



## Analysis of the Implementation of Administrative Decentralization in Dili, Timor Leste

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### ARTICLE INFO

*Keywords:* Public Policy, Policy Implementation, Administrative, Decentralization

*Received :* 12, February

*Revised :* 26, February

*Accepted:* 26, March

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### ABSTRACT

This study raises issues related to the implementation of administrative decentralization policies in the Municipality of Dili, Timor Leste, which have shown progress but are still faced with various challenges that hinder their effectiveness. The purpose of this study is to analyze the inhibiting factors in the implementation of decentralization policies and evaluate their impact on the quality of public services and community participation. The approach used in this study is qualitative with interview methods and document analysis to gain an in-depth understanding of the existing conditions. The results of the study indicate that prematurity in policy implementation, lack of qualified human resources, and inadequate infrastructure are the main factors inhibiting the success of decentralization. The formulated decentralization program aims to improve the quality of public services and community participation, but the program implementers, namely the local government, still face limitations in terms of training and experience. The target group of this program includes the community in the Municipality of Dili who are expected to be able to actively participate in decision-making, but there is still dissatisfaction in several areas which indicates that the needs of the community have not been fully met.

## INTRODUCTION

Decentralization is a system of government that is the opposite of centralization, where some of the central government's authority is transferred to other entities to be implemented. This process of delegation of authority is known as decentralization. According to UNDP, an autonomous UN agency, decentralization involves the restructuring or reorganization of authority that creates a system of shared responsibility between government institutions at the central and regional levels, based on the principle of subsidiarity. The purpose of decentralization is to improve the quality and effectiveness of the government system and strengthen regional authority and capacity (Noor, 2012). In a legal context, Law No. 23 of 2014 defines decentralization as the transfer of government affairs from the central government to autonomous regions based on the principle of autonomy (Wijayanti, 2016).

Bahl and McMullen (2000) emphasize that the main purpose of decentralization is to strengthen the relationship between government and society. Through decentralization, it is expected that there will be an increase in transparency, efficiency, effectiveness, and accountability in the implementation of local government bureaucracy. Decentralization functions as a tool to achieve state goals, especially in providing better public services and creating a more democratic decision-making process. Local communities are given the rights and power to participate in the government process, which aims to prevent deviations from laws and government regulations, such as corruption, collusion, and nepotism. By involving the community in the implementation of local government, it is hoped that government performance will be more transparent, objective, effective, efficient, and responsible.

In general, decentralization can be divided into three forms, namely political decentralization, administrative decentralization, and fiscal decentralization (Sabilla & Kirana Jaya, 2014). Administrative decentralization is defined as the attribution of decision-making authority to lower levels of government related to public policy and the provision of public services (Kurniawan, 2010). Terms often used to describe administrative decentralization include deconcentration, delegation, and devolution (Pradana, 2019). According to Litvack (1993), the main function of administrative decentralization is to increase the capacity of local governments to provide quality public services, which in turn supports economic development and improves the welfare of local communities. In the context of Law Number 23 of 2014, administrative decentralization is reflected in the division of affairs between the central and regional governments, which results in mandatory and optional affairs for local governments (Joniarta et al., 2019).

Administrative decentralization is an important approach in governance that aims to improve the effectiveness and efficiency of resource management and public services. In the context of developing countries, including Timor-Leste, decentralization is becoming increasingly relevant along with the demands for increased community participation in decision-making and governance processes. Timor-Leste, which officially gained independence from Indonesia in 2002, has shown a strong interest in decentralization as part of its

efforts to build a more responsive and accountable governance system. This interest is reflected in the country's constitution, which regulates government decentralization, which is expected to strengthen regional autonomy and improve the quality of public services.

Decentralization can be divided into several types, including political, administrative, fiscal, and economic decentralization. The focus of this study is on administrative decentralization, which involves the transfer of authority and responsibility from the central government to local governments or local administrative units. The main objective of administrative decentralization is to create a government that is closer to the people, so that it can better respond to local needs and aspirations. In the context of Timor-Leste, the implementation of administrative decentralization policies in the Municipality of Dili is very important. Dili as the capital city has a district government status that includes several sub-districts and villages, making it a laboratory for the implementation of decentralization policies. However, challenges in implementing this policy often arise, including problems of coordination between the central and local governments, as well as human resource capacity at the local level.

Timor-Leste, which de jure separated from the Indonesian state in 2002, also expressed its interest in decentralization. This interest is formally and legally stated in the Constitution of the Democratic Republic of Timor-Leste. For example, in article 5 which regulates the descentralização administrative public or decentralization of government, article 71 on organizational administration or the arrangement of government organizations, and article 72 on poder local or regional government.

Since independence, the Timor-Leste government has been committed to realizing decentralization as part of the national development agenda. This is reflected in various programs prepared for each government cabinet period, although the implementation has not always run smoothly. The main objective of implementing administrative decentralization in Dili Timor-Leste is to increase the effectiveness and efficiency in the management of government and public services. By giving more authority to local governments, it is hoped that decisions taken can be more responsive to the needs and aspirations of local communities. Decentralization also aims to increase community participation in the decision-making process, so that people feel more involved and have a voice in government. In addition, decentralization is expected to strengthen the accountability of local governments, because public officials at the regional level are closer to the community and more easily monitored by citizens.

The demand for decentralization often raises pros and cons among the public, reflecting the complexity of managing structural changes in government. One of the important regulations underlying decentralization in Timor-Leste is Decree Number 3 of 2016, which was later revised by Decree Number 9 of 2018. One of the alternative policies that has been adopted and established as a derivative of the RDTL constitution, regarding decentralization, is Decree Number 3 of 2016 which has been revised by Decree Number 9 of 2018 concerning Estatutodas Administrações Municipais, das Autoridade Municipais e do Grupo Técnico Interministerialpara aDescentralização Administrativa

(Status of Municipal Government, Municipal Authorities and Inter-Ministerial Technical Working Group for Administrative Decentralization). According to this Decreto Lei, the Municipal (City) government is designated as a local state administration, which is interpreted as an agent of the central government in the region (field administration).

This regulation establishes the status of municipal governments as agents of the central government in the regions, which aims to strengthen the capacity of local governments to carry out administrative functions. However, despite the existence of a clear legal framework, challenges in the implementation of administrative decentralization policies remain. Several factors that influence the success of implementation include political support, institutional capacity, and community participation in the decision-making process. Therefore, it is important to analyze how this policy is implemented at the local level and its impact on public services. This study aims to explore the implementation of administrative decentralization policies in the Municipality of Dili, focusing on the factors that influence success and the challenges faced. By understanding the local context and existing dynamics, it is hoped that this study can provide useful recommendations for the development of decentralization policies in Timor-Leste.

## **LITERATURE REVIEW**

### ***Policy Implementation***

Implementation is a process related to events that occur after the enactment of a law, where authority is given to policies to produce clear and measurable outputs. In this context, David C. Korten put forward a program implementation model that includes three main elements, known as the conformity model. Korten emphasized that the success of a program is highly dependent on the conformity between the three elements of implementation. First, there is conformity between the formulated program and the needs of the target group. Second, conformity between the program and the implementing organization, which includes conformity between the tasks mandated by the program and the capacity of the implementing organization. Third, conformity between the target group and the implementing organization, which enables the target group to achieve the expected results of the program. Thus, the alignment between these three elements is key to ensuring the effectiveness and efficiency of program implementation.

### ***Decentralization***

Decentralization can be understood as the process of delegating authority, responsibility, and power to carry out some or all of the functions of government management and administration from the central government and its institutions to other entities. These entities can include government officials, semi-autonomous companies, non-governmental organizations, and non-governmental organizations operating at the regional or local level (Smith in Domai, 2011:54-55). In line with that, Rondenelli (in Domai, 2011:15) emphasized that decentralization includes the transfer or transfer of authority in planning,

decision-making, and management from the central government and its representatives to lower government units, public legal entities, regional authorities, and non-governmental organizations. Thus, decentralization serves to strengthen the capacity of local government and increase community participation in the decision-making process that impacts their lives.

## METHODOLOGY

This study uses qualitative research with a descriptive approach. The author chose this study using qualitative research because the researcher wants to describe how the implementation process of the Implementation of Administrative Decentralization Policy in the Municipality of Dili, Timor Leste, the researcher will be more free to describe the phenomena that occur in the process of implementing the policy with the development of theories that the researcher uses as a reference so as to produce a more comprehensive description of the phenomenon. The focus of this study is to explain the process of Implementation of Administrative Decentralization Policy in the Municipality of Dili, Timor Leste. The researcher describes the focus of the study by developing the analysis David C. Korten's implementation model. Data collection techniques through interview, observation and documentation processes (Sugiyono, 2014). Data from the observation, interview and documentation processes were tested for data validity using data source triangulation techniques, where data from the interview, observation and documentation processes were presented for further drawing of conclusions. (Moleong, 2014). By comparing data from interviews, observations, and documentation, researchers can ensure that the information collected is consistent and accurate. This helps reduce bias that may arise from a single source of data. (Sahir, 2022). The data analysis used is interactive analysis by Milles and Huberman where the data analysis process begins with data reduction, data presentation and drawing conclusions. (Sugiyono, 2013).

## RESULTS AND DISCUSSION

### *Implementation of administrative decentralization policy in Dili Municipality, Timor Leste*

The results of this study are described with reference to The program implementation model according to David C. Korten which he calls the suitability model. Korten emphasizes this model on three elements of suitability, namely the program itself, the program implementer and the program target group. The presentation of the research results is as follows;

#### *1. Decentralization Program in Dili Municipality, Timor Leste*

The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, is an important step in efforts to improve the quality of public services and community participation. In the context of the program implementation model according to David C. Korten, this analysis will explore the main programs formulated, the reality of their implementation, and the challenges faced. Korten emphasizes the importance of community mobilization, capacity building, and infrastructure development as the main pillars in the success of the development program.

One of the main programs that has been formulated in the decentralization policy is the capacity building of local government through training for public officials. This program aims to ensure that officials have the skills and knowledge needed to carry out their duties effectively. This training is expected to improve the capacity of human resources at the local level, which is a key factor in the successful implementation of the policy.

Basic infrastructure development programs, such as the provision of health and education facilities, are also a major focus. This infrastructure development is expected to provide a sustainable positive impact on the community. Korten emphasized that infrastructure development is a concrete step that can support the success of development programs, and this is very relevant in the context of Dili which is still in the development stage.

Community participation in decision-making is also an important aspect of the decentralization policy. The establishment of community forums allows citizens to convey their aspirations and needs directly to the local government. Community involvement in the decision-making process reflects an important indicator of transparent and accountable governance, which is in line with the principles promoted by Korten. The reality of implementing this program faces various challenges. One of the main challenges is the lack of trained human resources at the local level. Many public officials in Dili do not have adequate experience or training, which hinders the effectiveness of the implementation of the programs that have been formulated. This limitation indicates the need for continued efforts in local capacity development.

Coordination issues between agencies are also a significant challenge. There is overlap in responsibilities between central and local governments, which can lead to confusion and uncertainty in program implementation. Korten highlights that successful decentralization depends on having clear structures and effective communication between different levels of government. Periodic evaluations have shown that while progress has been made, challenges in terms of capacity and resources still need to be addressed to achieve the desired goals of decentralization. The data and feedback used to assess program impact reflect the evidence-based approach advocated by Korten, where data and feedback are used to inform policy improvements.

In this context, local capacity building is a strategic step that can strengthen the foundation for the long-term success of the decentralization policy in the Municipality of Dili. A commitment to continuously improve the effectiveness of the program through training and capacity building for public officials is essential. Thus, despite the progress made, continued efforts in capacity building and improving basic services will be key to achieving the larger goal of better and more responsive governance.

Community involvement in the program formulation process also demonstrates a commitment to adopting an evidence-based approach. Through a series of stakeholder consultations, the local government sought to explore the needs and priorities of the community directly. This approach is in line with the principle of community participation emphasized by Korten, where community mobilization is a crucial first step in creating responsive and

accountable policies. Overall, the implementation of the administrative decentralization policy in the Municipality of Dili has shown significant progress, but still faces various challenges that hinder its effectiveness. Therefore, continued efforts are needed in capacity building, strengthening bureaucratic structures, and increasing community participation to achieve the desired decentralization goals. By addressing these challenges, the Municipality of Dili can improve the effectiveness of the implementation of the decentralization policy, which will ultimately contribute to improving the quality of public services and community welfare. Community involvement and local capacity building are key to creating responsive and sustainable policies, in accordance with the principles promoted by David C. Korten in his program implementation model. Through this analysis, it is clear that despite the progress made, challenges in terms of capacity and resources still need to be addressed. Therefore, the commitment to continuously improve the effectiveness of the program through training and capacity building for public officials at the local level is a strategic step that can strengthen the foundation for the long-term success of the decentralization policy in the Municipality of Dili.

## 2. *Decentralization Program Implementer in Dili Municipality, Timor Leste*

The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, is a complex and dynamic process, which is greatly influenced by the program implementation model proposed by David C. Korten. In this context, the fit between the program and the implementing organization is a crucial element that determines the success of the policy. Korten emphasized that in order to achieve the program's objectives, there must be harmony between the tasks required by the program and the capabilities and capacities of the implementing organization.

The implementing organizations in the Municipality of Dili are comprised of various government agencies, including the Dili City Government and the Ministry of Public Administration, as well as other local agencies responsible for resource management and public services. Cooperation between these agencies is essential to ensure that decentralization policies can be implemented effectively. In this regard, collaboration between agencies reflects an important principle of decentralization, namely the need for clear structures and effective communication between different levels of government.

The attitudes and dispositions of program implementers also play an important role in the success of policy implementation. Implementers who have a positive disposition and high commitment tend to be more effective in implementing policies, because they are more motivated to overcome challenges and adapt to needs that arise during the implementation process. Therefore, it is important for implementing organizations to have individuals who are not only competent, but also have attitudes that support the success of the program.

The resource capacity of the program implementing organization is another determining factor in the implementation of decentralization policies.

Limitations in quality human resources and adequate infrastructure can hinder the effectiveness of policy implementation. Many public officials in Dili do not have adequate training to carry out their duties in the context of decentralization, indicating the need for a more intensive capacity building program. Increasing human resource capacity through training and workshops for public officials and staff of implementing organizations is an important step to improve their skills and knowledge in managing decentralization programs and public services. By increasing human resource capacity, implementing organizations will be better able to face challenges that arise in program implementation, and can provide better services to the community. In addition, the organization's ability to collaborate with local communities is also an important consideration. Community involvement in the decentralization process is an aspect emphasized by Korten, where community participation in decision-making can increase transparency and accountability. Organizations that have good networks and effective communication skills with communities will be better able to mobilize community support and participation, which in turn will strengthen policy implementation.

Synergy between government and non-governmental organizations (NGOs) is also a crucial aspect in the implementation of decentralization policies. NGOs often have experience and expertise that can help in strengthening community capacity and participation, which are important elements in Korten's model. By involving NGOs, the Dili City Government can tap into additional resources and knowledge needed to improve the effectiveness of decentralization policy implementation. The importance of inter-agency collaboration and community involvement in decision-making cannot be overstated. Community involvement in the decentralization process will strengthen the legitimacy of the policy and increase the effectiveness of program implementation. Therefore, steps taken to improve the performance of implementing organizations, both through training and collaboration with the community, are critical to achieving the objectives of decentralization policies in the Municipality of Dili. In the context of infrastructure, despite some progress, the lack of facilities in local government offices can hamper the operational and effective implementation of policies. Korten emphasized the importance of adequate physical resources as part of the system that supports program implementation. Therefore, efforts to improve and enhance infrastructure facilities must be a priority, so that public officials can work optimally and the community can receive better services.

Strengthening the capacity of implementing organizations and collaboration with the community are the main pillars in the successful implementation of decentralization policies in the Municipality of Dili. By strengthening these two aspects, it is hoped that the implementation of decentralization policies can run more effectively and efficiently, and meet the needs of the community optimally. In conclusion, the success of the implementation of decentralization policies in Dili is highly dependent on the suitability between the program and the implementing organization, the attitude and disposition of the implementer, and the resource capacity of the

program implementing organization. Thus, this analysis shows that in order to achieve success in the implementation of decentralization policies, serious attention is needed to strengthen the capacity of human resources, infrastructure, and collaboration between institutions and the community. This is in line with the principles put forward by Korten in his implementation model, which emphasizes the importance of suitability between programs and implementers, as well as community participation in decision-making.

### 3. *Target Groups of Decentralization Program in Dili Municipality, Timor Leste*

The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, has shown significant progress in improving access and quality of public services. In the context of the program implementation model according to David C. Korten, this success can be seen through the indicators of the program's target groups which include community involvement, satisfaction with services, and constructive feedback. Active community involvement in every stage of implementation is key to achieving the desired results, in accordance with the principles put forward by Korten.

The target group of this decentralization policy includes local communities in the Municipality of Dili, including individuals and groups involved in various sectors such as education, health, and agriculture. In addition, non-governmental organizations (NGOs) and local communities are also part of the target group that are expected to contribute to the planning and implementation of programs related to decentralization. This shows that this policy is designed to reach all levels of society, especially the most vulnerable.

Community participation in supporting program implementation is very important. Through consultation forums held periodically, the community is given the opportunity to express opinions and input. This involvement reflects the principle of inclusiveness emphasized by Korten, where community participation in every stage of implementation, from planning to evaluation, ensures that the program being implemented is in accordance with the needs and expectations of the target group. Communities who feel involved and have a stake in the decision-making process tend to be more committed to supporting and participating in policy implementation. This creates a sense of ownership among the community, which in turn strengthens the relationship between the government and the community. Thus, this analysis shows that the active involvement of target groups not only increases the effectiveness of the program, but also strengthens the legitimacy of the decentralization policy itself.

The impact felt by the target group after the implementation of the decentralization policy was very positive. Increasing community access to public services, such as education and health, is one of the most visible results. People now have easier access to information and services that were previously difficult to access, indicating that this policy has succeeded in reducing the gap in access to basic services. In addition, increasing community participation in the decision-making process is also an important impact of this policy. People

feel more involved and have a say in policies that affect their lives. This contributes to increasing community trust in local government, which is an important element in the success of the program implementation.

The results of the community satisfaction survey show that most are satisfied with the increased access and quality of public services they receive after this policy was implemented. However, there are still challenges that need to be overcome, such as dissatisfaction in several areas who feel that their needs have not been fully met. Therefore, it is important for the government to continue to listen to input from the community and make necessary improvements. The fit between the target group and the implementing organization is key to achieving optimal results in program implementation. A deep understanding of the characteristics, needs, and expectations of the target group allows the implementing organization to design and implement appropriate and effective programs. If the implementing organization does not have a good understanding of the target group, then the implemented program is at risk of being irrelevant or even failing to meet the objectives that have been set. With decentralization, the community now has easier access to the information and services they need. This reflects the main objective of decentralization, which is to improve the efficiency and effectiveness of local government administration. Increased access to public services and community participation in decision-making indicate that this policy has succeeded in creating a government that is more responsive to community needs.

Community involvement in the planning and implementation process of the program also shows a commitment to creating a sense of ownership among the community. When the community feels involved, they tend to be more committed to supporting and participating in the implementation of the policy. This is important to ensure the sustainability of the decentralization policy and increase community trust in the government. This analysis shows that the positive impact of the decentralization policy lies not only in increasing access to services, but also in strengthening community participation and trust. With increased community trust in the local government, it is hoped that a better relationship will be created between the government and the community, which in turn can strengthen the legitimacy and sustainability of the decentralization policy itself.

Overall, the implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, shows that active community participation and a good understanding of the target groups are essential to achieve the desired results. Although there has been significant progress, continuous evaluation and adjustment are still needed to ensure that the decentralization policy can be more effective and responsive to the needs of all target groups.

***Premature Decentralization Policy Becomes a Factor Inhibiting Success implementation of administrative decentralization policy in Dili Municipality, Timor Leste***

The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, faces various challenges that hinder its success. One of the main factors that hinders it is the premature nature of the policy implementation. Decentralization carried out without thorough preparation and a deep understanding of local needs can cause dissatisfaction among the community and reduce the effectiveness of public services. According to research, the prematurity in the implementation of this policy is seen from the lack of adequate human resources, both in quality and quantity, needed to carry out government functions at the local level.

This condition is exacerbated by the design of the bureaucratic structure that is not fully functioning properly. Many positions are unfilled, and existing employees do not have sufficient capacity to carry out their duties effectively. This creates gaps in public services, where the public feels that their needs are not being met. An interview with the National Director of Local Administration revealed that the human resources available in the Municipality of Dili are still far from adequate, which is one of the main causes of public dissatisfaction with the services provided. The lack of supporting facilities is also a significant obstacle in the implementation of the decentralization policy. Many areas in the Municipality of Dili do not have adequate infrastructure to support public services, such as education and health. Without adequate facilities, efforts to improve the quality of services are in vain. Research shows that limited facilities contribute to the low effectiveness of the implementation of the decentralization policy.

Prematurity in implementation is also seen in the lack of community participation in the decision-making process. Although decentralization aims to increase community participation, in reality many citizens feel marginalized and have no say in policies that affect their lives. This creates distrust of local government and reduces the legitimacy of the policies taken. Minimal community involvement in this process is contrary to the principles of decentralization which should encourage active participation.

Prematurity in the implementation of decentralization policies is also related to the lack of training and capacity building for local government employees. Without adequate training, employees cannot carry out their duties properly, which in turn impacts the quality of services provided to the public. Research shows that human resource capacity building is a key factor in the successful implementation of decentralization policies. In this context, it is important to note that decentralization that is carried out hastily without considering local conditions can lead to fragmentation in governance. This can result in uncoordinated and ineffective policies, which ultimately harm the public. Research shows that poor coordination between the central and local governments can hamper the implementation of decentralization policies.

One indicator of successful decentralization is the ability of local governments to respond quickly and effectively to community needs. However,

in the case of the Municipality of Dili, this responsiveness was compromised by premature implementation. Communities often felt that the government was insensitive to their needs, leading to dissatisfaction and protests. This shows that without proper preparation, decentralization can backfire on the government. In addition, premature implementation of decentralization policies can also lead to legal and policy uncertainty. Ambiguity in regulations and procedures can create confusion among government officials and the community. Research shows that legal certainty is an important element in creating a conducive environment for policy implementation. Without this certainty, communities will be hesitant to participate in the governance process.

In order to overcome these challenges, a more systematic and planned approach is needed in implementing decentralization policies. The government must conduct an in-depth analysis of local conditions before implementing the policy, and ensure that all necessary elements, such as human resources, facilities, and community participation, are ready. This is in line with recommendations from various studies that emphasize the importance of thorough preparation in policy implementation. To achieve success in implementing decentralization policies in the Municipality of Dili, the government needs to commit to conducting periodic evaluations and adjustments. By listening to input from the community and making necessary improvements, the government can improve the effectiveness of decentralization policies and meet community expectations. Research shows that ongoing evaluation is key to ensuring that policies remain relevant and responsive to community needs. Overall, the prematurity in implementing administrative decentralization policies in the Municipality of Dili is a major factor that hinders the success of the policy. By considering the various challenges that exist and making necessary improvements, it is hoped that the decentralization policy can provide maximum benefits for the community in Dili, Timor Leste.

The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, has shown significant progress in improving access to and quality of public services. The main programs formulated include increasing the capacity of local government through training for public officials, as well as developing basic infrastructure such as health and education facilities. This aims to ensure that local governments can carry out their duties effectively and responsively to community needs. However, despite the progress, challenges remain in the implementation of this policy. One of the main challenges faced is the limited quality of human resources. Many public officials at the local level lack adequate training and experience, which hinders their ability to implement policies effectively. In addition, local governments still rely on budget allocations from the central government, which can limit flexibility in managing financial resources. These limitations indicate the need to strengthen the capacity of implementing organizations so that they can be more independent and effective in implementing decentralization policies.

In the context of community participation, the implementation of decentralization policies in the Municipality of Dili has involved communities in the decision-making process. The establishment of community forums allows

residents to convey their aspirations and needs directly to the local government. This is in line with the principles put forward by David C. Korten, who emphasizes the importance of community mobilization in every stage of program implementation. However, there is still dissatisfaction in some areas, indicating that community needs have not been fully met. Community involvement in program formulation also shows a commitment to adopting an evidence-based approach. Through stakeholder consultations, the local government seeks to explore community needs and priorities directly. Data obtained from these consultations are analyzed to formulate more effective and relevant programs. This approach reflects the importance of active community participation in creating responsive and accountable policies, in accordance with Korten's implementation model. Overall, although the implementation of administrative decentralization policies in the Municipality of Dili has shown significant progress, existing challenges need to be addressed to increase its effectiveness. Strengthening the capacity of implementing organizations, collaboration with communities, and continuous evaluation are key pillars in achieving the desired decentralization goals. By overcoming these challenges, it is hoped that policy implementation can be more effective and efficient, and meet the needs of the community optimally, in accordance with the principles put forward by Korten in his implementation model.

## CONCLUSION AND RECOMMENDATION

### *Conclusion*

Based on the analysis of the research results, from the research on the implementation of administrative decentralization policies in the Municipality of Dili, Timor Leste, it can be concluded that,

- a) The implementation of the administrative decentralization policy in the Municipality of Dili, Timor Leste, has shown significant progress in improving access and quality of public services, although it still faces various challenges that hinder the effectiveness of its implementation. The main programs of the formulated administrative decentralization include increasing the capacity of local government through training for public officials and developing basic infrastructure, such as health and education facilities. The implementing organization consists of local governments and related institutions that play a role in implementing the decentralization program, but prematurity in implementation, such as the lack of adequate human resources, is a major inhibiting factor. The target group of this program is the community in the Municipality of Dili, who are expected to actively participate and benefit from better public services. Therefore, continuous efforts are needed in capacity building and increasing community participation to achieve the desired decentralization goals.
- b) The administrative decentralization policy in the Municipality of Dili, Timor Leste, faces significant challenges, with premature implementation being a major factor hampering success. Implementation without thorough preparation and a deep understanding of local needs has led to

dissatisfaction among the community and reduced the effectiveness of public services. Lack of adequate human resources, limited supporting facilities, and minimal community participation in decision-making have all contributed to gaps in public services and distrust of local government.

### ***Recommendation***

The following are recommendations that should be a policy priority for the Timor Leste government in optimizing the implementation of administrative decentralization policies in the Municipality of Dili:

- a) Development of public service infrastructure  
Building an integrated public service center that can provide various services in one location. The government can build a "One-Stop Service Center" in Dili that provides administrative services such as population registration, business permits, and health services. This center must be equipped with adequate facilities and good accessibility for all levels of society.
- b) Development of civil servant competency through education and training in developed countries  
Conducting education and training programs for government officials in developed countries to improve their capacity and skills. The government can collaborate with universities or training institutions in Australia or Portugal to send local government employees to participate in public management and community service training programs. These programs should include case studies and best practices relevant to the Timor Leste context.
- c) Implementation of electronic governance in public services  
Develop an electronic government system that facilitates public access to public services. The government can launch a digital application that allows the public to access public services online, such as document registration, permit applications, and complaints. This application must be user-friendly and provide clear information about the procedures and requirements needed.

By implementing these recommendations, it is hoped that the implementation of the administrative decentralization policy in the Municipality of Dili can be more optimal and provide maximum benefits for the community.

### **ADVANCED RESEARCH**

For further research, the focus of research that can be taken is the evaluation of the impact of administrative decentralization policies on the quality of public services and community participation in the Municipality of Dili. This research can explore how the implementation of the policy affects community satisfaction and trust in local government. By conducting an in-depth analysis of local conditions and involving the community in the evaluation process, researchers can identify the challenges faced and the factors that contribute to the success or failure of decentralization policies. This is in line with the recommendation to conduct periodic evaluations and adjustments so that policies remain relevant

and responsive to community needs. In conducting future research, community participation theory can be used as an analytical framework. This theory emphasizes the importance of community involvement in the decision-making process and policy implementation, which can increase the accountability and responsiveness of public services. By using this approach, researchers can dig deeper into how community participation can affect the effectiveness of decentralization policies and how the government can better involve the community in formulating programs that suit their needs.

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