

Table 4 is a priority strategy that can be done to improve the welfare of rural communities. The first strategy is infrastructure development, carried out by building new roads, repairing roads, bridges that support the mobilization of rural communities, in addition to the construction of ponds and supporting infrastructure for tourism. Infrastructure is the main factor that supports the activities of rural communities. The second strategy is the development of human resources.

Human resources equipped with various knowledge and technology will be able to adapt to environmental changes. Opportunities for high employment opportunities and the ability to manage business will increase in line with increasing excellence. The third strategy is the synergy of central / regional government regulations with village governments to improve the welfare of rural communities. The fourth strategy is the development of tourism villages. After the three strategies are implemented, the fourth strategy can be implemented easily. The tourism sector contributes significantly to local revenues if managed properly. Increased regional income shows an increase in the welfare of rural communities. In line with this, the fifth strategy is that business development and natural resources can also run well to improve the welfare of border village communities.

TABLE IV. STRATEGY PRIORITY

Strategy	Priority Strategy
Infrastructure Development Strategy	0.53684 ¹
Human Resource Development Strategy	0.52026 ²
Business Development and Resource Strategy	0.12132 ⁵
Tourism Village Development Strategy	0.13586 ⁴
Synergy of Central / District and Village Government Regulations	0.24773 ³

IV. CONCLUSION

Some conclusions in this study are: first, the results of the AHP analysis show the priority factors to improve the welfare of border village communities are (1) the development of border areas, (2) the quality of human resources, and (3) changes in the environment, while the priority sub-criteria successive are infrastructure development, followed by human resource development, environmental quality, clean water, health level, facilities and infrastructure, environmental services, level of education, and accessibility. While the 5 priority strategies are starting from the strategy of infrastructure development, human resource development strategy, synergy strategy of central / regional government and village government regulations, tourism development strategies, and business and resource development strategies.

The recommendation that can be given is the importance of village community involvement in village development to improve community welfare is a priority in every strategy and program that is carried out. The implementation of strategies and programs is carried out according to the needs of the village community.

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