

Implementation of The State Border Area Development Policy In Aruk Sambas District West Kalimantan Province

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ABSTRACT

This research aims to analyze the implementation of the state border area development policy in Aruk, Sambas Regency, West Kalimantan Province and formulate a state border area development model in Aruk, Sambas Regency, West Kalimantan Province. The research method used a descriptive qualitative approach. The determination of research informants was carried out through the snowball technique. The results showed that the management of strategic issues in the state border area until now lacks the active role of Ministries/ Institutions and Local Governments. The implementation of development by K/L is still concerned with sectoral ego, this can be evidenced by the large disparity between the Implementation of the BWN-KP Management Master Plan 2020-2024 with programs/activities and budgets of Ministries/Institutions that have been committed to the implementation of development in state border areas in priority location sub-districts, PKSN, PLBN and PPK. Referring to the above, the activities of the Aruk PLBN Border Area Development of Sambas Regency are still categorized as not optimal. Supporting and inhibiting factors for the development of the Aruk PLBN area include the Aruk PLBN Management Resource Factor, the Human Resources Competency Factor, the Information and Technology Support Factor and the Aruk PLBN Management Positive Attitude Factor. Meanwhile, the inhibiting factors of development at PLBN Aruk Sambas Regency include Communication Factors, Infrastructure Factors and Bureaucratic Factors. The development model border area development PLBN Aruk Sambas Regency is the institutional development of the Border Management Agency consisting of institutional authority, institutional structure, institutional personnel, and institutional administrative resource management.

INTRODUCTION

Management of state boundaries and state border areas is divided into two dimensions, namely the dimension "State Boundaries and Border Areas. Based on the State Territory Law, what is meant by State Territorial Boundaries is a boundary line that separates the sovereignty of a country based on international law, while the Border Area is part of the State Territory located on the inner side along the territorial boundaries of Indonesia with other countries. In the case of State Territorial Boundaries on land, the Border Area is in the District. Meanwhile, in terms of State territorial boundaries at sea, based on the explanation of Article 13 paragraph (1) of Government Regulation Number 26 of 2008 concerning National Spatial Planning, what is meant by "State Border Area" is a Regency / City area that is geographically and demographically directly adjacent to

neighboring countries and / or the high seas. The State Border Area includes land border areas and sea border areas, including the outermost small island islands, and encourages the growth of border areas, 26 cities in the border area are directed to become National Strategic Activity Centers (PKSN) so that they can be used as service centers or gateways to economic and trade activities with the state (Aminah, 2016).

The management of state boundaries and border areas is carried out with a security approach, prosperity and environmental sustainability together. Objectives Security approach in the sense of management of state territory to ensure the territorial integrity and sovereignty of the state and the protection of the entire nation. Objectives The welfare approach is an effort to manage state boundaries and border areas to provide the maximum benefit for improving the welfare of people living in border areas. While the purpose of the environmental sustainability approach is the management of border area development by paying attention to aspects of sustainable environmental sustainability. Therefore, through the national agency, border managers can divide important roles both at the central and local government levels in the implementation of government functions in accordance with the principle of regional autonomy in efforts to manage the development of state border areas (Arikunto, 2013).

The development and management of border areas is a very complex problem, because it requires special intervention, treatment and problem solving from the government, considering that it must create equal distribution of welfare and development while guaranteeing territorial sovereignty. Management that combines a welfare approach and a security approach followed by an outward-looking border area development orientation has been pursued by the government by establishing the National Border Management Agency (BNPP) (Fischer & Miller, 2017).

In order to realize the achievement of the objectives of state border area management, the National Border Management Agency (BNPP) has formulated 4 (four) strategic issues of border management between countries, namely: (1) management of state boundaries (boundary/border line issues); (2) cross-border issues management; (3) frontier issues, and (4) institutional issues (Heywood, 2014).

The role of the National Border Management Agency in the management of state boundaries and border areas based on the development mandate of the National Long-Term Development Plan (RPJPN) 2005-2025 has been started since the National Medium-Term Development Plan (RPJMN) I (2004-2009). To encourage the acceleration of border area development, the management of state boundaries and border areas is a national priority (Horowitz, 2013). Based on Presidential Regulation No. 18 of 2020 concerning RPJMN 2020-2024, it is stated that the main targets of development in the next 5 (five) years related to the management of state boundaries and border areas are as follows: (a) The realization of the determination and affirmation of state territorial boundaries, strengthening the defense and security system, as well as law enforcement and political awareness of state sovereignty; (2) The realization of improving services across national borders and cross-border cooperation which is used as a medium in maintaining harmonious relations between countries; (3) The realization of increased economic activity, development of facilities and infrastructure, and improvement of the quality of human resources; (4) Realizing state border management holistically, integratively, thematically and oriented towards sustainable connectivity between spaces (Kertapraja, 2019).

The characteristic of Aruk itself is that it is an area directly adjacent to Malaysia which has a strategic location because it is the entrance for both countries that have roles and opportunities for various fields such as Economy and Cross-Border Trade. However, what happens in this border area is illegal activities, caused by economic factors and the existence of socio-cultural relations between the people on the border of the two countries, one of which is smuggling (Muttalib, n.d.). Economic conditions and low welfare of people at the border encourage people to carry out illegal economic activities at the border. The

difference in the price of fuel, basic necessities, subsidized fertilizers, the high price of goods, as well as the lack of mesh / bridge infrastructure, land transportation, water, the lack of quality of human resources (HR), the lack of health sarpras, health workers, the lack of education sarpras and educators and the lack of access to telecommunications and information, the lack of access to electricity, and other necessities that are very striking encourage the people of the two countries (RI and Malaysia) to do Smuggling in the hope of profiting from smuggling activities, these things greatly impact the economy of people in the country's border areas (Neuman, 2013).

Various development policies carried out by K/L have so far fallen far from what was expected, mainly due to the government's weak political will in allocating funds and coordinating policy sharing with local governments in budgeting funds needed for physical and non-physical development, the priority location of sub-districts has not fully become K/L's priority (Nugroho, 2013).

The management of state borders and border areas is still political, where regional proposals from both village musrempang to national musrempang and visits by central and local government officials only bring hope and sweet promises with various programs / activities that have not fully touched the basic needs of the people in the border lokpri (Badrudin, 2012).

The policy of managing state boundaries and border areas that are still a monopoly of the central government (sectoral ego) is a fundamental problem that makes it difficult for local governments to make strategic policy directions whose targets can be better enjoyed by the community (Sarundajang, 2012). The border of the Aruk region which is directly adjacent to the territory of Malaysia is currently relatively good with the support of good infrastructure although there are still villages that have not been able to enjoy the presence of the state. The management of state boundaries and border areas is still categorized as lagging when compared to development in non-border areas. If we compare Indonesia's border in Kalimantan with Sarawak in Malaysia, we can see that the gap is very clear from various aspects, both infrastructural, social, and economic aspects (Siagian, 2014).

Aruk's strategic position and the existence of formal border access have caused the movement of goods and human commodities to increase. The increase occurs in both inflows and outflows. In terms of human movement, it tends to show an increase from year to year with average inflows higher than outflows. The increase in movement is caused by changes in the function of border crossing posts that are not only traversed by traditional crossers but also caused by non-traditional crossers (Simangunsong, 2016).

The State Cross Border Post (PLBN) is the gateway to the Unitary State of the Republic of Indonesia which has become a new face at the State border which has been designated as the entrance and exit of people and goods and vehicles from and to the territory of the State of Indonesia with neighboring countries (Aminah et al., 2024). The main function of PLBN is to provide customs, immigration, and quarantine services and supervision, which are in accordance with the legal system of the Unitary State of the Republic of Indonesia at the Border (Smith, 2023). Presidential Directive in an effort to Encourage the Acceleration of the Development of New Economic Growth Centers Around PLBN in which there are three directions, namely (1) State Border Areas must be considered and built, so that they become the front porch and storefront of the nation; (2) The government should not stop at the construction of the Core Zone at PLBN, but also need to continue with the construction of the Support Zone and smooth the connectivity path. Support zones can be developed into goods and passenger terminals, trade centers or markets, or other supporting facilities; (3) make a more integrated Border Area Management System to be prepared, so that the area around PLBN can be developed as New Economic Growth Centers (Suparmoko, 2017).

The legal basis of the Aruk Cross Border Post (PLBN) as an exit-entry point where people cross According to the Agreement Between The Government Of Republic Of Indonesia And The Government Of Malaysia On Border Crossing Signed In Bukittinggi, On

January 12, 2006. and based on the Decree of the Minister of Law and Human Rights Number M.HH.02.Gr.02.02 of 2020 concerning Immigration Checkpoints dated February 3, 2020. Some considerations in determining the PLBN location plan are the legal basis in the form of a Presidential Instruction and the existence of strategic locations, cross-border service needs, and reciprocity (Wahab, 2012). Currently, 7 PLBNs have been built during the past period through Presidential Instruction Number 6 of 2015 concerning the Acceleration of the Development of 7 (seven) Integrated State Cross Border Posts and Supporting Infrastructure Facilities in Border Areas. Meanwhile, in 2019 11 new PLBNs have been determined to be built in the future through Presidential Instruction Number 1 of 2019 concerning the Acceleration of the Development of 11 (eleven) Integrated State Cross Border Posts and Supporting Infrastructure Facilities in Border Areas. At the end of 2019, 1 PLBN has been completed in Sota, Merauke Regency, while the rest will be built in stages until 2024. BNPP continues to strive to present cross-border service needs in 8 (eight) where the target of PLBN management and development in the future will be 26 PLBN. The location of PLBN based on Presidential Instruction Number 6 of 2015 specifically in West Kalimantan Province, which is a Land PLBN (1) Sambas Regency in Aruk; (2) Bengkayang Regency in Jagoi Babang; (3) Sanggau Regency in Entikong; (4) Sintang District in Sei Kelik; (5) Kapuas Hulu Regency in Badau which is currently operating serves the entry and exit of border crossers between Indonesia and Malaysia. In this study, a framework was built on the Implementation of State Border Area Development Policy in Aruk, Sambas Regency. The research framework is designed using a theoretical framework, namely, the Grand Theory scheme: Governance Theory, Middle Range Theory: Public Policy Theory and Regional Development, and Applied Theory: Policy Implementation Theory (Hamdi, 2002) and Border Area Development.

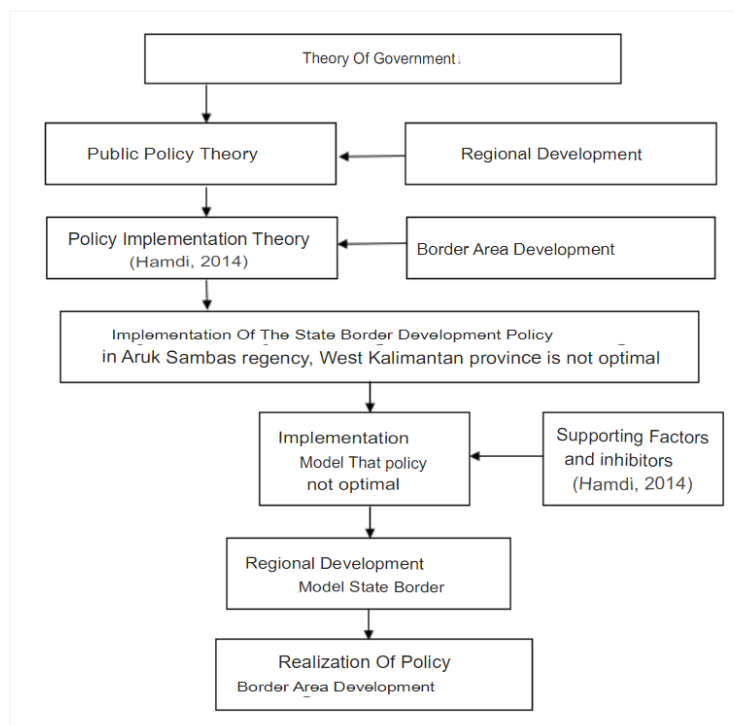


Figure 1 Frame of Mind

METHODS

The author uses a *qualitative research* approach with Phenomenological methods. The author chooses the quality method with a phenomenological approach because it is to reveal an object of research based on a phenomenon (symptom or event) that occurs in the implementation of development policies at Aruk PLBN, Sambas Regency, West Kalimantan Province. The research uses concepts that are expected to help researchers to explain the phenomenon of State Border Area Development Policy Implementation in Aruk, Sambas Regency, West Kalimantan Province, and what are the determinants that influence it (Moleong, 2019).

In this study, the author uses a concept that is expected to help researchers to explain the phenomenon of State Border Area Development Policy Implementation in Aruk, Sambas Regency, West Kalimantan Province, and what are the determinants that influence it. The *grand theory* used is the concept of Policy Implementation proposed by (Hamdi, 2002). It is hoped that this conceptual framework can guide researchers in reviewing the answers to this research question, the conceptual framework is described as in the following table:(Nazir, 2014)

Table 1
Concept Framework, Dimensions and Indicators

No (1)	Concept (2)	Dimension (3)	Indicators (4)	
1.	Policy Implementat ion (Muchlis Hamdi, 2014)	1. Productivity	The number of achievements of the target group.	
		2. Linearity	Degree of conformity with standards (procedure, time, cost, place and implementer)	
		3. Efficiency	Level of resource utilization (implementers, assets, funds, and technology)	
		Influencing factors	1. Policy Substance	2. Consistency of content derivation/policy specification; 3. Alignment of policy content with other policy content.
			2. Executor's task behavior	1. work motivation; 2. Tendency to abuse of authority; 3. Learning ability.
3. Network Interaction	1. Cooperation between implementers; 2. The relationship of authority between levels of government;			
	4. Target Group Participation	1. The degree of receptivity to the benefits of the activity; 2. Ability to contribute according to existing procedures;		
		5. Resources	1. Adequacy of funds; 2. Availability of executors; 3. Equipment adequacy; 4. Availability of information; 5. High precision.	

Source: Processed by Author from Hamdi (2014)

The collected data is then processed and analyzed through a descriptive approach to produce conclusions that are not only based on facts but accompanied by verification of relevant theories and interpretations of interviews.

RESULTS AND DISCUSSION

Sambas Regency is a regency located in the northernmost of West Kalimantan Province. The astronomical location of Sambas Regency is located between 2°08' North Latitude and 0°33' North Latitude and 108°39' East Longitude and 110°04' East Longitude. Administratively, Sambas Regency, especially in the north and east, is bordered by one of the neighboring countries, namely East Malaysian Sarawak. Overall, the area of Sambas Regency is 6,394.70 km² or about 4.36 percent of the total area of West Kalimantan Province. The administration area is divided into 19 sub-districts, and 193 villages. The largest sub-district in Sambas Regency is Sajingan Besar District with an area of 1,391.20 km² or 21.75 percent while the smallest is Salatiga District with an area of 82.75 km² or 1.29 percent of the area of Sambas Regency.



Figure 2 Map of Sambas Regency

After the enactment of Law Number 10 of 1999 concerning the establishment of the Level II Bengkayang Region, the position of the Regional Government of Sambas Regency moved from Singkawang City to Sambas City, so that the area of Sambas Regency remained 9 Districts. In 2007, the area of Sambas Regency was redivided into 19 districts with 3 new sub-districts, namely Tangaran, Selakau Timur, and Salatiga Districts originating from the expansion of Teluk Keramat, Selakau, and Pemangkat Districts.

Table 2 Sambas Regency Government District Area

Administrative Region	2020	2021	2022
District	16	19	19
Kalurahan	-	-	-
Village	183	183	195
UPT	1	1	-
Hamlets	568	571	584

Source: Regional Statistics of Sambas Regency, 2023

The *dependency ratio* in Sambas Regency in 2022 is 48.07. This means that every 100 productive age population (15-64 years old) must bear around 48 non-productive age residents (0-14 years old and 65 years and over). Every year the percentage of productive population is more than non-productive population. According to gender, of the total population of Sambas Regency of 647,844, the male population is 331,046 people while the female population is 316,798 people. Based on this, it is known that the ratio of Sambas Regency in 2022 is 104.5. This figure means that for every 105 male residents there are 100 female residents.

Table 3 Sambas Regency Population Statistics

Description	2022
Jumlah Population	647.844
Population Density	101
Sex Ratio (L/P) (%)	104,5
Population Distribution by Age Group	
1. 0 - 14 Years	26,18
2. 15 - 64 Years	67,54
3. > 64 Years Old	6,28

Source: Regional Statistics of Sambas Regency, 2023

Human Development Conditions of Sambas District, West Kalimantan Province

Data from the National Socioeconomic Survey in 2022 shows that the number of school expectancy in Sambas Regency has increased slightly compared to 2021, from 12.63 years in 2021 to 12.70 years in 2022. The average length of schooling in Sambas Regency in 2020 and 2021 reached 6.71 years and 6.72 years. In 2022 it rose to 6.74 years, which means that most Sambas residents undergo 6 years of education (equivalent to elementary school). One of the levels of educational participation is supported by the increasing availability of schools. In 2020 there were 452 units of elementary school / MI, 158 units of junior high school / MTS, and 71 units of SMA / MA / SMK. The ratio of students to teachers for elementary education level is 16.66, junior high school is 15.27, high school is 16.95, high school is 17.66, Raudhatul Athfal is 7.48, MI is 13.45, MT is 12.74, MA is 6.41.

Table 4 Education Statistics in Sambas District 2020 - 2022

Education Description	2020	2021	2022
School Expectation Rate (Year)	12,61	12,63	12,70
Average length of schooling (years)	6,71	6,72	6,74
Pure Participation Rate			
- SD / equivalent	-	97,38	98,52
- Junior High School / Equivalent	-	63,36	63,99
- High School / Equivalent	-	49,48	48,52

Source: Regional Statistics of Sambas Regency, 2023

Development in the health sector is part of national development that must be pursued by the government. The success of development in the health sector can be seen from the Life Expectancy (AHH). AHH Sambas Regency always increases, where in 2022 it reaches 69.39 years. This shows that the average baby born in 2022 in Sambas Regency can live to be 69 years old.

Quality improvement in the health sector must be supported by the existence of health facilities and health workers. In 2022, the number of posyandu is 582 units in Sambas Regency, 4 hospital units, 28 community health centers, 68 auxiliary health centers, 10 health center units and 194 police units. For health workers, the number of health workers has decreased slightly from 121 people to 120 people in 2022.

In 2022, the birth process in Sambas Regency is dominated by help from health workers (doctors, specialists and midwives) amounting to 99.81, while the remaining 0.19

percent is assisted by non-health workers (nurses and shamans). The percentage of births assisted by health workers in 2022 has increased compared to 2021, which was 99.11 percent. This is relatively good and indicates that public awareness of maternal and child health is increasing.

percentage of poor people in Sambas Regency in 2023. In general, in the period March 2012-March 2023, the poverty rate in Sambas Regency fluctuates, both in terms of number and percentage. There was a significant increase in 2013 due to the increase in the price of goods triggered by the increase in fuel prices. In the 2019-2022 period, poverty continues to decrease. The Covid-19 pandemic has not had a significant impact on the expenditure of the lower layers of society whose business fields are dominated by the agricultural sector. The percentage of poor people in March 2023 was recorded at 7.08 percent, an increase of 0.16 percentage points compared to March 2022. This means that there are 7.08 percent of the population of Sambas Regency whose monthly per capita expenditure is below the Poverty Line. The number of poor people in Sambas Regency in March 2023 reached 38.71 thousand people, an increase of 2.82 percent compared to March 2022.

Table 5 Realization of Sambas Regency Regional Budget for 2020-2022

Budget	2020 (IDR million)	2021 (IDR million)	2022 (IDR million)
Regional Revenue	1.699.647,86	1.843.786,18	1.701.640,62
Regional Shopping	1.692.191,09	1.854.895,55	1.816.576,72
Regional Financing	42.003,22	75.959,99	198.297,57

Source: Regional Statistics of Sambas Regency, 2023

Based on the results of the interim projection for the Middle of 2022, the population of Sambas Regency is included in the young age group. This can be seen from the large number of people who are included in the young age group (productive age). With this condition, local governments should have started formulating policies to anticipate their impact in the future.

The Agriculture, forestry and fisheries sectors contributed the most to the economy of Sambas Regency in 2022, amounting to 33.51 percent. The results of development in the agricultural sector, especially food crop farming, have been benefited by most residents in West Kalimantan, especially Sambas Regency. For this reason, food production, both rice and non-rice, needs to continue to be increased in order to further strengthen food self-sufficiency.

National Border Management Agency

Border Management is an integral part of state management, which is operationally an activity to handle or manage territorial boundaries and border areas. In line with the reorientation of development policies in border areas, through Law Number 43 of 2008 concerning State Territories which mandates the Government to establish Border Management Agencies at the central and regional levels in order to manage border areas. Based on the mandate of the Law, the Government through Presidential Regulation Number 12 of 2010 established the National Border Management Agency (BNPP). In the context of managing state boundaries and border areas, BNPP prioritizes synergy of policies and programs, so that the weaknesses and limitations that exist so far, namely ad-hoc and partial and egosectoral handling of state borders, which have resulted in overlapping and redundancy as well as mistargeting and inefficiencies in border management, are expected to be corrected.

BNPP membership consists of 18 Ministries/Non-Ministerial Government Institutions and 13 Governors in Border Areas. Thus, it is hoped that it will be able to be a leverage to strengthen and streamline the tasks carried out by Ministries and / or

Institutions and Regional Governments in realizing the Border Area as the Front Home of the Republic of Indonesia. Through coordination with Ministries and Institutions directly related to state border handling, BNPP is expected to encourage and facilitate the creation of policies and programs for state border management and border area development in an integrated and integrated manner.

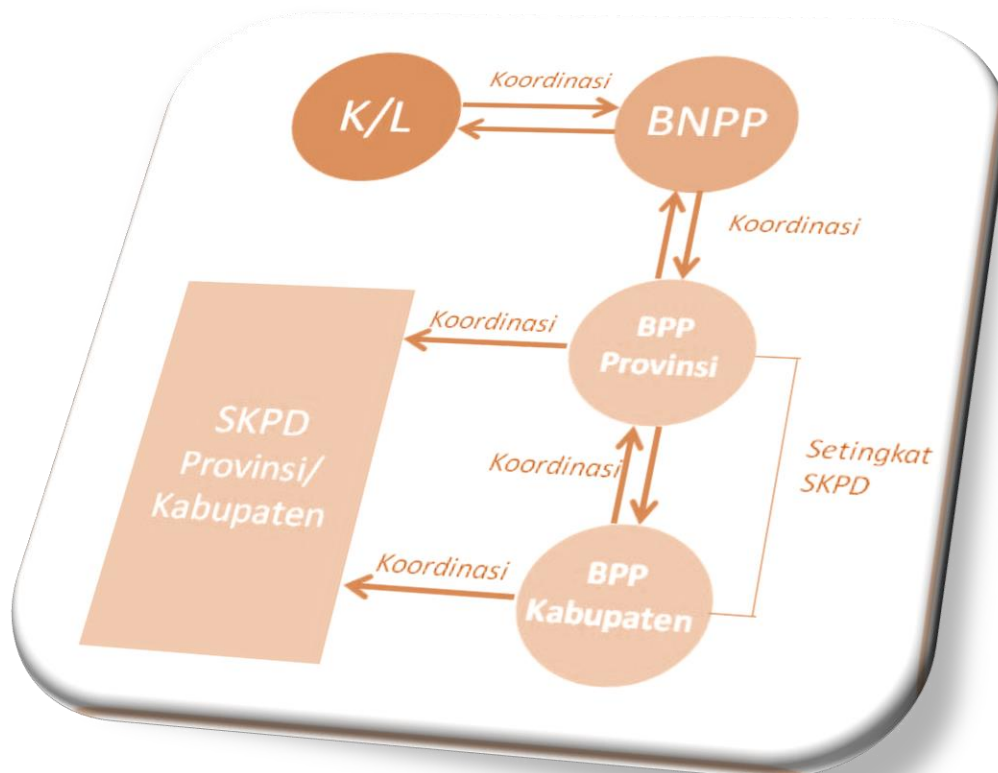


Figure 2 BNPP Membership Coordination Pattern

The task of the National Border Management Agency of the Republic of Indonesia, namely BNPP, has the task of determining border development program policies, determining budget needs plans, coordinating implementation, and carrying out evaluation and supervision of the management of State Boundaries and Border Areas.

The vision of the National Border Management Agency is: "The realization of effective state border governance in the context of realizing the state border area as a competitive front yard" The mission of the National Border Management Agency that is determined is the desired strategic role in achieving the above vision, namely: (a) Increase effectiveness in the determination of border development policies and programs; (b) Increase effectiveness in determining the budget needs plan for state border management; (c) Increase effectiveness in facilitating and coordinating the implementation of state border management; (d) Increase effectiveness in the implementation of evaluation and supervision of state border management.

The Organizational Structure of the National Border Management Agency based on article 6 of Presidential Regulation Number 12 of 2010, stated the composition of BNPP membership consisting of: Chief Steering Officer: Coordinating Minister for Political, Legal and Security Affairs; Deputy Chief Steering I : Coordinating Minister for Economic Affairs;

Deputy Chief Steering II: Coordinating Minister for People's Welfare; Head of BNPP: Minister of Home Affairs.

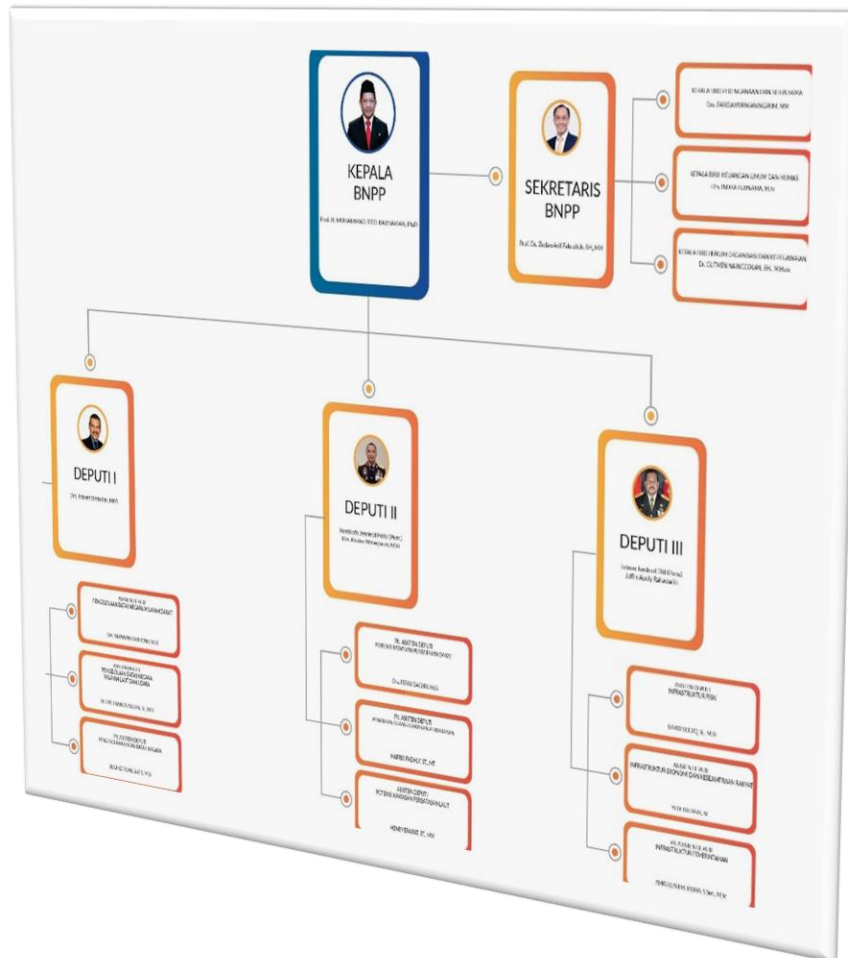


Figure 3 BNPP Organizational Structure

Work Program of the National Border Management Agency In order to realize synergistic coordination between BNPP and Ministries and Institutions (K / L) and other stakeholders, and based on the description of general conditions, vision and mission, goals and objectives to be achieved, the direction of policies and strategies of the BNPP secretariat in managing state boundaries, crossing borders, and border area development is formulated as follows: (1) Policy Direction and Strategy for Land Area State Boundary Management, Sea and Air Area State Boundaries, Cross-Border Management, Land, Sea Border Area Management, Spatial Planning and Physical Infrastructure, Economy and the welfare of the people and Government in the state border area; (2) Determination of plans for budget needs for the implementation of land area state boundary management; State Boundaries Sea and Air Area, Cross-border Management Management of Land, Sea Border Areas, Spatial Planning and Physical Infrastructure, Economy and welfare of the people and Government in the state border area; (3) Improved coordination of the implementation of land area state boundary management, Sea and Air Area State Boundaries, Cross-Border Management, Land and Sea Border Area Management, Spatial Planning and Physical Infrastructure, Economy and the welfare of the people and Government in the state border area; (4) Implementation of evaluation and supervision of the implementation of the management of land area state boundaries, Sea and Air Area State Boundaries, Cross-Border Management, Land and Sea Border Area Management, Spatial Planning and Physical Infrastructure, Economy and welfare of the people and Government in the state border area; and (5) Policy

Direction for Institutional Strengthening that initiates institutional cooperation between countries (institutional integration) with neighboring countries in the management of state borders (functional integration) Cooperation with neighboring countries is still ongoing at the level of border settlement agreements and border crosser management agreements.

Implementation of Policy on Handling Facilities and Infrastructure in the Aruk PLBN Area

The implementation of Presidential Instruction Number 6 of 2015 concerning the Acceleration of the Development of 7 (seven) Integrated State Cross Border Posts and Supporting Infrastructure Facilities in Border Areas which was then continued by Presidential Instruction Number 1 of 2019 concerning the Acceleration of the Development of 11 (eleven) Integrated State Cross Border Posts and Supporting Infrastructure Facilities in Border Areas, has resulted in an integrated arrangement of services across people and goods entering through the Cross Post door State Borders. The arrangement of services is equipped with a number of infrastructure facilities in the core zone which is a limited area, which is only for cross-border services from Immigration, Customs and Excise, Quarantine, Health, Agriculture and Fish as well as infrastructure facilities in supporting zones, namely areas provided and have the potential to generate financial benefits for the state, including; PLBN Market, Modern Shops, Employee Mess, Multipurpose Building, Wisma Indonesia, Rest Area, Feeder Terminal, and parking lot.

The entire infrastructure, in addition to functioning for administrative management across national borders, is also used as a new point of economic growth in Aruk. This is also in line with the direction of the 2020-2024 RPJMN, where the 2020-2024 regional development target will be achieved through five (5) priorities, namely: strategic area development; development of superior sectors; development of urban areas; development of disadvantaged areas, border areas, rural areas, and transmigration; as well as regional institutional and financial management.

The existence of the State Cross Border Post (PLBN) is now increasingly strategic, not only serves as a cross-border door, PLBN is also one of the new tourist destinations in the border area. PLBN has become an icon of Indonesia, as an implementation of President Jokowi's work program to build Indonesia from the periphery. The border as the front veranda of the country. PLBN buildings that have patterns and characteristics of the area where PLBN is built become tourist destinations and are able to attract tourist visits to border destinations.

Based on the results of the measurement of *Custom, Immigration, Quarantine* (CIQ) satisfaction with the management of Aruk PLBN through a survey conducted by BNPP in November 2022 with the following results description:

Table 6 Results of *Custom, Immigration, Quarantine* (CIQ) Survey of Aruk PLBN

No.	Component	Value	Category
1.	Internet Network Availability	3,31	Excellent
2.	Electricity Availability	3,31	Excellent
3.	Availability of Clean Water in PLBN Area	3,48	Excellent
4.	Availability of Toilet Facilities in PLBN Area	3,33	Excellent
5.	Availability of Work Facilities (Computers, Photocopiers, Printers, etc.) in the PLBN Area	2,95	Good
6.	Availability of Places of Worship Facilities in PLBN Area	3,50	Excellent
7.	Availability of Residential Facilities in PLBN Area	3,26	Excellent
8.	Internal Security in PLBN Area	3,14	Excellent
9.	Clarity of Information in obtaining services	3,19	Excellent
10.	Availability of Service User Complaint Handling	3,17	Excellent

11.	Waiting Room Comfort, Cleanliness and other supporting facilities	3,26	Excellent
Total		3,26	Good

Source: BNPP Permanent Secretariat Performance Accountability Report 2022

From the results of the CIQ satisfaction survey on PLBN Management services, it can be concluded that Aruk PLBN received a fairly high score, namely with a total value of 3.26 with a good predicate from the range of values 1-5.

Supporting Factors for the Implementation of State Border Area Development Policy in Aruk, Sambas Regency, West Kalimantan Province

There are four factors that support the development and growth of the social and economic sectors in the Aruk PLBN area. First, the resource factor. Resource support from the Aruk PLBN manager to residents has been quite high. Example; construction of road infrastructure, public lighting, availability of water and comfort. However, there are still some basic and basic things that the management has not been able to provide support to residents around the border, either directly or indirectly.

Second, the human resource competence factor from the Aruk PLBN management in providing guidance to residents. In order to create a climate of togetherness between the management of Aruk PLBN and the residents of the surrounding community, several activities were formed, including social development and security, with the hope that in the community environment a safe, orderly, disciplined and controlled community environment can be established. The support of human resources (HR) for the Aruk PLBN area manager is important in managing border areas.

Third, information and technology support. The support of the Aruk PLBN management to residents in terms of concrete information and technology is the functioning of *wifi* in the Aruk PLBN area for free use by community residents, which along with the construction of Aruk PLBN began to love *android mobile phones*. Before this Aruk PLBN was built as it is today, the use of *android phones* is still very rare, but along with the construction of Aruk PLBN which incidentally also includes the installation of *public wifi*, the use of android phones among community members has increased rapidly. This is marked by the increasing number of *counters* with pulse sales businesses around the Aruk border area. This is in line with Supriadi's statement, that "Information support until now through word of mouth, information on the internet is still local wifi only. Externally, some kind of local newspapers, come here brought by the community like NGOs."

Fourth, the positive attitude of the Aruk PLBN management towards the economic development of residents. The management really understands the needs of the community, therefore the management in collaboration with Bank Mandiri and Bank BRI is building banking building facilities in the border area. On the other hand, in order to support a higher exchange climate of goods and services between the two regions of the country, the management is also building bus and truck terminals, also paving roads from the village to Aruk and vice versa, so that trucks and buses can cross the Aruk PLBN to the interior.

This is in line with Manto Saidi's statement that "Especially for the Aruk PLBN, cars have not been able to pass, as far as I understand by comparison to Entikong and Nanga Badau, the two PLBNs can already be crossed by vehicles. In Entikong, large buses, trucks, and private vehicles can already pass." In Badau, even the highest capacity CPO containers or tanks can also pass through the Badau PLBN. In Aruk it has not been possible, at this time the author traced it turns out, the difference between Aruk PLBN and the two PLBNs that can be passed is only one, namely the presence of West Kalimantan Province Land Transportation officers. This is not present in West Kalimantan.

The positive attitude of Aruk PLBN management officers towards community members can be manifested, among others, by increasing enforcement and law enforcement more firmly and intensively against border crossing violations. As Supriadi said, that "Positive attitude; We support to increase trade so that they are more active in

producing local goods needs to Malaysia, such as plantation handicraft products. We also seek cooperation from related agencies. Negative attitudes do not exist. Goods that are illegal, do not exist. For the sake of progress and security, we take firm action against violations". The work of management officers who are increasingly firm against perpetrators of border crossing violations, if it will also get support in order to create a disciplined and comfortable border climate.

Inhibiting Factors for the Implementation of State Border Area Development Policy in Aruk, Sambas Regency, West Kalimantan Province

Factors that hinder development and the social and economic sectors of Aruk PLBN based on research findings in the field can be categorized into 3 things, namely communication factors, infrastructure factors, and bureaucratic structure factors. **First**, the communication factor. The ability of the manager to provide knowledge to residents (targets) about the existence of Aruk PLBN as admitted by Supriadi, Head of Aruk PLBN Service Facilitation Subid, that "The ability of the manager to provide knowledge to residents about the existence of PLBN, our status employed by BNPP, is quite good. We often hold Aruk Sajingan socializations. We also integrate into the community providing services, especially regarding the flow of goods and people in the form of training such as socialization to the community and traders. Apart from word of mouth, there was socialization invited by village officials in collaboration with the sub-district, where the community was involved before the President's arrival."

It is hoped that with updated knowledge about Aruk PLBN, community members will be more positive and conducive to the continuity of Aruk PLBN in the future. In fact, although the transformation of knowledge about the existence of Aruk PLBN has been given to community members, but *a-quo* public knowledge about Aruk PLBN is still relatively low. It is evident from the functioning of the Aruk PLBN so far covering any field, the majority of residents do not know about it. This is very different from what the Regent of Sambas said about the functioning of the Aruk PLBN after Jokowi's inauguration, covering the fields of "Immigration, costume, quarantine, police and soldiers at the border, but transportation does not yet exist". This is in line with Manto Saidi's statement that "the Office of Immigration, Customs, Trade, Quarantine Center which includes agricultural quarantine, fisheries quarantine and health quarantine, the presence of police and TNI at the border, but has not included competent officials in terms of land transportation, unlike at the Nanga Badau PLBN which has included the Land Transportation Service"

In the absence of an integral body in the management of Aruk PLBN, all related aspects, both regarding trade in services and goods, as well as the crossing of people and goods traditionally and internationally, will experience disruption, because communication and coordination are very difficult to be achieved by relevant officers. This phenomenon makes the Aruk PLBN manager feel quite far from the expectations of the community, because the officers placed at Aruk PLBN are all central employees, not regional employees, so they are less competent in regional management.

Second, the infrastructure factor. Infrastructure is everything that is the main support for the implementation of a process (business, development, projects, etc.). The World Bank divides infrastructure into 3 (three) categories, namely:

- 1) Economic infrastructure, is the physical infrastructure needed to support economic activity, including: public utilities (electricity, telecommunications, water, sanitation, gas), public work (roads, dams, canals, irrigation and drainage) and the transportation sector (roads, rails, ports, airports and so on);
- 2) Social infrastructure, including: education, health, housing and recreation;
- 3) Administrative infrastructure, including: law enforcement, administrative control and coordination.

Apart from the functioning of the Aruk PLBN so far which has not been optimal from the communication aspect, but at least with the infrastructure development, the efficiency

and effectiveness of Aruk PLBN management in the future only requires organizational and administrative improvements.

So far, Aruk has not been penetrated, so if the country wants to develop the economy, only an economy with the scale of goods for daily needs, not to boost economic growth as mandated by President Joko Widodo, also expected by the Regent of Sambas and other officials, as well as all components of society. They hope that the Aruk PLBN will become an economic growth for border areas, including the entire Sambas Regency area.

Manto Saidi then also continued that "I can only say that if we want to build plenary Aruk PLBN, then the regulations must be perfected, the apparatus must also be completed, without that Aruk PLBN, nothing more than a monument, a place for people to take selfies.

Third, bureaucratic structure factors. The management of Aruk PLBN has not been established in a unified manner, namely each body or institution involved still has its own organizational structure, still has its own superiors and leaders, so it has the potential to disrupt coordination between fields. According to Manto Saidi, it is better to integrate the operational steps of the Aruk PLBN to make it smoother and more intensive, it is necessary to form a special authority body that handles the Aruk PLBN As is known Angkasa Pura is the airport operational management body, both from the aspects of immigration, customs, quarantine, trade, police, and security, and so on, everything is handled in full authority by one body called Angkasa Pura. The hope in the future as said by Manto Saidi is that the central government will soon form a special authority body that handles and manages Aruk PLBN, so that the functioning of Aruk PLBN becomes more efficient and effective, especially in improving the social and economic of residents around the border.

CONCLUSION

The policy of managing state boundaries and border areas in an effort to meet the needs of connectivity, accessibility and health and education and economic improvement of the community in Aruk Sambas Regency has not been a priority for K / L / D, we can see from the implementation of policies made by BNPP has not been guided and has not become the focus / attention of K / L in implementing in the state border area. The presence of PLBN has a positive impact on the surrounding environment as a manifestation of the government's presence at the border, then shows its image as a majestic, friendly, orderly and comfortable front gate guard of the Republic of Indonesia. The management of PLBN is still coordinated by the National Border Management Agency (BNPP) is required to continue to improve itself to welcome a better tomorrow for this nation. This booklet is meant to introduce ourselves as to what PLBN we are proud of. The conception of PLBN as the Center of Economic Growth which with the presence of PLBN optimizes all potentials in the Border Area (1) Means of streamlining efforts to secure border areas, control and law enforcement in state border areas, as well as to facilitate the handling of cross-border activities; (2) It is the main instrument of the functioning of PKSN as a border city; (3) The significance of priority location development (Lokpri), the existence of cross-border dimensions and sociological, cultural, and economic interactions with neighboring countries; (4) The center point/node/epicentrum of the development of the country's border area as well as the basis for planning and budgeting for the development of the border area. (5) As a representation, symbol, and performance of state border management while making the PLBN area a storefront, front page, and state homepage.

Factors supporting the development of the Aruk PLBN border area of Sambas Regency are (1) Aruk PLBN Management Resource Factors; (2) Human Resource Competency Factors; (3) Information and Technology Support Factors and (4) Positive Attitude Factors of Aruk PLBN Management. Meanwhile, the inhibiting factors of development at PLBN Aruk Sambas Regency are (1) Communication Factors; (2)

Infrastructure Factors; and (3) Bureaucratic Factors.

Policy Implementation Model for the development of the border area of PLBN Aruk Sambas Regency is the institutional development of the Border Management Agency consisting of (1) institutional authority, (2) institutional structure, (3) institutional personnel, and (4) institutional administrative resource management.

It is recommended to the Central and Regional Governments and the National Border Management Agency, especially to the Head of the Aruk PLBN Management Agency to please: (a) Strengthen policy regulations related to the potential development of the Aruk PLBN Sambas Regency; (b) Enforce the implementation of the Aruk PLBN development regulations in Sambas Regency; (c) Implement a more practical and decentralized pattern of delegation of authority so that the construction of the Aruk PLBN in Sambas Regency is more effective; (5) Enforce operational control of policy implementation at PLBN Aruk Sambas Regency; (6) Expanding operational responsibility for the construction of Aruk PLBN, Sambas Regency.

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