



West Nusa Tenggara's Paradiplomacy Enhancing Education with Warsaw-Poland in 2018-2021

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Abstract

In this paper, the author will examine one of local government with the most popular Island and success of paradiplomacy between local government and sub state in International Relations, namely West Nusa Tenggara. West Nusa Tenggara is the one of the Province in Indonesia has good strategy in Paradiplomacy. Based on the data in 2020, West Nusa Tenggara has 5, 126 million populations which is still lack of education. Education is the 4th of Sustainable Development Goals. With the cases in West Nusa Tenggara, Education is one of priority sector in that province. In this period, the government of West Nusa Tenggara move to education focus after tourism sector. Education is the strategy of West Nusa Tenggara's Paradiplomacy that the government do for the Development in Education sector with Warsaw-Poland. Based on this conditions, this article uses paradipomacy theory to analyze the actor and strategy of paradiplomacy between West Nusa Tenggara and Poland. This article employs qualitative method, which is sourced by interview and research results to analyze this article. Sources of data were obtained through literature review from Google Scholar, Scopus, journal document with the viewer as analysis tool. The finding result from this article are that there is effective strategy of the government in West Nusa Tenggara's Paradiplomacy with Warsaw-Poland success to increase education quality. The administration of the government success to achieve full potential of the first paradiplomacy policies in education by official visit and giving scholarship to the student of West Nusa Tenggara. The government give the opportunities for getting better education and learn in Warsaw-Poland.

Keywords: *Education; West Nusa Tenggara; Paradiplomacy; Scholarship; Warsaw*

Introduction

Paradiplomacy is debatable but it worthy causes. The first, Paradiplomacy concept is not regularly used for the larger society. But it is also used by social and political science academics and researchers to refer to cross-national foreign relations involving substate actor study (Takdir Ali Mukti, 2013). Paradiplomacy term first launched by academic debate by the Basque scientist, Panayotis Soldatos in the 1980s as the incorporation of the term 'parallel diplo macy' into 'paradiplomacy', which refers to the meaning of 'the foreign policy of non-central governments', according to Aldecoa, Keating and Boyer. Another term used by Ivo Duchacek in New York, 1990 for this concept is 'micro-diplomacy'

(Criekemans, 2008). The Second, Indonesia is more familiar with the diplomacy term and its definition as meant to be coordinated by the central government. Finally, and most ominously, there have been a small number of studies conducted by Indonesian academics who expressly mention "paradiplomacy" as a topic of analysis. Relatively, paradiplomacy is still a new phenomenon of activity in the Indonesian Government. These condition provides an opportunity for the author to further expound this paradiplomacy term to the general public and policy makers that will be explain from existing practice around the world (Takdir Ali Mukti, 2013).

In this era, they are variety of new actors in international relations, like local government is the actor who make relation with international actors. Central government throughout the world are looking for the new ways to increase and further own interest. So that, local government can use paradiplomacy in action. Indonesia is one of the most recent countries is exist paradiplomacy in international relations. The Indonesian central government provides local/provincial governments the freedom to organize, manage, and oversee different elements of domestic affairs without major central government intrusion (Rasid, 2007), based on the notion that local governments "recognize" their territory the most. Paradiplomacy initially serves one or so more of three basic reasons: solely commercial (open market and investment), multiple purposes (economic, social, cultural, technology, and education), and regional identity and political interests (expressing independent, specific, and diverse features)(T. A. Mukti, 2015). Provinces across Indonesia are beginning to see greater opportunities for collaboration with regions and cities around the world as a result of these goals. West Nusa Tenggara, often known as West Nusa Tenggara (NTB) is one of them.

The focus of West Nusa Tenggara province's paradiplomacy is heavily influenced by two main factors (Fitriani, 2018): the maximum utilization of NTB's natural and social assets, and the influence of the ruling governor at a time when society wants "agents of change" to emerge. In mid-2018, a minor change occurred, with NTB's paradiplomacy concentration expanding to include education as a new sector, as well as a change in the government: Dr. Zulkieflimansyah was elected as the new governor. This study examines NTB's paradiplomacy strategy and the success gained during execution between NTB and Warsaw-Poland, in order to steer the current trend of paradiplomacy.

Education in the world as the fourth goals of Sustainable Development Goals. Quality of education for ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The target of global Sustainable Development Goal is Everyone can help to make sure that we meet the Global Goals. Use these ten targets to create action to ensure quality education. Specifically, education in West Nusa Tenggara, Indonesia is stiiil have problem and lack of education. One of the factors in advancing the condition of an area is the quality of the inhabitants. The quality of the population can be seen from the condition of education is in an area. West Nusa Tenggara still has problems in aspects of development which include education as indicated by data from Central Bureau of Statistics of West Nusa Tenggara in 2013 in the form of 16.32% of the population illiterate and only 7.19% of years of the 9-year compulsory education proclaimed government (Sutanto, 2017).

The quality of education in NTB is in position 33 out of 34 provinces in Indonesia (Zamhuri, 2017). The quality of education is judged by the national education standards issued by the Ministry of Education and Culture, in the form of: graduate competency standards, content standards, process standards, educational standards, and education personnel. The low quality of education in NTB is supported by the condition of schools that do not have adequate facilities and infrastructure. The results of the NTB education quality report card from the Quality Assurance Institute Education reached 40% of the 100% expected by NTB in the quality of teachers and educated personnel (K. NTB, 2020). The condition of the quality of this education This is a manifestation of the lack of community participation in government programs. According to (Adia Islami Permono, 2020), Community participation is the main involvement that can achieve the success of a company program. The measure of community participation in education can be from the parameters education.

The focus of West Nusa Tenggara province's paradiplomacy is heavily influenced by two main factors (Fitriani, 2018): the maximum utilization of NTB's natural and social assets, and the influence of the ruling governor at a time when society wants "agents of change" to emerge. In mid-2018, a minor change occurred, with NTB's paradiplomacy concentration expanding to include education as a new sector, as well as a change in the government: Dr. Zulkieflimansyah was elected as the new governor. This study examines NTB's paradiplomacy strategy and the success gained during execution between NTB and Warsaw-Poland, in order to steer the current trend of paradiplomacy.

The problem of education quality in West Nusa Tenggara requires the role of West Nusa Tenggara (NTB) Government. So in this era, in Dr. Zulkieflimansyah Government, education Education is one of the priority policy in NTBs paradiplomacy. Education in West Nusa Tenggara. Based on NTBs Education Vision (Sekretariat Daerah Provinsi Nusa Tenggara Barat, 2021) "improvement of Human Resources through activities in the fields of education, research and community service" and Delivery of 1000 scholars to overseas schools, both at the S1, S2 and S3 levels Improving the foreign language skills of the NTB community through the Language House program as the mission.

The Vission and Mission of Education in West Nusa Tenggara requires the role of the government and the participation of the people of West Nusa Tenggara. Of course, a local government cannot rely on local government alone. However, it requires cooperation with other actors. In the application, West Nusa Tenggara tries to open up opportunities for cooperation with Warsaw-Poland in the field of education. The election of a new governor, Dr. Zulkieflimansyah in 2018, the Paradiplomacy of the NTB Government focused on educational paradiplomacy in collaboration with several campuses in Poland, especially Warsaw. Warsaw is the city in Poland that the higher education in Poland. A lot of Universities that collaboration between NTB and Warsaw-Poland. So in this article based on reality and problem, the author will analyze and explain the strategy of West Nusa Tenggaras Paradiplomacy with Warsaw-Poland inhancing education in 2018-2021.

There is a little literature that discusses about West Nusa Tenggara's Paradiplomacy in field of education. Mostly literatures that discussed about Paradiplomacy in tourism and economics investment field such as (Pratama, 2018) and (Fathun, 2018) only discuss about paradiplomacy model which focuses on halal tourism, (Surya & Bukhari, 2019) , (Harakan et al., 2021) and (Paquin, 2022) only discuss about Opens and Challenges of Indonesian Investment Cooperation by doing paradiplomacy, (Schiavon, 2018) and (Alvarez, 2020) talk about the common of paradiplomacy and international cooperation through inter-institutional agreements. From those Paradiplomacy in field of education. Looking at the literature review, there are no research that discusses NTB's paradiplomacy strategies in education. Most of the previous research discussed paradiplomacy in the investment field. So that in this study the aim is to discuss the NTB government's para-diplomacy strategy in improving education carried out with the Polish state, especially Warsaw.literature, there are no literature that spesifically discusses the for Nusa Tenggara Barat's

Meanwhile, this research focuses on NTBs Education Paradiplomacy. Collaboration in education between West Nusa Tenggara Governmend and Warsaw-Poland Government is new focus and collaboration in NTB. From reality, before education field, NTB only focuses on tourism paradiplomacy. But now focus on paradiplomacy in education.

Research Method

The type of research method in this article is a qualitative data collection method. Data collected through Journals in Scopus and Goggle Scholar, books, news, and analyze on Vosviewer tooll. In addition, secondary data depicted in the information content contained in digital media coverage or online platforms that are the source of the news. In this article data collected by interview, and activities of individuals at the research site. In this case, primary data and secondary documentation. Qualitative

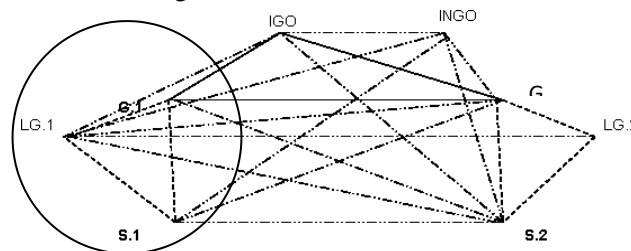
observation is when researchers go directly to the field to observe the behavior and data will be represented in the information content contained in digital media reporting, and the field in question will be represented by online media or online platforms that are sources of news. The qualitative methods chose to explain the strategy of West Nusa Tenggara Paradiplomacy enhancing education with Warsaw-Poland 2018-2021, NTBs Government do some project to support the successful strategy of paradiplomacy. Data collection techniques using interviews and document review. Interviews were conducted with three informants, the Head of the NTB Foreign Cooperation Division (informant 1), Director of NTB's Educational Development Institute (informant 2), and the representatives from the NTB government involved in the NTB-Poland cooperation process (informant 3). The data in the study was supported by interviews and document review.

In this Research method, the researchers use paradiplomacy theory as approach in International Relations. With the paradipomacy theory, researcher can find out the meaning and position the Government of NTB as actor in Indonesia Local Government can make a relation with other country in world.

Paradiplomacy

The terms "paradiplomacy," "education," and "sister cities/provinces" in the titles of the publications cited above already indicate that paradiplomacy techniques will be explored in NTB. This essay looks at the approach that governors use to drive their paradiplomacy policy trends and the challenges that arise during implementation, which is the novelty of this paper. According to Sibawaihi, paradiplomacy takes the shape of sister cities of sister provinces and foreign investment agreements. Those are the most appropriate solutions for the location, as well as the simplest, despite the fact that the process is not as straightforward as it appears (Sibawaihi, 2016) and (Utami, 2017). The importance of city and provincial branding should not be underestimated, since attracting collaborators and investors will be more difficult without appropriate items to advertise to the international community (Subarkah, 2018).

If relations and actors, both 'states', 'sub-states' and 'non-state actors', in international relations are arranged in a scheme, where the Local Government or 'Local Government (LG)' is included in the pattern of transnational relations that proposed by Keohane, which consists of Government (G), Society (S), and Inter-Governmental Organization (IGO), then combined with International Non-Governmental Organization Governmental Organization (INGO), as done by Mohtar Mas'oe, then the pattern of international relations by autonomous regions can be described as follows:



Figur 1 Relations between Society (S), Government (G), Local Government (LG), International Governmnet Oragnization (IGO), International Nongovernment Oraganization (INGO)

—————	Politic between state
-----	Politic domestic
.....	International Interactions

Source: Mohtar Mas'oe Patter of International Relations

Figure 1 above shows clearly that the autonomous region is the meeting point of 2 types of lines, namely, first, the type of line that shows the interaction of all Domestic Affairs (Local Government (LG) with the and the domestic society (S)), meeting the second line, namely the type of line that describes the interaction in all Foreign Affairs with foreign parties. Here, the autonomous region is in the area of 'lines meeting' between foreign parties and the central government. The point of connection of the Autonomous Region in relations between nations is its role as an 'actor' in international relations. Therefore, the importance of autonomous regions in the study of international relations cannot be completely ruled out considering that relatively independently autonomous regions can carry out direct international relations with foreign parties, both intergovernmental and in cooperation with foreign nongovernment actors, in which nongovernment actors can freely bypass relations without involving the central government. These actors can take the form of community groups and tribes (societies), economic interest groups, multinational companies and even parts of the government bureaucracy of a country.

The bureaucracy of government, sometimes acts by interacting directly with foreign parties without the knowledge of the central government. To exercise this authority in the field of paradiplomacy, Tulus Warsito in his study stated that, as far as is possible according to the law, and in the context of peaceful diplomacy, local governments can take several forms of activities such as exhibitions, competitions, mission exchanges, negotiations, and conferences. Meanwhile, the facilities can be through tourism, sports, education, trade, and the arts (Warsito, Tulus. Kartikasari, 2007).

Finding and Discussion

Profile West Nusa Tenggara Province

West Nusa Tenggara is one of the province in Indonesia that has the area in West Nusa Tenggara is 49.312.19 km² which consists of a land area of 20,153,15 km² (40.87%) and waters The sea area is 29,159.04 km² (59.13%) with a coastline of 2,333 kilometers. There is 2 between the mainland, especially mainland Lombok with an area of 4,738.70 km² (23.51%) and Sumbawa with an area of 15,414.5 km² (76.49%) which is covered by 378 small plain. Geographically, West Nusa Tenggara Regency is located between 115°46-119°05 East Longitude and 8°10-9°5 South Latitude with boundaries towards north of the Java Sea and Flores Sea, to the south of the Indian Ocean to the west Lombok Strait. such as the Bali Region and the eastern part of the Sape Strait and the Nusa East Southeast (Bureau of Cooperation Administration of the NTB Secretariat, 2019).

Island	Large (Km2)	Percentage (%)
Lombok	4.738,70	23,51%
Sumbawa	15.414,5	76,49%
NTB	20.153,2	100%

Figure 2: Statistic Data West Nusa Tenggara 2018

Source: Statistic Data West Nusa Tenggara 2018 <https://ntb.bps.go.id/Brs>

The figure 2, reality of Increasing of the population in the NTB Region continues to grow from year to year. From 2017 to 2019, the population in NTB shows picture of a considerable increase due to normal birth and increase. Based on estimates from the Central Statistics Agency (BPS) in 2017 (action data), the number of The absolute population in the NTB Region in 2017 was people, consisting of 2,405,080 males and 2,550,498 adults. Total population in NTB dominated by adults than men, but the level of growth the male population is bigger aware of the rate of population growth adults (Statistik, 2019).

Profile Warsaw-Poland

Based on the document data in Cooperation Administration Bureau of the Regional Secretariat of NTB (2019) name of the Republic of Poland, the capital of Warsaw. The national emblem is the eagle with Crown. The form of the Republic of Poland has an area of 312,685 km² (1.4% of the total area of Europe). Geographical Location is in Europe Central, with Eastern borders namely Ukraine, Belarus, Lithuania and Russia. The national language is Poland. Warsaw is located in the heart of the North European plains on a well-drained terrace of the Vistula River. Downriver from Kraków, it represents an ideal crossing site (Cities, 2022). The data from worldometers, the population in Warsaw-Poland is 1.702.139 populations.

Polish educational achievement since the War can conveniently be considered in four different aspects: first, as an example of the rapid and, on the whole, successful transformation of a country's educational system; secondly, as an attempt at democratization in the Western sense; thirdly, from the political point of view; and fourthly, in its moral implications. Since 1945 Poland has been given a system of universal primary education lasting for seven years. Education at all levels is now free. A great and on the whole successful effort has been made to solve the formidable problems which were the legacy of the country's past and of the destruction and persecution that took place during the War. The transformation of Poland's educational system has brought with it equality of opportunity and the disappearance of privilege. Democratization has been a natural and important result of the developments that have been described. But two aspects of the present situation deserve special mention: the widespread use of scholarships and bursaries, and the method of University government (Editrice, 2016).

Strategy Paradiplomacy between West Nusa Tenggara (NTB) and Warsaw-Poland Enhancing Education

Establishment of the Department of International Cooperation as Communication Strategy

The Administration Bureau of the Regional Secretariat of West Nusa Tenggara Province is a Bureau that was formed at the end of 2018 in accordance with the mandate of Government Regulation Number 28 of 2018 concerning Regional Cooperation which was followed by the stipulation of the Governor of West Nusa Tenggara Regulation Number 38 of 2018 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Regional Secretariat of West Nusa Tenggara Province.

The NTB International Cooperation Department was formed in 2018 in this case contained in Government Regulation Number 28 of 2018 concerning Regional Cooperation as well as in the Regulation of the Governor of NTB Number 38 of 2018 concerning Position, Organizational Structure, Duties and Functions, and Work Procedure of the Regional Secretariat of West Nusa Tenggara Province. With the stipulation of the two types of rules above, all government activities and programs related to Cooperation that may be carried out by all government apparatus with other parties are required through the Cooperation Administration Bureau facility. This bureau previously had a vacuum for two years, in 2017 and 2018, at which time the bureau was named the Bureau of Cooperation and Natural Resources (Kesda & SDA) which was established in 2016.

The NTB International Cooperation Institute or the NTB Provincial Secretariat Administration for Cooperation Administration is aware that international cooperation is not only the authority of the central government, thus each province, including the NTB Province, can freely build more intensive international cooperation relations with provinces or cities in various countries. Although of course, cooperation agreements with provinces or cities in other countries must go through an agreement that is coordinated and consulted with the central government.

This institution has a partner with one of the independent institutions, namely an institution that specifically handles the NTB Scholarship program abroad. One of them is the West Nusa Tenggara Educational Development Institute (LPP NTB). Through this institution, NTB LPPNTB helps realize the 1000 Scholar NTB Gemilang Program which is the flagship program of the NTB Provincial Government that focuses on developing NTB human resources. One of the programs run by LPPNTB is the NTB Scholarship Program, where outstanding sons and daughters of NTB are sent and financed to study abroad starting from the undergraduate, postgraduate to doctoral levels. So far, LPPNTB has sent approximately 595 NTB students to various countries, one of which is Poland. The collaboration between LPP NTB and the NTB International Cooperation Institution coordinates with each other. LPP NTB only facilitates and formulates the provisions and procedures for this scholarship.

However, in this case, the author will focus on the strategy of paradiplomacy between NTB and Warsaw through representatives of the NTB International Cooperation Institute. The cooperation process formulated in the NTB-Warsaw paradiplomacy is based on the proximity of the Governor of NTB to the Polish government. However, in addition to the proximity of the individual actors, NTB has an official institution that handles educational para-diplomacy so that it is more structured and in accordance with NTB regional policies.

From the aspect of communication, Author will explain about the position of policy executor communicating the messages to target audience. Communication is a vital part in policy implementation, the government (as a communicator) have to tell clearly as possible to the people (as a target audience) preventing the policy became deviate in the execution. Paradiplomacy mechanism between West Nusa Tenggara government and Warsaw-Poland government is an official, the relation between both parties is already constructive and deepening. Until now the relation status between both parties still at signing of Letter of Intent(Widiyanti,2021). This document contains educational, tourism, energy and environmental cooperation plan between West West Nusa Tenggara government and Warsaw-Poland government. That plan was discussion and consultation at central government, especially Ministry of Domestic Affairs and Ministry of Foreign Affairs. The process does official, cooperation specific in the educational sector has taken place between both parties. Governor West Nusa Tenggara made an organization namely Lembaga Pengembangan Pendidikan (LPP) at 2018, then accredited by notary in February 2019. LPP held a direct access to the governor to follow up cooperation plan between universities in Poland. LPP not only cover the cooperation plan with the Poland, but also with other cities in another country who had relation with West Nusa Tenggara province.

Official Visits by Regional Authorities to Foreign Countries as Resources Strategy

This research will explain resources (human, method and material) allocating by the government to execute policy. Government of West Nusa Tenggara by far didn't handle with specific human resources, even from the government or third party mandated by the government. Today the resources for educational sector implementation handled by LPP. LPP has a role as a bridge between Government of West Nusa Tenggara and universities at Warsaw-Poland. Domain activities of LPP is opening the way for further cooperation about educational sector, from procedure and affordable financing for student to study in Poland. LPP negotiate that using official visiting and onlie communication using email or social media. By using online communication, the negotiate process can be held more efficient and effective. However, there are still had a grey area regarding the calculation and report about the resources LPP's can get along the process. LPP became a super body in the educational sector in West Nusa Tenggara because their capabilities became over powering the government bodies. In other sides, the main actor in government bodies from West West Nusa Tenggara is Dinas Pendidikan & Kebudayaan Provinsi West Nusa Tenggara didn't have the capabilities like LPP's. Dinas Pendidikan & Kebudayaan Provinsi West Nusa Tenggara only manage the educational sector from elementary school until high school. Supporting the governor dreams, Dinas Pendidikan & Kebudayaan Provinsi West Nusa Tenggara held Rumah Bahasa programme (language course). Rumah Bahasa itself held in 17 locations over West West Nusa Tenggara. Since 6

months ago, Dinas Pendidikan & Kebudayaan Provinsi West Nusa Tenggara had an intensive language course especially IELTS & TOEFL for prospective students before sending to study in Poland. In recent times the programme not only specific to Poland but also another countries which West Nusa Tenggara had an educational sector cooperation(LPPNTB, 2021a).

Through representatives from the NTB Government International Cooperation Institute. In order to implement the NTB Para-diplomacy, the NTB Regional Government held an official visit to discuss the focus of the Para-diplomacy. The NTB government is actively communicating with the Polish delegation. Governor of NTB Dr. Zulkieflimansyah met with delegates from Poland at the Catamaran Hotel to discuss opportunities for cooperation between the NTB government and the Polish government. One of the collaborations that can be done is in the field of Education, where the NTB government wants to be able to send students from NTB to Poland in collaboration with 3HK (Institute of Sustainable Development EU-Asean).

The Administrative Bureau of Cooperation of the Regional Secretariat of the Province of West Nusa Tenggara conducted a lot of data collection related to the international cooperation relationship between the NTB government and Poland as stated on its website. Also makes administrative reports related to news, data, and 8 documentation of activities of Provincial Government Cooperation with Poland, and with other countries in general. The Administrative Bureau of Cooperation of the Regional Secretariat of the Province of NTB also recommends the NTB Educational Development Institute (LPP) for the success of the Cooperation program in the field of Education. LPP NTB as an independent institution that works for all types of activities related to scholarships for the NTB community, including selecting, developing interests, and developing the talents of prospective scholarship participants(B. K. NTB, 2019).

The government of the West Nusa Tenggara region made an official visit to Poland lasting 2 (two) visits. Official visits ever made by the NTB regional government to Poland were recorded in several classifications of documents, such as official documents archived by the ADPIM Bureau and also documents recorded through the personal social media of the Governor of West Nusa Tenggara Dr. Zulkieflimansyah. Official visits carried out by regional governments or regional government representatives in the form of Working Visits and welcoming new students received by universities in Poland.

The official visit is intended to strengthen cooperative relations in the implementation of paradiplomacy as well as cooperation between countries and local governments in Indonesia, especially the NTB Regional Government and Warsaw Poland. Students or scholarship awardees from the LPP NTB scholarship program are also one of the types of ongoing activities that are currently ongoing. The contribution of the students from NTB is expected to be able to provide real action related to the development of the quality of human resources for the NTB community.

In addition, during an official visit to Poland, student monitoring and evaluation is carried out. Then evaluate campuses that can be invited to collaborate. The Polish government has also visited NTB before Covid in 2018. However, since Covid, many invitations for activities related to education have been hampered. There are no proposed activities during the pandemic, except those that can run, namely sending students who get scholarships. Likewise, with alumni, alumni and student contributions, now we have alumni activities, community assistance activities in the form of MSME development projects, Pokdarwis, there are also teachers and various things. That's one form of contribution that can be made at the beginning, later it will continue. Before leaving for NTB, we provide them with knowledge related to NTB information that can be told there, introducing the region to a wider audience in Poland.

The personal and political closeness of the governor of the NTB Region with the former Polish ambassador to the current period made Poland the first destination country and at the same time a successor to the NTB scholarship program. Even so, the paradiplomacy of the NTB Regional Government

with Poland can be carried out because the central government also has cooperation with Poland, as stated by the Head of the ADPIM Administration Bureau of the NTB Regional Government "The NTB-Poland Cooperation can be carried out because the center already has cooperation for example, Indonesia and Israel do not have cooperation then we (NTB) cannot propose cooperation. So that's it, we depend on the center, we still coordinate with the center. This means that the para-diplomacy relations carried out by the NTB Regional Government with Poland follow the rules that have been set by the central government. One of the functions of paradiplomacy between sub-states and other sub-states is to optimize diplomatic relations between countries and other countries (Takdir Ali Mukti, 2020).

Providing Scholarship as Disposition and Behaviour Strategy

From the aspect of disposition and behaviour, this research will explain the position of government delegating the policy involving commitment, openness, creativity and democratization. Governor of West Nusa Tenggara had a big concern into the educational sector, especially to accomplished 1000 student from West Nusa Tenggara have a spacious insight with strong nationalism (Andililo, 2019). Surely that dreams made LPP as a main actor in the educational sector had big privilege to do lot of task and authority. LPP given a task to manage CSR funds for scholarship. Then, in the process of recruitment until departure phase, LPP spreading the information using online platform especially using email, Facebook account and Instagram account. That process has been taken place from October 2018 (Batch 1), February 2019 (Batch 2) and until now.

The NTB Provincial Government Provides Educational Scholarships for NTB students who want to continue their education abroad, one of which is in Warsaw-Poland. This scholarship is one form of application from the NTB-Warsaw Poland paradiplomacy. This scholarship runs because it is to carry out one of the educational visions of NTB in collaboration with LPP NTB through the official institution of the NTB International Cooperation Institute which is sheltered by the NTB provincial government.

The NTB Scholarship is a flagship program of the West Nusa Tenggara Provincial Government through LPPNTB which aims to improve the quality of human resources in the West Nusa Tenggara area. The NTB Scholarship is a program of sending 1000 Cendekia Gemilang, where the sons and daughters of West Nusa Tenggara who excel will be sent and financed abroad to continue their studies, be it for undergraduate, postgraduate, and doctoral degrees.

The education paradiplomacy of the NTB-Warsaw government is a para-diplomacy that was successfully achieved by NTB during the leadership of Governor Dr. Zulkiflimasyah. Students are sent to continue their education at several campuses in Poland, especially to Warsaw. Some of the destination campuses in Warsaw are Warsaw Life Science University and Vistula University (B. A. K. S. S. NTB, 2019).

The form of education paradiplomacy of the Polish NTB-Warsaw government by providing several types of categories, namely:

1. Category A is a fully funded NTB scholarship. The components that are paid for in this category are: Tuition Fee, Living Allowance (LA), Settlement Allowance (SA), Visa Application Fee, Health Insurance, Flight (Round Trip)
2. Category B is a partially funded NTB scholarship. The components paid for by LPPNTB in this category are one or part of Category A3. Kategori C merupakan beasiswa NTB untuk Short Course, Internship, dan program pengembangan diri yang pendanaannya bisa partial funded atau fully funded.

One of the privileges of the Polish NTB-Warsaw government Paradiplomacy is that the scholarship awardees are not bound by the scholarship provider. Because the NTB government gives confidence to the Awardees that they are able to do and contribute to the global scope, not only

contributing in NTB but globally. So the Awardees are not required to return to their territory of origin. However, it is expected to have a global impact.



Figur 3 Data Awardee scholarship 2021 from LPP NTB
Source: <https://www.lppntb.com/perpustakaan/statistik>

The NTB government's paradiplomacy with Poland, especially Warsaw, has been going on for a long time since 2018. The number of Awardees Category A and B until the latest 2021 data is 137 Awardees in Poland. While the number of Category C Awardees in Poland was 25 Awardee (LPPNTB, 2021).

So far, the official document for establishing cooperation between the two parties is in the form of a Letter of Intense (LoI). The document contains the fields of Cooperation in the form of (1) tourism promotion; (2) to support trade and investment facilities, and; (3) capacity building of human resources. While the plan to form a Memorandum of Understanding (MoU) is still in the planning stage, the main obstacle that has caused the MoU to not be completed is the Covid-19 pandemic, so that it is currently difficult for both parties to make a meeting or agreement. The formation of a working group to follow up on the agreement contained in the LoI was left to LPP NTB as the only institution that handles the education sector, specifically in the field of scholarships for students from NTB. The other two fields, namely tourism promotion and support for trade and investment facilities, have not been maximally carried out. This is also due to the constraints experienced globally, namely the Covid-19 pandemic. However, several things related to tourism promotion were carried out by the NTB government in collaboration with students who were studying at several universities in Poland. They are encouraged to be able to carry out tourism promotion in NTB voluntarily, meaning without the form of special activities or programs that can be carried out in Poland. The MoU document, although not yet official, cannot be provided by the government, because it is not yet official, so this document is still closed. However, some informants from the local government confidently said that the document had been prepared and would be published when it was signed by both parties, namely the NTB Provincial Government (Surya & Bukhari, 2019).

Bureaucracy Structure Strategy

Authors explain hierarchy pattern regarding the task and the relation between bodies of local government. In this aspect, based on the condition in West Nusa Tenggara government; there are few actors involved to implement the sister province policy. But the relation itself didn't work appropriate with the common government practice in Indonesia. Governor of West Nusa Tenggara directly delegating the task for selection and technic implementation to the bodies outside government. Governor made LPP, which their structure is operating outside the government but mandated by governor. The LPP focusing

their job to assisting “1000 Cendekia” programme accomplished. As an independent bodies, LPP only have a responsibility to the CSR fund donors regarding the allocation of fund. At the government side, LPP have a direct responsibility to governor based on the Memorandum of Understanding between LPP and West Nusa Tenggara government. Besides LPP, in the internal West West Nusa Tenggara there are several actors can be traced the activities regarding the educational programme. That actor is Dinas Pendidikan & Kebudayaan Provinsi West Nusa Tenggara, dan Badan Perencanaan & Pembangunan Daerah (BAPPEDA) Provinsi West Nusa Tenggara. The realisation supporting the governor dreams about educational programme is implemented on TOEFL & IELTS intensive course via Rumah Bahasa programme. But that’s the only activities they can provide for governor dreams because the limitation of authority between central and local government. Local government shouldn’t cover higher education, because that was a central government task and authority.

Conclusion

The strategy of NTB’s paradiplomacy that the government doing for NTB Development during Dr. Zulkieflimansyah government. Actor of government can influence play significant roles in driving and enhancing education and investment based paradiplomacy by Dr. Zulkieflimansyah. In this article find that there is strategy from governor and their administration to achieve full potential of paradiplomacy policies in education and investments by giving scholarship to the student of West Nusa Tenggara. Based on this research, authors find that (1) communication strategy, the existence of separate lines and patterns of communication within the internal government to accommodate educational cooperation between both parties; (2) resource strategy, specifically the local government assist in the provision of language course while there are an agencies outside the body of government to handle technical activities such as deliberating information, recruitment students to sending students; (3) disposition and behaviour strategy, as a regulator the local government establishes internal coordination between stakeholders with the main objective is succeeding the leader’s vision and mission during the campaign period; and (4) bureaucratic strategy, due to limited authority the local government made other body outside the government to accommodate the program, and that body is LPP. The government give the opportunities to them for getting education and learn some Universities in Warsaw-Poland. The NTB Scholarship is a flagship program of the West Nusa Tenggara Provincial Government through LPPNTB which aims to improve the quality of human resources in the West Nusa Tenggara area. The NTB Scholarship is a program of sending 1000 Cendekia Gemilang, where the sons and daughters of West Nusa Tenggara who excel will be sent and financed abroad to continue their studies, be it for undergraduate, postgraduate, and doctoral degrees. The NTB government's paradiplomacy with Poland, especially Warsaw, has been going on for a long time since 2018. The number of Awardees Category A and B until the latest 2021 data is 137 Awardees in Poland. While the number of Category C Awardees in Poland was 25 Awrdee. So far, the official document for establishing cooperation between the two parties is in the form of a Letter of Intense (LoI). The document contains the fields of Cooperation in the form of (1) tourism promotion; (2) to support trade and investment facilities, and; (3) capacity building of human resources.

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