

Collaborative Governance in border management policies to support national defense (a case study on the land border of West Kalimantan Province)

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Abstract: Indonesia is an archipelagic state with a very large area and borders with 10 countries, both inland and sea areas. One of Indonesia's land border areas is located in West Kalimantan Province which is directly adjacent to the state of Sarawak, Malaysia. The border is a very strategic area with problem complexity. Therefore, it requires proper and comprehensive management efforts from the government. This study aims to analyze one of the dimensions of collaborative governance, namely the collaborative process in the management of territorial boundaries in West Kalimantan Province to support national defense. This article is compiled based on the results of a qualitative descriptive study. The data in this study were obtained using interview techniques, direct observation, and literature study. The data is then analyzed using qualitative data analysis techniques which include the following activities: data collection, data reduction, data presentation, and verification. Based on data analysis and discussion, this border area is managed by several stakeholders, both government and non-government, so that proper collaboration is needed in the formulation of border area management policies to be effective, efficient, and right on target. The collaborative process in collaborative governance includes five elements of the collaborative process, namely: face-to-face dialogue, building trust, commitment to the process, mutual understanding, and intermediate results. The results of this study are expected to become one of the fundamental foundations for the Indonesian government, particularly in the formulation and implementation of policies related to land border management to defend the sovereign territory of Indonesia..

Keywords: Policy, Border, Management, Collaborative Governance, National Defense

1. Introduction

The development of an increasingly dynamic strategic environment can affect the implementation of defense of a country, including Indonesia. Based on Law Number 3 of 2002 concerning State Defense Article 1 Paragraph (1), it is mandated that state defense is carried out to defend the sovereignty of the country, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state. This state defense activity is carried out in all regions of Indonesia utilizing all existing national facilities and infrastructure. One of the areas that are the main focus in the process of implementing national defense is border areas, both land borders, sea borders, and air borders. The country's borders are very important to maintain because it is a strategic area and has the potential to cause tension and conflict between countries.

As a very large archipelagic country, Indonesia has borders with 10 (ten) countries, both inland and sea areas. Indonesia's land border areas are located on three islands, namely: Kalimantan, Papua, and Timor Island, and are spread over four Provinces and fifteen Regencies. The border area is directly adjacent to Malaysia, Papua New Guinea, and Timor Leste. Meanwhile, Indonesia's maritime border area consists of ninety-two outer islands which are directly adjacent to the Philippines, India, Malaysia, Papua New Guinea, the Republic of Palau, Singapore, Thailand, Vietnam, and Timor Leste [1]. The existence of these border areas, if not managed properly, can certainly lead to international disputes between Indonesia and the country concerned. Such disputes can range from violation of the boundaries of sovereignty to theft of natural resources in border areas.

From this explanation, it can be said that the border dispute is one of the real potential threats to the defense and security of the Indonesian state. Where these disputes can lead to international and regional conflicts that can harm the Indonesian people. Therefore, Indonesia has an interest in managing and protecting the sovereignty of the border area and the welfare of its citizens from threats from other countries. One of the Indonesian border areas that the Indonesian government needs to manage properly is the border in West Kalimantan Province.

The Indonesia-Malaysia border area in West Kalimantan includes five districts, namely: 1) Entikong in Sanggau Regency which is directly adjacent to Tebedu in Sarawak, 2) Jagoi Babang in Bengkayang Regency which is directly adjacent to Serikin (Malaysia), 3) Services (Sintang District) which is directly adjacent to Sarawak, 4) Aruk, Sajingan District (Sambas Regency) which is directly adjacent to Kuching (Sarawak) and 5) Nanga Badeau (Kapuas Hulu) which is directly adjacent to the Lubok Antu District (Sarawak) [2].

The big design for the management of territorial boundaries and land and sea borders, 2011-2025, states that the management of boundaries and border areas requires Coordination, Integration, Synchronization, and

Simplification (CISS). Whereas various laws and regulations that have been issued are closely related to efforts to resolve national borders and reflect a shift in paradigm and policy direction for border area development, from one that tends to be "inward-looking" to "outward-looking" as a gateway to economic and trade activities with neighboring countries [3].

Several years after the formation of the BNPP, the management of the border area is still marked by many weaknesses and problems. In resolving territorial boundaries, the patterns of settlement carried out so far have been partial and ad hoc, while in developing border areas the tendency to plan and act in a sectoral manner is very strong. As a result, the implementation of policies, programs, and activities carried out by various parties in the border area has not been effective in encouraging development in the border area significantly [4].

Areas along the border in Indonesia are identified as still experiencing various classic problems such as; low quality of infrastructure, low access to information, underdeveloped economic conditions, low human resource capacity; limited access to financial institutions; lack of attention to local characteristics, low access to basic services; as well as all other problems that show that the eight border areas of Indonesia are currently still neglected backyard [5].

Whereas "Development of border areas in the context of realizing the border area as a front porch of the country which is oriented towards the aspects of welfare (prosperity) and security (security) has been carried out by various agencies and agencies, but its nature is still partial and not comprehensive as a policy" [6].

To overcome the above problems, it is necessary to have the right Indonesian government policy in managing the land border area with Malaysia. This policy is important to anticipate the collapse of the sense of nationalism of Indonesian citizens at the border, which in turn can result in the weakening of Indonesia's sovereignty.

To get the right policies and accommodate every stakeholder, it is necessary to involve every actor in policy formulation with a concept called collaborative governance. Collaborative governance is therefore a type of governance in which public and private actors work collectively in a distinctive way, using particular processes, to establish laws and rules for the provision of public goods [7].

The concept of collaborative governance reveals that in governance, especially in policymaking, the existence of public and private actors is very important in working together to produce a legal product, rules, and policies that are appropriate to be applied to a country for the benefit of the general public.

This research aims to view and describe the stakeholders involved and analyze the collaborative process in border area management policies in West Kalimantan Province to support national defense. The results of this study are expected to be an input for the government, especially in the process of formulating and implementing policies related to border management, especially land borders to defend the sovereign territory of the Indonesian state.

2.Literature Review

2.1. National Defense

In general, Defense means maintaining the existence of the nation and state. According to McGuire, as quoted in Yoesgiantoro that national defense is every effort to establish, advance, propose, prioritize and defend the interests of the state with other nations in the world [8].

Law Number 3 of 2002 Article 1 paragraph (1) states that State Defense is "All efforts to defend the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state.

The concept of national defense also discusses the concept of implementing political policies into strategic defense policies which are then packaged into several defense products. Therefore, the management aspect of national defense needs to be considered for the smooth implementation and implementation of a country's defense system [9].

2.2.State Border

The Border is generally defined as a demarcation line between two sovereign states. The borders of a country are formed together with the birth of the state [10]. A slightly different phrase states that the borders between countries are drawn along an imaginary line that is part of a political agreement. Agreement on boundary lines between countries is important to avoid tensions and problems related to the international system, where there is a certainty that a country's sovereignty begins and ends [11].

Law Number 43 of 2008 concerning State Territory, states that the border area is part of the State Territory

which is located on the inner side along with the Indonesian territory with other countries, in the case of State Territory on land, the Border Area is in the sub-district. A border is a concept that refers to a geographically, politically, and culturally demarcated area that separates the sovereignty of a country from another.

State borders can be divided into two, namely: 1) Boundaries which are lines demarcating the outer boundaries of the territory of a country, and 2) Frontiers which are zones (lines) with different widths that function as dividers for two different regions. his country [12].

Border can be defined as a legal-political unit that has various unique and strategic functions. These functions can be described as follows:

1. Strategic Military Function, where the border area functions to meet the strategic military needs of the country, especially the development of a defense system to guard against external threats.
2. Economic function, where the border area functions in determining the area where the state controls capital flows, trade between countries, foreign investment, movement of goods between countries, and as a basis for legal exploration of natural resources in certain areas.
3. Constitutive Function, where the border area functions to determine the constitutive position of the state in the international community where a country has full sovereignty over the territory which is its territory as determined by the border.
4. National Identity Function, where the border area functions as a binding emotionally to the communities that exist in a territory.
5. The function of National Unity, in which the border area functions for the formation of a border national identity as an effort to participate in maintaining national unity. In this context, the leaders of a country usually combine symbols and jargon with the concepts of territory and borders.
6. The Function of the Development of the Nation-State, where the border area plays a role in the development and development of a country because it provides the power to determine how history is formed, to determine symbols, and to determine common identity normatively and culturally.
7. Achievement of Domestic Interests, where the border area serves to provide geographic boundaries for the state's efforts to achieve national interests in the political, social, economic, education, infrastructure development, and energy conservation fields [13].

2.3. Border Management Policy

The Policy is "a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern" (a series of actions that have a specific objective that is followed and implemented by an actor or group to solve a particular problem) [14].

public policy is "the authoritative allocation of values for the whole society" [15]. Public policies are policies developed by government agencies and officials [16]. Public policy is whatever governments choose to do or not to do. Note that we are focusing not only on government action. But also on government inaction, that is, what government choose; not to do....." [17].

Indonesia's state border management policy is based on Law Number 43 of 2008 which states that the management of the State Territory is carried out with joint welfare, security, and environmental sustainability approach. The management of border areas is an effort made by the government in managing the boundaries of regional sovereignty, utilizing natural resources, and maintaining the integrity of the area, whether land, sea, or air. The focus of the management of this border area is then accommodated through two approaches. First, cultivated regional sovereignty through a security approach. Second, the use of natural resources is achieved through a welfare approach, especially the welfare of people in border areas [18].

2.4.Tata Kelola Kolaboratif

Collaboration is the mutual engagement of participants in a coordinated effort to solve a problem together. Collaborative interactions are characterized by shared goals, symmetry of the structure, and a high degree of negotiation, interactivity, and interdependence [19].

As a process, collaboration is an ongoing interaction between several people [20]. Collaboration is a complex process that requires planning, deliberate sharing of knowledge, and is shared responsibility [21]. Collaborative governance emerges as an initiative from various parties to cooperate and coordinate in solving a problem that is being faced by the public [22].

Six criteria must be met in the implementation of collaborative governance, namely:

1. There are public, private, and community institutions;
2. Non-state actors participate;
3. Participants are involved in decision making and not just "consulted";
4. Forums are formally organized and meet collectively;
5. Forums aim to make decisions by consensus; and
6. The focus of cooperation is in terms of public policy or public management [23].

There are four main stages in the collaborative governance implementation model, namely:

1. **Starting Condition.** There are two important issues in this starting condition stage, namely: the imbalance of resources owned by each stakeholder and incentives to participate (Incentives for and Constraints on Participation). If the resources and strengths owned by each stakeholder are not balanced, then cooperation will be manipulated by stakeholders who have many resources and strengths. Therefore, if this happens, there must be a commitment to helping the weaker stakeholders. Another thing that is no less important is the need for incentives so that weak stakeholders can be persistent in working together. And lastly, there must be an anticipation of conflicts in cooperation so that at the outset a sense of trust must be built between one another.
2. **Facilitative Leadership** is a very important stage to involve stakeholders in one unit, get closer to one another, and unite them in one spirit. In addition, leadership is very important to maintain the rules of the game in cooperation, build trust with one another, facilitate dialogue, and explore mutual benefits.
3. **Institutional Design**, is a very fundamental rule of thumb in the cooperation process and the nature of the institution must be open. These stages include Participatory Inclusiveness, Forum Exclusiveness, Clear Ground Rules, Process, and Transparency.
4. A collaborative process is a process to build stages starting from the face-to-face dialogue which is oriented towards mutual agreement. This is followed by building trust (trust-building) between one another, and a joint commitment to work together (commitment to process) so that a shared understanding can emerge. If all activities have run well, the expected outcomes will be achieved [24].

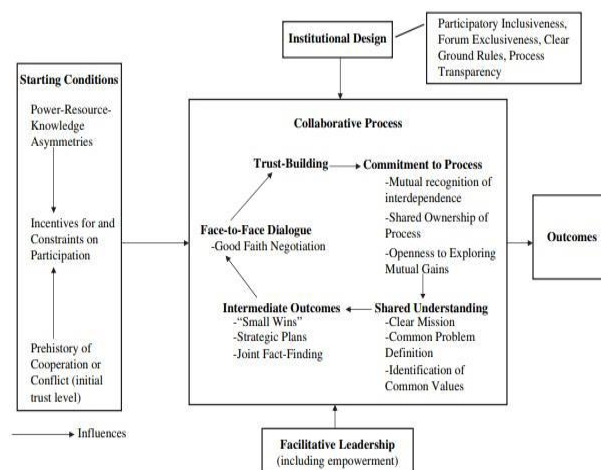


Fig 1. Collaborative Governance Model

3. Method

This research uses qualitative research methods that aim to understand a phenomenon experienced by research subjects holistically in a special natural context. This phenomenon is researched by scientific methods and then described using proper grammar so that it can be understood by others [25]. The research that has been carried out uses a qualitative descriptive approach to describe scientific phenomena that occur by the characteristics and linkages between research objects. This qualitative descriptive research does not provide any special treatment or manipulation of the variables studied, so that the results obtained are described and described as they are under the scientific facts found [26].

Primary data in this study were obtained through interviews and direct observation which were intended to

obtain data in the form of facts and information directly from the research subjects. Meanwhile, the secondary data used were obtained through literature review activities on several documents and literature relevant to the research topic [27]. Qualitative data analysis can be done in three steps: condensing data, presenting data, and drawing conclusions or verification [28].

4. Discussion

4.1. Border Area in West Kalimantan Province

Geographically, the border area between Indonesia and Malaysia is located in the northernmost part of West Kalimantan Province. The border stretches from the west side to the east side along 857 km and covers five Regencies and fourteen districts [29]. This condition causes West Kalimantan to become the province with the most number of districts bordering Malaysia when compared to the Provinces of East Kalimantan and North Kalimantan Provinces.

Presidential Regulation of the Republic of Indonesia Number 31 of 2015 concerning Spatial Planning for State Border Areas in Kalimantan explains that the border area in Kalimantan includes several areas located in each sub-district on the inner side along the border between Indonesia and Malaysia. The sub-districts include Sajingan Besar District and Paloh District, which are located in Sambas Regency; Siding District and Jagoi Babang District, located in Bengkayang Regency; Sekayam District and Entikong District located in Sanggau Regency; Ketungau Tengah and Ketungau Hulu Districts, which are located in Sintang District; and Badeau District, Embaloh Hulu District, Batang Lupar District, Puring Kencana District, South Putussibau District, and North Putussibau District, which is located in Kapuas Hulu Regency.

The following Figure illustrates the location of the border area in West Kalimantan Province:



Fig 2. Border Map in West Kalimantan

The extent of the border area between Indonesia and Malaysia in West Kalimantan Province has caused many border problems, especially related to disputes over State boundaries. This is because most of the border areas are still protected forests, which is not supervised, so there are still many unclear boundaries because they have not been managed properly. Until now, the governments of the State of Indonesia and the State of Malaysia have only installed boundary markers to mark the boundaries of the territory between the two countries. There are at least 5,760 boundary markers spread across the border areas of West Kalimantan and Sarawak. The boundary poles consist of four types, namely: A peg in the form of a monument building and installed at a distance of 300 km, a peg B and C which are in the form of a small monument and planted at a distance of 5 to 50 km, and a peg D which is in the form of a monument with a high height. 30 centimeters [30]. Even though it has been installed correctly, it turns out that many of these boundary markers are often lost or shifted from their original places, either due to human actions or due to the influence of natural vegetation.

The condition of the border areas in the Bengkayang Regency, especially the Jagoi Babang sub-district, still has inadequate infrastructure. Limited infrastructure in the form of roads, bridges, power plants, transportation, and even telecommunications means that it is increasingly difficult for people to meet their daily needs. So that most people in this sub-district decide to cross to Sarawak to buy their daily necessities of life. In addition, the Siding sub-district is still very difficult to access because it is still isolated. This condition shows that the development process in the border area is still lacking and has not been able to meet the needs of the people in that area. In addition, low levels of economic growth, low quality of human resources, and lack of employment opportunities have caused several problems, such as poverty and less prosperity [31].

The data about Human Development Index achievements in five districts directly adjacent to Malaysia from the lowest, namely Kapuas Hulu Regency (65.65), Sanggau Regency (65.67), Sintang Regency (66.70), Sambas Regency (67.02), and Bengkayang Regency (67.57). This data shows that regencies located in border provinces need support to become more developed and prosperous regions. [32].

Based on these data, it is necessary to have a comprehensive policy in managing the border area by involving all stakeholders, both central and local government, society, and the private sector in a collaborative model.

4.2.. Stakeholder Analysis in Border Management in West Kalimantan Province

The border is one of the strategic aspects that has an important role for a country, especially in state sovereignty. The stakeholders who are directly involved in the management of the border area in West Kalimantan Province include:

4.3.National Border Management Agency

Border management is generally mandated by the government to the National Border Management Agency as regulated in Presidential Regulation No. 12/2010 concerning the National Agency for Border Management. Article 3 of the Presidential Regulation explains that the task of BNPP is to establish border development program policies, determine budget requirements plans, coordinate implementation, and carry out evaluation and supervision of the management of State Borders and Border Areas.

To carry out these tasks, BNPP carries out the following functions:

- a. preparation and stipulation of master plans and action plans for the development of State Borders and Border Areas;
- b. coordinating the establishment of policies and implementation of development, management, and utilization of State Borders and Border Areas;
- c. management and facilitation of the affirmation, maintenance, and security of State Borders;
- d. inventory of potential resources and recommendations for the establishment of zones for economic development, defense, socio-culture, the environment, and other zones in the Border Area;
- e. formulating programs and policies for the development of transportation facilities and infrastructure and other facilities in the Border Area;
- f. preparation of development budgets and management of State Borders and Border Areas following the priority scale; and
- g. implementing, controlling, and supervising as well as evaluating and reporting on the implementation of the development and management of State Borders and Border Areas.

Regional Border Management Agency

Under Governor Regulation Number 67 of 2019, the BPPD of West Kalimantan Province is a regional apparatus that has the task of managing state boundaries and border areas in West Kalimantan Province. The task of the West Kalimantan Provincial BPPD is to determine the border development program policies, determine the budget requirement plan, coordinate implementation, and carry out evaluation and supervision of the management of state borders and border areas by statutory provisions.

4.4.Regency Border Management Agency

Administratively, there are five Border Management Bodies at the Regency Level, namely: Sambas Regency Border Management Agency; Bengkayang Regency Border Management Agency; Sanggau Regency Border Management Agency; Sintang District Border Management Agency; and Kapuas Hulu District Border Management Agency.

The five government agencies are assigned separately but are still coordinated in managing border areas following their respective administrative areas.

4.5.Non-Governmental Organizations

Apart from government institutions, there are also several non-governmental organizations and border activists who take part in the management of border areas in West Kalimantan Province. These institutions include:

4.5.1. Institute for the Study and Development of Border Communities

This organization is a social organization formed, by and for members and communities that are free and responsible to fight for border communities throughout Indonesia, especially people who live along the border with. In addition, they also participate in the process of community empowerment from various aspects of development, especially those that are directly related to the basic needs of communities in border areas (education, health, agriculture, plantations, fishermen, forestry, environment, infrastructure). In its work, This

organization has implemented several operational programs which include the following activities: 1) education and training, 2) research and assessment, 3) health and environment, 4) community economic development, and 5) enhancement of national insight and the resilience of the Republic of Indonesia.

4.5.2.Social institutions

The role of social institutions in the management of border areas, especially the development of the area, must also be prioritized considering that the community is the one who knows and will enjoy the results of this management. several social institutions including the Indonesian Youth National Committee, West Kalimantan Asor Traditional Institution, The Nation's Generation, Bunga Bangsa Women's Empowerment Institute, Conservation, and Environmental Development.



Fig 3: Collaborative pattern of border management in West Kalimantan.

4.5.3.Collaborative Process Analysis in Border Management in West Kalimantan Province

The number of stakeholders involved and playing a role in border management must of course be aligned in an appropriate collaboration model. In this study, the analysis of the collaborative border management process was carried out using the collaborative governance model from Ansell and Gash. This model includes five stages, namely:

4.6.Face-to-Face Dialogue

BNPP as the agency mandated to coordinate border management is responsible for initiating dialogue between stakeholders under the policy areas taken. Dialogue can be carried out through coordination meetings, consultation meetings, and other formal and non-formal forums. These meetings are held regularly and incidentally by the policies of each stakeholder.

The purpose of conducting inter-institutional dialogue is to equalize perceptions, concepts, and policy directions for border management while still paying attention to the specifics of each region. Dialogue is also used as an arena for breaking deadlocks, exploring problems and obstacles faced by each institution to implement the program later.

The subject matter to be discussed in the forum can be proposed by one or more members, both from the Central and Regional Border Management Bodies. At the forum, all members present can participate and express their opinions regarding the topics discussed so that in the end it will produce a decision, either in the form of a policy plan or an activity plan which can then be carried out jointly.

4.7.Trust-Building

Trust is a very important aspect of building relationships, especially working relationships with other people. The trust-building process is an activity that requires time and a long-term commitment to achieve collaborative governance. The existence of face-to-face dialogue between stakeholders is expected to foster trust and eliminate doubts about cooperating in border management. Relationships that are based on feelings of mutual trust will certainly result in a change in mindset which shows that something difficult will become easy if done together [33].

BNPP is certainly the center of gravity of the process of building trust between stakeholders in border management. Acting as a coordinator is very important to build a knit of trust to move to the next phase, namely commitment to building borders. BNPP plays an important role in identifying the background and interests of each of its members so that it can be used as a basis for building trust between the parties involved. In addition, BNPP must be able to encourage and invite every actor involved to suppress and eliminate sectoral egos that would interfere with the collaboration process.

However, building trust in a multi-actor process is not easy. Several related institutions, especially local governments, still do not fully trust BNPP, which is deemed incapable of compiling and realizing development programs and empowerment of border areas properly and on target. Of course, this is a challenge for BNPP so that this condition does not have an impact on the collaboration process that will be carried out.

4.8. Commitment to Process

A strong commitment will make all parties involved in cooperation, mutual care, and respect for each other. Commitment in a collaborative process is important because this commitment will determine the level of success or failure of a collaborative process in achieving mutually determined goals. Commitment is closely related to individual or group motivation to participate together in formulating a policy or running a program together [34].

In the collaborative process of border management in West Kalimantan Province, the commitment of the stakeholders was found to be in quite a good condition. This can be seen from the policies and programs issued by the central government in encouraging the acceleration of development in border areas. In addition, the involvement of each stakeholder in formulating and implementing policies and border development programs can be considered very significant.

However, there is still an opinion from some actors in the regions that border management is the authority and responsibility of the center, so that those in the regions do not have to be much involved. This of course must be a note for BNPP to be able to minimize various negative stigma in the region so that all parties can be enthusiastic and have the responsibility in advancing the border area to safeguard the country's sovereignty.

4.9. Shared-Understanding

Shared-Understanding can be defined as a shared understanding between stakeholders in collaborating to achieve a goal or solve a particular problem. A common understanding is needed to formulate a common vision and mission, as well as the same goals. Even further, this shared understanding can lead stakeholders to the possibility of forming a common ideology [35]. This mutual understanding is closely related to the quality of communication that exists. The better the quality of communication that exists, the better the level of mutual understanding of each member in overcoming problems.

In the management of the border area in West Kalimantan Province, stakeholders form a common understanding through a healthy communication network, both internally and externally. The communication certainly discusses the right border area governance policies, so that it is expected to create an environment that is advanced, safe, and able to become the center of economic growth in the region. Furthermore, this shared understanding aims to increase awareness regarding the importance of safeguarding the territorial sovereignty of the Unitary State of the Republic of Indonesia from all forms of threats that can occur in border areas.

The mutual understanding of the collaborative process of border management is manifested in a vision and mission of the government, namely "The realization of the border area of the State as the front yard of a country that is competitive towards an Indonesia that is Sovereign, Independent, and with a Personality based on Gotong Royong" [36].

4.10. Intermediate Outcome

An interim outcome in a collaborative border management process could be in the form of proposed policies and programs and activities that will be legalized in government regulation. Furthermore, its implementation can take the form of development results as a tangible manifestation of the implementation of border management policies and programs that are felt directly by the community. By the end of 2020, BNPP has produced various policies, programs, and activities that are accommodated in the master plan and action plans, which are suggestions from stakeholders regarding border management.

As a result of policy implementation, based on several sources, data shows that the Ministry of Defense and the Ministry of PUPR have built 999.5 Km of the Border Patrol Inspection Road (JIPP) and Administrative Roads along the Kalimantan border with Malaysia [37]. In cross-border management, the Government through the PUPR Ministry has built six National Border Crossing Posts (NBCP) which include four in West Kalimantan Province, namely Entikong, Badeau, Aruk, and Jagoi Babang, two NBCP in Sei Pancang and Long Midang or Kraya in

Nunukan District, North Kalimantan. Furthermore, the government will also build eleven NBCP which have been outlined in Presidential Instruction No.1 of 2019 concerning the Development of eleven State Border Crossing Posts [38].

In the health sector, the government has built 49 hospitals and 223 Puskesmas units in priority locations. In the housing infrastructure sector, the government has built 1,887 special housing units, 5,931 stimulant assistance units, 2,216 new housing assistance units, and 427 trans-local development units at the border. For the 2015-2019 period, the government built six District Border Management Agency offices, one district meeting hall unit, and nineteen units of village offices. The government through BNPP has also built 248 telecommunication transmitting / receiving units in 112 priority locations in ten border provinces as well as providing internet access in 333 priority locations [39].

5.Conclusion

Based on the data and discussion, the stakeholders involved in land border management in West Kalimantan Province along with Bengkayang Regency, Sanggau Regency, Sintang Regency to Kapuas Hulu Regency, include:

1. National Border Management Agency (BNPP);
2. Regional Border Management Agency (BPPD);
3. Regency Border Management Agency; and
4. Non-Governmental Organizations, Social Institutions, Academia, and The Media.

To gain unity in the formulation and implementation of various policies and programs from each stakeholder in border management, one collaborative management is needed which includes five stages of the process, namely: Face-to-Face Dialogue, Building Trust, Commitment to the Process, Mutual Understanding, and Interim Results. However, as with the collaborative governance model proposed by Ansell and Gash, the collaboration process is also influenced by the initial conditions at the time of collaboration, the institutional structure of each actor, and the facilitating leadership. Of course, these three factors deserve the attention of the government, especially BNPP, so that it can realize slick collaborative management in border management to realize and maintain state sovereignty at the border.

In addition, the three factors that are considered to influence this collaborative process can be used as the focus of further research for the development of scientific knowledge and criticism of existing collaborative governance models.

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