

Institutional Development in the Border Areas: a Hexa Helix Approach in Kepulauan Riau Province

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Abstract. The Borders in an area are a national defense that must be anticipated for potential threats to citizens. So that in border management in Indonesia, border conflicts can be minimized. This research analyzes institutional development by looking at the current social setting. The research method used is descriptive qualitative through secondary data in the form of relevant documents to be discussed in depth. The data analysis technique uses triangulation so that the data presented follows the research topic of institutional development in border areas. The results show that analyzing social settings in border management in the Riau Islands requires strengthening coordination and work programs by both central and local governments. In addition, they were supporting institutional development using the Hexa helix approach, including the government, mass media, academics, law and regulation, and the community. That is intended so that institutional development at the Indonesian border, especially in Kepulauan Riau Province, can develop in sustainable development so that the dynamics of border problems can be adequately resolved to maintain border stability in the face of potential threats in the future.

Keywords: Hexa helix; institutional development; kepulauan riau

1 Introduction

This study aims to determine the problems in border areas to realize sustainable development in the Riau Islands. The reason is to strengthen state security, welfare, and the environment in the border area [1],[2]. First, ensure that the border area is free from potential threats or disturbances to the country's territorial integrity, including transnational crimes, such as smuggling, human trafficking, drug trafficking, and fish theft. The second is the development of the border region, which includes managing its potential and developing it for the benefit of the community and overcoming the state border region's comparative lack of development. The third is preserving the environment in the national border area and preventing environmental damage in the border area caused by natural factors [3]. As well as things that people do, like sandblasting, letting seawater in, and spreading trash.

Three issues that the current stakeholders still need to address. Researchers think there is no ideal way for institutions to be set up [4], so many people who make decisions do not have roles that match their institutional capacity, either individually or as a group [5]. In 2015–2019, Nawacita, the Indonesian president, began developing Indonesia from the periphery by

strengthening regions and villages. However, this border management has not been put into practice. [6]. However, the current government has a habit of carrying out its duties and functions according to its respective capacities, even though collaboration within the government is essential to creating effective and efficient policies [7]. Cross-country issues with neighboring countries often involve a profit-oriented central government [8], [9].

Both local and central governments have yet to set up cross-sectoral institutions to make it easier for people to work together. Moreover, local and central governments have cross-sectoral structures to facilitate collaboration because many laws and regulations determine the limits of existing sectors [10]. For example, referring to the regulation of the president of the Republic of Indonesia Number 43 of 2020 concerning Spatial Plans for State Border Areas in the Kepulauan Riau Province is divided into two regional meanings, namely State border areas at sea [11]. It consists of the side region, the jurisdictional boundary line, and the Indonesian Territorial Sea Boundary line seas within 24 nautical miles of the baseline.

In contrast, the Supporting Areas for urban areas around the State Border Areas support the functions of a unified regional development system. The polemic over unclear borders is not regulated in the regulation, so this is very interesting to study, with improved institutional design being able to map out this complex problem [12], [13]. The complexity in question contains six strategic issues in the aspect of border management, which can be described as follows;

1. The determination and confirmation of Regional Boundaries with neighboring countries have not yet been completed in several segments
2. The monitoring and maintenance of national border markings have not been maximized yet
3. The ineffectiveness of border diplomacy in the context of negotiating the settlement of national borders
4. The determination of Indonesia's maritime boundaries (territorial sea, Exclusive Economic Zone/EEZ boundaries, and continental) with several countries has not yet been completed.
5. The delimitation of Indonesia's airspace has not yet been completed
6. There are still potential vulnerabilities and the need to strengthen national insight and nationalism in border communities

2 Research Method

This research uses the descriptive qualitative method [14]. The type of qualitative research method in case studies is based on border management events in Kepulauan Riau Province. Data collection techniques are secondary data from border management documents and institutional reports with source triangulation [15]. Data analysis uses a triangulation approach where this approach focuses more on social phenomena in the community and is analyzed in depth [16]. In addition, triangulation is also able to provide an alternative approach to institutional development in border management in Kepulauan Riau Province.

3 Result and Discussion

3.1 Social Analysis of Border Management Settings in the Kepulauan Riau Province

The State Territory Boundary is a boundary line separating a country's sovereignty based on international law. At the same time, the Border area is part of the State Territory, which is located inside the Indonesian border with other countries. That refers to Law no. 43 of 2008

concerning managing state borders. Presidential Regulation of the Republic of Indonesia Number 43 of 2020 Regarding Spatial Planning of State Border Areas in Riau Province and Kepulauan Riau Province, which outlines State Border Spatial Planning and serves as a guide for:

1. Spatial planning, space utilization, and control over spatial use in Border Areas.
2. The realization of integration, linkage, and stability of development between districts and cities, as well as inter-sectoral harmony in Border Areas.
3. Determination of the location and function of space for investment in the Border Area.
4. Spatial planning for provincial and city districts in Border Areas.
5. Preparation of development plans in Border Areas.
6. Border Area Management.
7. The realization of integration of the Border Area development plan with other regions'

Border Areas include border areas at sea, including side areas within the jurisdictional boundary line, the Indonesian Territorial Sea Boundary line to waters within 24 nautical miles of the baseline, and supporting areas for urban areas around the Border Area that support the function of the State Border Area or serve as a unit regional development system. The coverage of the state border areas in the Kepulauan Riau Province in the Presidential Decree on the RTR KPN No. 43/2020 concerning the RTR KPN consists of five regencies/cities covering 36 sub-districts, namely

- a. Karimun District (West Meral, Tebing, Meral, Karimun, Buru, Belat, Moro Districts).
- b. Batam City (Rear District of Padang, Sekupang, Lubuk Baja, Batu Ampar, Bengkong, Batam City, Nongsa).
- c. Bintan Regency (North Bintan District, Telok Sebong, Gunung Kijang, Coastal Bintan).
- d. Districts of West Jemaja, Jemaja, East Jemaja, South Siantan, North Siantan, Siantan, Palmatak (Anambas Islands Regency).
- e. North Bunguran, Laut Island, East Bunguran, Northeast Bunguran, South Bunguran, West Bunguran, Tiga Island, Tiga Barat Island, Subi, Serasan, East Serasan (Natuna Regency).

3.2 Approaches to Border Management

Management of the Border begins with the spirit of President Joko Widodo's third Nawacita for 2015-2019. One of the goals of this Nawacita is to construct Indonesia from the perimeter of developing regional and village regions within the framework of the unitary state that is the Republic of Indonesia. This development occurs within the context of the management of the border. Not that they are inwardly focused but somewhat outside-focused instead. In Approach to Border Management, several approaches that favor the community are needed.

The approaches are divided into three categories: Security Approach, which ensures that the border region is free from various threats or disturbances to the state's territorial integrity, such as transnational crimes such as smuggling, human trafficking, drug trafficking, and fish theft; Economic Approach; and Environmental Approach. Next, the Welfare Approach; Development of border areas, including efforts to strengthen and develop and manage the potential of border areas for the welfare of the community and overcome the backwardness of state border areas from the surrounding area. Then the Environmental Approach; Protecting the environment in the national border area and preventing environmental damage in the border area caused by natural and human factors such as abrasion, seawater intrusion, and the spread of garbage.

3.3 Institutional Development in the Coordination of Border Management

The concept and form of coordination need to be known, and the coordination format to see the level and size of the area with different designs. The coordination format is as follows:

1. Cross Country Coordination; Government cooperation between countries in achieving specific goals. The scope of countries that cooperate can be bilateral (cooperation of two countries) or multilateral (cooperation of more than two countries).
2. Coordination between State Institutions; In government administration, several affairs are the center's responsibility, including monetary affairs, defence and security, religion, and the judiciary. Meanwhile, other functions outside the responsibility of the center are decentralized. However, although other affairs have been decentralized, the central government can coordinate through specialized agencies within the framework of fostering and integrating steps between regions.
3. Coordination between the Center and Regions; In government administration, several affairs are the center's responsibility, including monetary affairs, defence, security, religion, and justice. Meanwhile, other functions outside the responsibility of the center are decentralized. Even though some things have been moved out of the central government's control, the central government can still coordinate through specialized agencies. For example, it can coordinate development in education and people's welfare. The Central Government and the Ministry of Rural, Disadvantaged Regions and Transmigration are competent authorities for handling deprived rural areas. In addition, the National Planning and Development Agency (BAPPENAS) can also be involved in drafting rural conceptions related to planning and developing border area programs. Then, the Ministry of Home Affairs can be applied to government affairs.
4. Sectoral Coordination; The development sectors include political, economic, social, and cultural development, although they are already the responsibility of several related technical agencies. These entities can result in overlapping duties and financing for development initiatives if they do not cooperate, leading to inefficiencies and the improper allocation of financial resources.
5. Cross-Regional Coordination; Some regions can intersect in specific cross-regional affairs. In these circumstances, cross-regional coordination can ensure the effectiveness and efficiency of the settlement of these affairs.
6. Cross-Unit Coordination; The problem of the complexity of roles between actors in solving complex issues occurs not only within the framework of inter-institutional relations but also in the framework of relations between units within one institution. Therefore, coordination between units within an organization is an essential condition.
7. Coordination between State actors; In a broader scope within one country, development actors are between state institutions and between state institutions, the private sector, and the community. It does not rule out the possibility of a counter-productive relationship between these actors in the administration of specific affairs. In these circumstances, coordination between actors is needed so that the roles between these actors can strengthen each other in achieving the state's goals.

3.4 Institutional Development in Work Program

Institutional development may use numerous coordinating mechanisms to accomplish program goals, including:

1. Process management approach; By using this technique, the process of compiling or managing something becomes more integrated due to the coordination process.
2. Market mechanism approach; With the coordination process in the market mechanism, market activities such as exchanging goods and transactions are maximized due to the current role of each market player starting from the combination of several providers of goods, and transaction regulators, to the role of the buyer.
3. Institutional approach; Classification responsibilities within the institution to avoid overlapping roles and functions and maximize institution aims.
4. This broader strategy may be found in all implementing structures. Each structure must have a coordination route and role mapping to identify its significant duties.
5. This technique makes the community's role a driving force for a goal where each community group must coordinate, so they do not compete over each other's duties.

Institutional Development is an organization's effort to increase the capacity of institutions, systems, and individuals to improve the organization's overall performance. Institutional Development is an organization's effort to increase the capacity of institutions, systems, and individuals to improve the organization's overall performance.

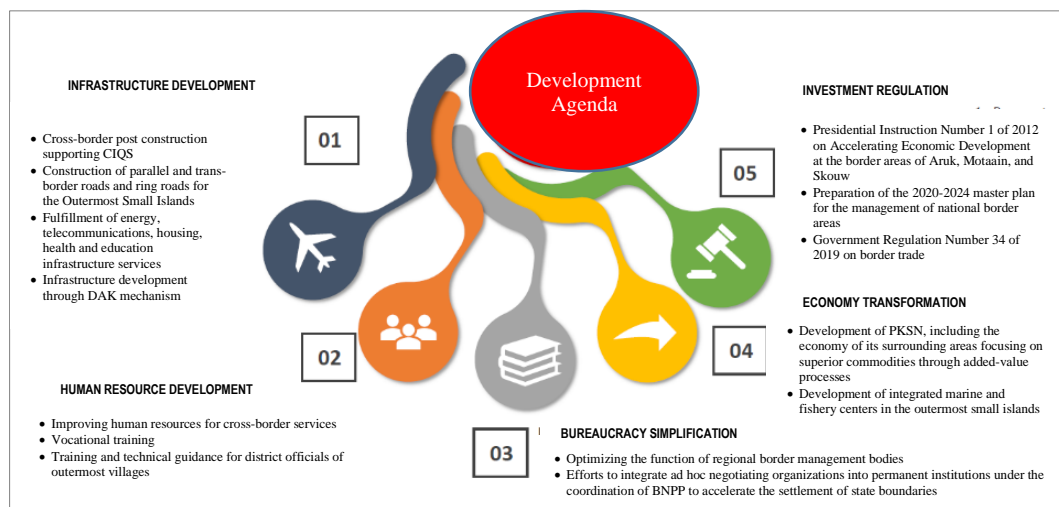


Fig. 1. Development agenda in the development of institutions in border management

3.4 Hexa-Helix Approach in Border Management

Government

Institutional Development in the Government is currently more focused on the central government, such as the Ministry of Transportation, the Ministry of Public Housing and Public Housing, The National Border Management Agency, and the National Development Agency in 2022. That refers to the National Strategic Plan for Border Area Development in Indonesia. So the design development that must be done is strengthening coordination and communication between institutions so that institutional strengthening can sustainably

accelerate the growth of border areas. As a result, there is a strengthening of central government institutions, and the role of local governments is more technical implementers while still following the national development plan in the long term. In addition, derivative work programs in border areas from the provinces to villages need to be controlled and evaluated so that the central government's role can maximize the process.

Private

The role of the private sector in institutional development is more focused on strengthening investment to bring about social justice in society. Consequently, the private sector is mapping the potential of border regions by examining natural resources by presenting the local community's economy while preserving the border area's environment. Due to the private sector's role in institutional development in border regions, laws and norms must be prioritized to avoid confrontation with the public. Therefore, developing private sector institutions in border areas with government development planning. However, the private sector must also empower the local community to be involved in institutional strengthening in the border area.

Mass Media

Mass media at the border has become an integrative element since it has shattered people's isolation and linked them to national social dynamics, as Myron Weiner did in 1968. Thus, bonds and national identity may be formed. In addition, mass media confront obstacles in war zones, often underdeveloped border communities. Finally, as an institutional development that complements high social complexity and economic demands, mass media has raised social tensions that might lead to social conflicts.

Law and Regulation

International law defines the border area as the imaginary line separating a country from others by land, sea, or air, which the agreement must be governed. International law has long regulated clearly and provided legal certainty regarding the border areas of a country. For example, Indonesia has international land borders with three neighboring countries: Malaysia, Papua New Guinea, and Timor Leste. India, Singapore, Malaysia, Thailand, Vietnam, the Philippines, Palau, Australia, Timor Leste, and Papua New Guinea are ten neighboring countries bordering the sea. However, the Kepulauan Riau currently dominates the maritime border with Singapore and Malaysia.

As a result, border dynamics, where the border zone of a country has limited space for movement because of its proximity to other countries. Therefore, the government must indirectly increase cooperation in the framework of institutional growth for national security in border regions without provoking extended disputes.



Fig. 2. Map of Indonesia - Singapore Sea Boundary

Description

- Middle Segment: Agreed in Jakarta, May 25, 1973; Ratified by Law No. 7 1973
- Western Segment: Agreed on March 10, 2009. Ratified by Law no. 4 2010.
- Eastern Segment: Agreed in Singapore, September 3, 2014, Ratified Law no. 4/2017
- Branca Subsegment, Middle Rock Unfinished Delineation of the boundary line between Malaysia, Singapore Indonesia
- Trijunction (Indonesia, Singapore Malaysia) Pending

The scope of Indonesia in the Conception of International Law is the entire territory inherited from the Dutch colonialists, the principle of *Uti Possidetis Juris*. The Unitary State of the Republic of Indonesia is an archipelagic state established under Law Article 25 of the 1945 Constitution. The archipelagic state of Indonesia advocated since the Juanda Declaration of 1957 has international recognition.

Academic

Currently, universities are members of the Community Forum for Border Management Observers (MP4) to play an active role and contribute their ideas in finding solutions to border problems in Indonesia. However, even though the MP4 plan focuses more on developing national defense, including border defense, it must be based on military and non-military defense models. Non-military security emphasizes security in the sense of community prosperity via the growth of the people's economy in border regions, together with the development of Indonesian social and cultural identity and the Republic of Indonesia-oriented national politics. Therefore, it is essential to increase coordination, integration, synchronization, and synergy horizontally (minister and institutions) and vertically (central and local governments) to transform the national border region into the country's front door. In addition, institutional development instruments in higher education

must produce studies or innovations from universities to consider border problems in Indonesia.

Society

Border communities as the front line of national defense need to be done because they always maintain the integrity of the Unitary State of the Republic of Indonesia. Community involvement is essential for both land and sea border development programs. That means that people who have problems in border areas need to be involved in strengthening both vertical and horizontal institutions. So, insight into the development of border areas to be more advanced on the mindset of the importance of border management. With an increase in insight into the people who live on the border, it can minimize social and economic conflicts by helping to strengthen institutions. Both the government and the private sector must actively cooperate between border communities.

4 Conclusion

Based on the findings, it is shown that, in general, horizontal institutions (between institutions within the central government) and vertical institutions have not been effective (relationships between the center and the regions). In the regions, the Hexa helix approach is essential in Institutional Development in Border Management. That may employ field controllers to control program execution, monitoring, and evaluation to produce a developed, sovereign, independent Indonesia based on border cooperation. The Hexa helix approach is expected to affirm and determine national boundaries and strengthen defense and security systems, law enforcement, and political awareness of state sovereignty.

In addition, to realize the management of state borders in a holistic, integrative, thematic, and oriented way towards sustainable inter-space connectivity. Institutional Development in managing border areas as a form of increasing economic activity, building facilities and infrastructure, and improving the quality of human resources. Also required are budget recommendations for undertaking Institutional Development in Border Management. Local government assistance is needed to speed up a project's completion. For example, road construction built by the central government can also be continued on sections under regional authority so that they are interconnected and provide maximum benefits for the community.

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