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RESEARCH ARTICLE

THE IMPLEMENTATION STRATEGY IN SECURING THE LAND BORDER AREA IN ORDER TO PREVENT VIOLATION TO STATE TERRITORY IN THE LAND BORDER OF THE REPUBLIC OF INDONESIA (A STUDY IN THE LAND BORDER AREA OF WEST KALIMANTAN PROVINCE-INDONESIA)

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Abstract

State border is the main manifestation of territorial sovereignty of a state and it holds such a tremendous role in the delimitation of sovereign boundaries. Therefore, border issues is an important and urgent matter to be well-managed by all the related stakeholders in order to maintain the sovereignty of the Unitary State of the Republic of Indonesia as well as to achieve the national goal. This study aims at analysing the relationship between the threats of territorial violation in the border area of West Kalimantan, implementation strategy in securing land border area in West Kalimantan. The methodology applied is qualitative research with case study approach. In this study, the involved subjects are those dealing with law enforcement and border area security. They are selected through purpose sampling as adjusted to the researchers' needs. The data collection is carried out using several techniques such as interview, observation, and literary studies. This study focuses on the implementation and strategy in securing the land border in West Kalimantan. This research provides some contributions in identifying that the potential of territorial violations in the land border areas of West Kalimantan is relatively high. This is due to the lack of support in terms of appropriate implementation and strategy of security measures in comparison to the ideal situation. For the future studies, it is possible to extend the coverage of the study by involving the related stakeholders into different field areas.

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Introduction:-

Indonesia, as a sovereign state has a national importance in the border area, that is maintaining the state sovereignty and the unity of the Unitary State of the Republic of Indonesia, protecting the safety and dignity of the nation. State border is the main manifestation of a state's sovereignty as it influences many other aspects such as in determining the borderland of sovereignty, managing the natural resources, and maintaining the security and unity of the region. The security upon a region is included as national importance that is being strived for by every state. The security concerns with citizens, natural resources, territory, and others. For the Unitary States of the Republic of Indonesia, the borderland is like the frontline that represent as the reflection and the benchmark of the national development. Its strategic location makes borderland as one of the priority in the national development. Since many

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of the territory of the Unitary States of the Republic of Indonesia are directly crossing other states it is important to be aware of and be alert at any times in securing the borderland. Therefore, it is undoubtedly that borderland is prone to issues like state territorial dispute; international crime; illegal logging; human trafficking, particularly for human and children; illegal immigrant; people smuggling; drug trafficking; access of terrorist and pirates; and socio-cultural conflict. (Indonesian Armed Forces Headquarter, 2018)

Regarding the issues happening in the land border between the Republic of Indonesia-Malaysia, some that mostly occur are drug smuggling from Malaysia, the increasing number of illegal crossing, the fading pride among Indonesian citizen due to social disparity, the occurring social dispute due to the lands or area being occupied by foreign investor. In this case, the borderland issues between Indonesia-Malaysia happen in the region of West Kalimantan, and there are four unsettled outstanding boundary problems such as in Tanjung Datu, Gunung Raya, Batu Alam, Gunung Jagoi/Sungai Buwan. Besides, there is still one blank spot where it is lack of adequate supervision and it is exactly located in Kapuas Hulu Regency.

The security of the borderland in West Kalimantan region is managed by the elements of the National Army Forces (TNI) along with the elements of other related Ministry/Institution in West Kalimantan. The most interesting upcoming problems throughout the implementation (activities or operation) of borderland security measures are the lack of security facilities in West Kalimantan, such as manpower, material, fund, and other means of logistics. Furthermore, there is a disparity on the level of prosperity between the citizens residing in Indonesian borderland and neighboring state's borderland. This situation triggers the phenomenon of fading nationalism, either the one caused by the difficulty of access to development or better economic opportunities in the neighboring states.

Thus, it is intriguing to question "How is the Security Measure on the Land Border of West Kalimantan?" In order to provide the explanation to the inquiry, a research on Security Measure on the Land Border of West Kalimantan to prevent the boundary violation in the land border of the Unitary State of the Republic of Indonesia in West Kalimantan and it involves: i) how the phenomena of boundary violation threat happening in West Kalimantan; ii) how the Security Measure on the Land Border of West Kalimantan is being carried out; and iii) how the strategy to improve the security of the land border in West Kalimantan is executed.



Figure 1:- Map of West Kalimantan Province Source: Processed by Researchers (2021).

Literary Studies

The Theory of Strategy. In this paper strategy theory is used as one of the analytical tools. Many of the International Literature states that the theory of strategy has developed vastly along with the history of civilization and human war. (Ralph D.Sawyer, 1993). The definition of strategy, oftentimes, is only considered from military factors. (B.H.Liddel Hart, 1967). Basically, the term of strategy holds the meaning of "general's art of leadership" but the meaning has been further extended to date. (Ralph D.Sawyer, 1993). As quoted by Tahan Samuel Lumban Toruan (2021) from Carl H. Builder (1989) about the strategy that strategy is not becoming the exclusive rights of military anymore, and it does not only deal with armed-war. So many other types of strategy, even in the national security sector there are some strategies for example: coalition, regional, national, military, theatre, service strategy, etc.

According to Mintzberg (1987a), strategy is a plan, a pattern, and a position. Arthur F. Lykke Jr. (1989) developed a strategic framework of a strategy as the objectives, methods, and means. For Lykke (1989), strategy is a coherent

expression of a process to identify the objectives, methods, and means designed to achieve a certain goal. Mathematically, Arthur F. Lykke Jr (1989) added that "Strategy = objectives + methods

+ means". Objectives are the expected outcomes from a particular strategy. Methods are the required actions, ways and process to take in order to achieve the targeted objectives. Meanwhile, means are the necessary resources to implement the methods. Though strategy has various definitions, but there are two different, yet widely known, views that accurately define the word strategy. The first definition, proposed by those originated from military background (military strategist) who emphasized the understanding of strategy as the means to win wars by utilizing certain military strategy. The second definition is raised by those coming from academic background (civilian strategist) who tend to apply academic methods in analysing strategies and construct a policy plan for the decision makers (Perwita & Bandoro, 2013).

Theory of Threats. Furthermore, this paper also uses the theory of "threat" as another analysis tool. There are many definitions of threat. Threat is a statement of willingness to create pain, injury, damage, and any other hostile measures towards someone as a revenge for something that has been done or undone. Besides, a threat is also defined as a situation where an agent or group holds the ability or willingness to negatively influence another agent or group. Threats may also be described as anything that could cause disturbance, destruction, or interruption to services or destruction of values. Threat is any means of attempts and activities, either from the domestic or international parties that is considered threatening or endanger the sovereignty, unity, and the safety of the state and the nation. (Constitutions of the Republic of Indonesia No.34 Year 2004). Threat is any types of attempt, job, activities, and action, either from the domestic or international parties, that is deemed and/or proved to threaten the safety of the nation, the security, the sovereignty, unity of the region of the Unitary State of the Republic of Indonesia, and national importances in various aspects such as ideology, politics, economy, socio-cultural, defense and security (Constitutions of the Republic of Indonesia No.17 Year 2011). The Opposing Parties are any parties from the domestic or foreign states who commit the attempts, jobs, activities, and actions that pose a threat to the national safety and security. Target is person, good, or condition that is aimed by the intelligents. (Constitutions of the Republic of Indonesia No.17 Year2011).

The Concept of State Defense.

The concept of state defense is also used as other analysis tools. As mentioned in the Constitution of the Republic of Indonesia No. 3 Year2002 Chapter 1 Article 1, State Defense is any struggle made to maintain the state sovereignty, unity of the Unitary State of the Republic of Indonesia, and the safety of the whole nation from any threats and disturbances to the unity of the nation and state. State defense is, principally, is the defense of a state which is universal, the implementation relies on the awareness of rights and responsibilities of the whole citizenas well as the belief in self-power. Universal here refers to its nature to involve all the citizen and the national resources, national facilities, and the whole region of the state as a unity of defense as a whole and thoroughly in the order of life of the people and of the nation. (Indonesian Defence White Paper, 2015)

The Concept of Borderland.

Analyzing this paper is also used the concept of the border area. The Unitary State of the Republic of Indonesia, hereinafter referred as State Territory, is one of the state's elements that consist of one unity of land area, inland waters, archipelago, territorial sea ranges from the sea bed along with the soil underneath, the air space above including all the sources of wealth within. State boundary is line border which functions to set a state's sovereignty apart in accordance with the International Law. Borderland is a part of the State Territory located in the side along the border line between Indonesia's and other country's territory. In the case of State Territory Border on the land, the Borderland located in kecamatan. (Constitutions of the Republic of Indonesia No.43 Year 2008). In the management of State Territory and Borderland, The Local Government of the City/ Regency has the authority to: (a) implement the Government policy and determine other policies under the regional-autonomy rights and devolution; (b) protect and maintain the bordermarks/sign. Furthermore, the role of the society in managing the Borderland is reflected by: (i) expand the development of the Borderland area; and (ii) protect and defend the Borderland area. (Constitutions of the Republic of Indonesia No.43 Year 2008).

Theory of Implementation.

In the same case, in analyzing this paper, implementation theory is also used. Riant Nugroho (2004) defined implementation as the action to achieve the expected goal intended in the determined policy, where the actions are carried out by individuals, government officials, or private parties. Wahab (1991) quoted Mazmanian and Sebastian

and said that the meaning of implementation is occurrences and activities that arise after a guidance to public policy is legalized which involves all the attempt to administer it and to create concrete impact among the society or events. According to Van Meter and Van Horn in Wahab (1991), they defined implementation as actions conducted by individuals/officials, or governmental/private groups in order to achieve a certain goal that has been agreed during the policy making process. On the contrary, the whole implementation process of the policy may be evaluated by measuring or comparing the final outcome of the programs to the designated goal of the policy. In short, implementation is operation or execution. Additionally, policy implementation model, according to Edwards III (1984), is affected by four variables, those are: (1) **“communication”** which contains information transformation dimension (transmission), accurate information (clarity) and consistent information (consistency). They are the parameters of how implementation of public policy to succeed, help the implementor to identify what should be carried out clearly. The objectives and the target of a policy shall be informed to the target group in order to prevent implementation distortion to happen (2) **“resources”** which involves staffs/executor, supporting funds, information, and authority. Policy implementation requires support either in the form of human resources, material, and methods. No matter how clear and consistent the targets, objectives, and the contents of the policy are being informed, but when the implementor is faced with lack of resources, the implementation would not run effectively and efficiently (3) **“disposition”**, it involves the attitude and commitment. Disposition plays important role in implementation that is the attitude performed by the policy implementor such as commitment, honesty, communication skill, intelligence, and democratic behavior. A good implementor performs good disposition, then he/she will be able to run the policy well as it has been designated and determined by the policy makers (4) **“bureaucracy structure”**, it concerns with the dimension of standard operating procedure (sop), fragmentation, and synergy where the organizations have provided a simple map to generally present the activities and the range from the peak to show the status of relativity. The lines among the positions are framed to present the formal interaction implemented. (Edwards III, 1984).

Human Resource Management on Land Border Security

In essence, the implementation of the strategy of implementing border area security on land in order to prevent violations of the territory of the Indonesia cannot be separated from management human resource activities. According to John M. Ivancevich (2007) that human resource management is a function performed in an organization that facilitates the most effective use of people (employees) to achieve organizational goals as well as individual goals. Terms used in HRM include personnel, human resource management and employee development. Furthermore, according to the Society of Human Resource Management (SHRM) in Brian Apriato & Fanny Arisandy (2013) said that the definition of HR management is "a formal design in an organization to ensure the effective and efficient use of human talent to achieve organizational goals". While Edwin B. Filipo (1984; 4) in CHR. Jimmy L. Gaol (2014) suggests that HRM is "the process of planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance, and separation of human resources to the ultimate goals of the individual organization and society that have been achieved". From the definition of HRM above, the implementation of border area security on land that involves human resources, financial resources, physical resources arranged in an organization through management principles to achieve organizational goals and success, then activities in the implementation of border area security on land also has relevance to the definition of HRM.

In addition to dealing with HRM, the implementation of border area security on land also touches aspects of human capital. As defined by Robert Kreitner and Angelo Kinicki (2007) who say that human capital is the productive potential of one's knowledge and actions. This opinion is reinforced by Sandra Burud and Marie Tumolo (2004) who say that human capital is the application of intellectual capital (knowledge, skills and talents) plus relational capital (connections and relationships with customers, partners, vendors, and external partners) in the pursuit of organization goals. Meanwhile, according to Kearns in Michael Armstrong (2006: 29) quoted by CHR. Jimmy

L. Gaol (2014) argues that Human Capital Management is described as a paradigm shift from the traditional approach to human resource management. Referring to the principles and activities carried out in the implementation of securing border areas on land, in fact these activities cannot be separated from aspects of human capital, both elements of the TNI and the community that support activities. In short, the implementation of the security of border areas on land is a cross-sectoral integrated program between the TNI, ministries / non-ministries and regional government institutions and other nation components.

The Theory of Security.

Even in analyzing this paper is also a security theory to be used. Security is a series of activities that are done on plan and directed to prevent and/or fight against any attempt, work, intelligence activities, and/or opponent that cause disadvantage to the national necessities and security. The Opponents are the parties from the inside and outside the country that conduct the attempts, works, activities, as well as the actions that can cause the threat to the national necessities and security. The targets are the people, goods, or conditions that will be achieved from the function of the intelligence (Constitution of Republic of Indonesia No.17 of 2011). Based on the function of intelligence, the definition of security are the attempts, works and activities and actions that are directed and integrated to prevent, resolve and end the actions of intelligence of the opponents, the fragility of one's party and natural disaster. The security has the aim to guarantee so that there is no disadvantages in all aspects of life of one's party that is done continuously by preventing as well as openly or closed resolving upon every attempt of intelligence of the opponents, the fragility of one's party and natural disaster. Meanwhile, the target of the security measure is all aspects of life of one's party that has some strategic values that becomes the objects of security, the fragility of one's party, as well as the natural disaster and also the attack from wild animals that are the subjects of security or opponents' intelligence (Y. Wahyu Saronto, 2018). The security measure is very important in the attempt to protect oneself or the internal organization. The security measure will always be directed to the opponents' action, can fight espionage or foreign sabotage (Stepi Anriani, 2018).

Methodology:-

This research aims to analyze how is the essence of the threat of violation of the land border of West Kalimantan Province and analyze how is the implementation of the security measure on the land border in the West Kalimantan. In this research, the descriptive qualitative method is used to describe the data gained from the result of data collection in the field in the form of words, pictures and not numbers. (Lexy J Moleong, 2004). In this research, the study case approach where the non-optimal phenomena found in the security measure on the land border in order to prevent the violation of borderland trespassing in the West Kalimantan Province. Therefore, the location for the research is only done in the land border of West Kalimantan in the period of 2018 to 2020. The subjects in this research consist of the parties that can give data according to the needs of the research by using the technique of the purposive sample taking. Then, the objects in this research is the implementation of the security measure in the land border of West Kalimantan. The primary data source are gained from the stakeholders that in this research are from the stakeholders in the level of Military Area Command XII/Tanjung Pura West Kalimantan, the Main Base of the Navy Force-XII of Pontianak, Air Force Base Supadio of Pontianak, Custom office of West Kalimantan region, and the Immigration Office of Pontianak. Besides, the secondary data is also used, which are gained from the relevant documents and notes as well as photographs with research needs. In gaining the needed data, the technique used is interview, observation as well literary/document study (John W Creswell, 2010). The data analysis technique used is the interactive model of Miles, Huberman and Saldana (2014) through four stages of process: (a) data collection; (b) data condensation, this stage conducts the selection, focusing, simplifying, abstracting and transforming upon the entire data collected; (c) data display; as well as (d) drawing and verifying conclusion. This stage is the final stage from the series of data analysis process, where the researcher makes the early conclusions until finally the researcher gains a final conclusion that is the answers from the research questions formulated.

Results and Discussions:-**Results:-**

The Essence of threat of violation in the borderland of West Kalimantan. Speaking about the essence of threat of violation in the borderland of West Kalimantan, it cannot be separated from the geographical position of the area that is bordered directly with the foreign country, that is with the State of Sarawak, East Malaysia. With that position, West Kalimantan is the only province of Indonesia that is officially having the land road path to come in and out from the foreign country. This can happen because between the West Kalimantan and Sarawak there is an opened international road through Pontianak - Entikong - Kuching (Sarawak, Malaysia) for 400 km that can be taken in six to eight hours.

The security situation in the land border with the Malaysia is heavily influenced with the presence of the dispute on the land border that has not been resolved, for example in the borderland of Indonesia-Malaysia in the region of West Kalimantan, there are four outstanding boundary problems, those are in Tanjung Datu, Gunung Raya, Batu Aum, Mount Jagoi/Buwan River. Also, there are still damages or shifting on some of the land border stakes that often cause the marking on the border to be blurred. Besides, there is still also a blank spot area or an area where there is

still no monitoring in the Kapuas Hulu Regency. This condition poses the risk of law violation in the borderland area, such as the moving of country's border stakes, the smuggling of drugs, alcohol, logs, goods, firearms, even the smuggling of illegal Indonesian workers, and the human trafficking caused by the unclear territorial area, as well as the lacking in the proper socialization about the criminal terms on the violation of national borderland, and the service of Inter-Border Posts that is still not integrated (sectoral). There are still shortcuts in the land border as the path for the smuggling of humans without going through the Immigration officials. Besides, the society is still lacking in information, especially those related to the knowledge about the essences and potential threats that occur that can occur in the borderland area as well as the low understanding of the society about the borderland area. The other issues that is still occurring until recently is that the not optimized coordination and synergy between the stakeholders that can cause the slow attempt in managing the borderland.

The implementation of the security measure on the land border of West Kalimantan. In relation to the security measure on the land border of West Kalimantan, then the evaluation of it is based on the theory of policy implementation that contain the dimension of **communication, resources, disposition and structure of bureaucracy**. The result of data collecting through the interview with the sources from the stakeholders on the dimension of (a) **"communication"** that covers the transformation of information (**transmission**), **clarity** of information and the **consistency** of the information. The data gained in the point of transformation of information (transmission) is that the **delivery of information** about the security measure on the land border of West Kalimantan has been conducted accurately. This evaluation is based on the result of the interview with the sources from the stakeholders that mention the delivery of information about the security measure on the land border of West Kalimantan has been conducted through the programs including utilizing the formal activities as well as through some official announcements. Then, in the point of **clarity of information** about the security measure on the land border of West Kalimantan among the stakeholders has been understood and has been described in the programs as well as the action according to the field of duty and responsibility of each of them, in relation to the land border of West Kalimantan. Having a similar tone, the interview result with the sources about the **consistency of information** about the security measure on the land border of West Kalimantan among the stakeholders, it shows consistency from each stakeholders in performing the duty and function that is conducted continuously in the form of a program that is evaluated according to the rule and working program of each unit. Then, the data gained in the dimension of (b) **"resources"** which cover the staff/field personnel, support of budgeting, management, and the authority, shows that in term of staff/field personnel, there is a limitation in number to execute the duty and responsibility of the security measure on the land border of West Kalimantan, especially if it is compared to the width of the monitored area. Then, in term of support of budgeting in performing the security measure on the land border of West Kalimantan, it turns out that the support of budgeting is not sufficient and the number is minimal.

Meanwhile, the information about the management shows the result that there are still several private organizations that are not listed into the governmental monitoring authority. This can pose some risks on the monitoring, thus it can cause the occurrence of some criminal to happen in the land border of West Kalimantan. Within the same point the authority of the stakeholders has already included the main duty and responsibility of each unit according to the rules of the constitution and also the function of each. However, it still needs some socialization and education to the external parties of it. Then, related to the physical facility and infrastructure, the provision of both are sufficient for the conduct of the security measure of the border, but it needs addition according to the actual needs. In relation to it, the support of the tools for defense and security (Alpahankam) are still lacking. Alpahankam is still lacking in term of the number and the function in performing the security measure on the land border.

Based on the data gained from the dimension of (c) **"disposition"** that covers the dimensions of attitude and commitment, the data shows that the attitude on the conduct of the security measure on the land border of West Kalimantan is showing some consistency from the stakeholders to support the security measure on the land border of West Kalimantan. In the same point, the commitment of the stakeholders in the security measure on the land border of West Kalimantan also shows a high level of commitment that is reflected into the written rules and spoken instructions, so that the conduct of the main duty and responsibility can be executed properly. Then, from the data gained from the dimension of (d) **"bureaucratic structure"** that covers the standard operating procedure (SOP), fragmentation (role division), and the synergy, it shows that in term of SOP, it turns out that each of the stakeholders has already applied the SOP according to the field of duty of the main SOP and responsibility of each unit. However, it still needs the socialization to have same perception between the stakeholders upon the combined SOP so that the practice can be conducted well. Then, in term of division of role has already had important position of each stakeholders according to the duty and function of each that is explained in the instruction as well as the

monitoring, while the role division for the internal and external duty are done periodically. In the same point, related to the synergy, it shows that it is built among the stakeholders in the security measure on the land border of West Kalimantan, though this still happens separately, this is proven by the absence of the trading of information, so that between one and another are going to search their information themselves.

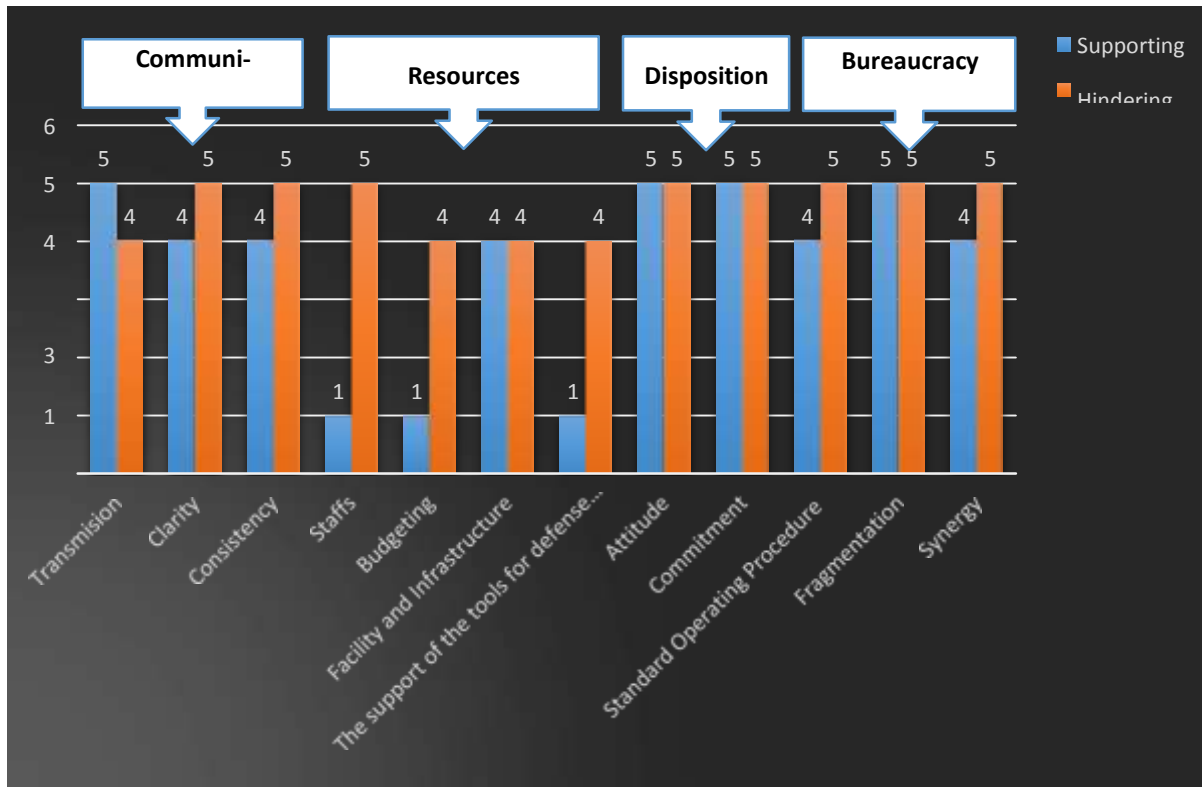


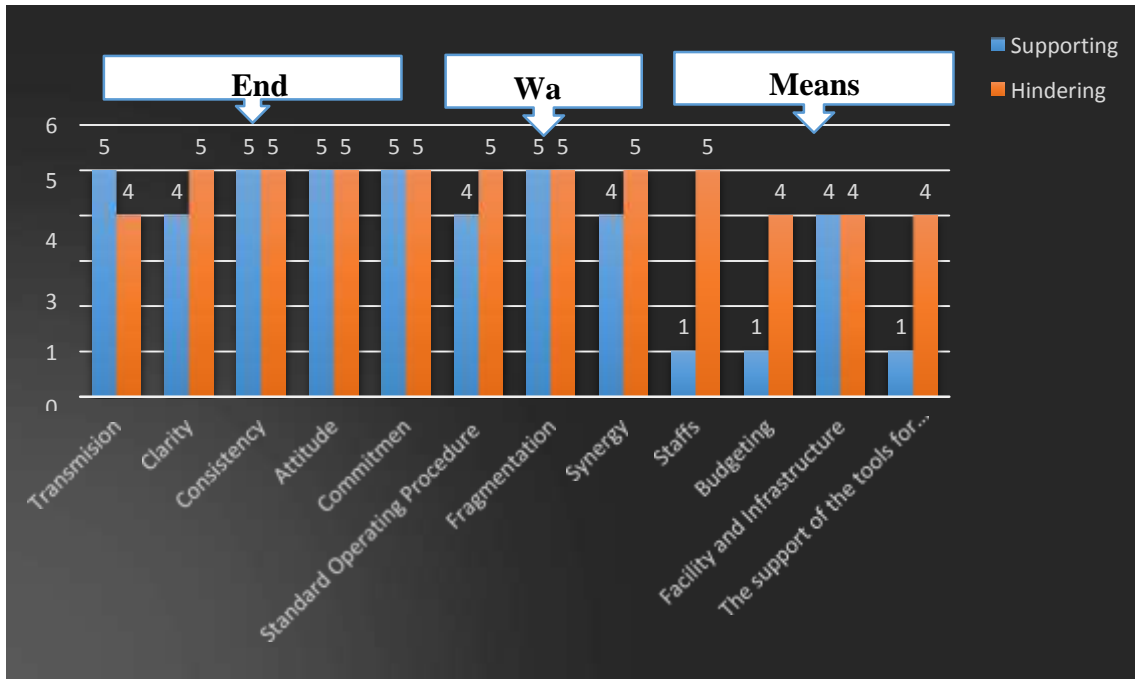
Figure-2:- Data of variable of supporting and hindering on border safeguarding implementation.

Furthermore, in relation with the strategy of the security measure on the land border of West Kalimantan that is conducted covers the goal, way and means, gained the result according to the data collection indicates that in term of (a) “ends”, the stakeholders generally already understand what the goal from the security measure on the land border of West Kalimantan is. Then, the result of data collection in term of “way”, about the security measure on the land border of West Kalimantan, the stakeholders have already found the way in conducting the work under the SOP, the role division and the synergy that are built.

Although there are some differences in the SOP from each stakeholders and the synergy is not maximized, but it already has the strategy in the aspect of “way” in the security measure on the land border of West Kalimantan. This evaluation can be observed in the security measure on the land border of West Kalimantan through the interoperability among the units involved in the security measure for the land border which still encounter some issues especially those involving communication. For example, in term of the interoperability of the unit of Indonesian National Army of the Navy Force and the Air Force can actually utilize the Ground to Air radio communication, however the presence of frequency difference causes the two units fail to communicate. In the same case, communication issues also found in the activity of interoperability between the Indonesian National Army of the Navy Force and the Ground Force units. The condition on the border is also influenced by the electronic based communication system that is the operation control system in the field of communication is still using the Handy Talky (HT) where each of the units are given one channel as the communication media. The result, if one is going to have a coordination with other unit, one will encounter some difficulties since each channel is not interconnected in a network (the existing communication devices are not integrated) so that the communication between the unit of Ground Force, Navy Force, and Air Force have not been able to be integrated properly yet. Meanwhile, the data collected in term of (c) “means” about the security measure on the land border of West Kalimantan indicates the presence of limitation and lack in facility in term of support in personnel, budgeting, facility and infrastructure as

well as the defense- security tools. As the example, in the area of land border of West Kalimantan, there are 29 posts of security posts at the West sector and 29 security posts at the East sector. With that condition, there is a plan in adding the more security posts of 13 posts in the Betung Kerihun Bay, Kapuas Hulu Regency, but until recent time the realization has not been completed entirely. Of course, this condition really influences the practice of the security measure on the land border of West Kalimantan.

Figure-3:- Data of variable of supporting and hindering on border safeguarding strategy.



Discussions:-

Based on the fact on the research result described above, which is then correlated to the relevant theories as well as to the previous research, then the discussions that can be presented are the following:

First, the issue on the essence of threat of the violation on the borderland in West Kalimantan. According to the geographical condition of the province of West Kalimantan, then the essence as well as the threat of violation in the borderland of the country in the Province of Kalimantan is considerably high and big. The evaluation is based on the fact that there is still issue about the dispute upon the land border that has not been settled with Malaysia in four outstanding boundary problem, those are in the area of Datu Cape, Raya Mountain, Aum Stone, Jagoi Mountain, Buwan River. Besides, there are still an area of land border in West Kalimantan, specifically in the Bay Betung Karihun, Kapuas Hulu Regency, where there is a protected forest with the boundary line of 366 Km, which is still a blank spot area (unmonitored). The presence of unmonitored areas has caused several border stakes that are damaged or missing. There are also still some smuggling found like drugs, alcohol, food, woods, Indonesian workers, and cars. Then, there are still some shortcuts found in the land border as the path for the human trafficking without going through the Immigration office. Besides, the presence of land path that connects Pontianak (West Kalimantan) – Entikong – Kuching (Sarawak, Malaysia) for 400 Km that can be taken at around six to eight hours, which has opened the land read between the two nations. With the direct access between the two countries, it post a risk for the foreign culture to come inside and influence the national culture that can cause the shifting of values in the society that can create friction among the social groups. This is due to the tendency that the society of the area that are easier to be influenced by the foreign culture since the intensity of contact is bigger there as well as the level of education that is relatively still low. Also, the traffic of people and trading between West Kalimantan and Sarawak that has been going on through generation in the history contributes in shaping and influencing the dynamic of socio-cultural in the borderland. As one of the expert’s argument described the threat, that the threat is anything that can cause disturbance, destruction, or obstacles upon the services or damages on the values, then the essence and the potential of threat based on the objective condition existing in the land border are so potential in creating some law violations in the borderland, especially the land border of West Kalimantan.

Second, in term of the implementation of the security measure on the land border of West Kalimantan, it can be explained in the following. (a) In the dimension of “**communication**”, the result of the data collecting about the dimension of communication in the implementation of the security measure on the land border of West Kalimantan that covers the aspect of transformation of information (transmission), clarity of information, and consistency of information, indicates that the policy about the implementation of the security measure on the land border of West Kalimantan by the stakeholders has been delivered well and also understood well. The form of the implementation has been done in the form of programs and mainduty of each stakeholders related to the security measure on the land border of West Kalimantan. However, the evaluation above seems to be not entirely true, since the data about the comparison of the supporting factors and the hindering factors of the communication aspect in the security measure on the land border of West Kalimantan. It turns out, it indicates that the hindering factors are higher than the supporting factors. For example, in term of delivering the policy in the security measure on the land border of West Kalimantan is indeed conducted well. However, in the level of clarity and consistency, it has not executed properly. Then (b) is the dimension of “**resources**”. The result of the data collection about the dimension of resources in the implementation of the security measure on the land border of West Kalimantan still shows some lacks, whether in the number as well as in term of skill of staffs, budgeting, facility and infrastructure, and Alpalhankam. Meanwhile, in the aspect of authority, it is slightly better on the effective implementer in implementing the policy of the security measure on the land border of West Kalimantan. The evaluation mentioned above is supported by the data about the comparison of supporting and the hindering factors on the aspect of resources in the security measure on the land border of West Kalimantan, it turns out that it indicates that the hindering factors are significantly higher than the supporting factors. In the same case, (c) in the dimension of the “**disposition**”, the result of the data collecting about the dimension of disposition in the implementation of the security measure on the land border of West Kalimantan, that the stakeholders has already had the attitude and commitment according to the needs moderately. The form of the attitude and commitment is described in the rules in written and in spoken. The evaluation above is supported by the data about the comparison of the supporting and hindering factors in the aspect of disposition in the security measure on the land border of West Kalimantan, actually it indicates that whether the supporting or the hindering factor have equally same value. With that, the influence of the aspect of disposition does not influence the the security measure on the land border of West Kalimantan much. Meanwhile, in relation with the dimension of (d) **Bureaucratic Structure**, the result of data collecting in the dimension of bureaucratic structure covers the field of Standard Operation Procedure (SOP), Role and Synergy in the implementation of the security measure on the land border of West Kalimantan. It indicates that is already has the SOP, and the role division in the fulfillment of duty and responsibility of each stakeholders. However, the synergy of it has not been established in between the stakeholders, especially in term of information sharing, so that the information gained individually. One of the example, by far there is still no optimal cooperation between Military Area Command-XII and the Drone Squadron (PTTA)-51 in conducting the monitoring on the areas that are still a blank spot. Meanwhile, the Squadron 51 unit has the capability as the Ground Control Station, Ground Data Terminal and PTTA that has functions in controlling, monitoring, mapping, air intelligence, aerial photography and as the borderland monitoring. Besides, the securing on the protected forest are not monitored entirely. This is due to the needs of the facility of sensing satellite on the borderland area to ease the monitoring on the areas that are not supported properly. The other issues that is still occurred until recently is the not so optimal coordination between the actors that cause the slow attempts in managing the borderland. Therefore, it is necessary to have the non-formal forums for routinely, with the goal to conduct the exchange of information that is gained in supporting to duty and function of each of them. This evaluation above is supported by the data about the comparison on the supporting and hindering factors on the aspect of bureaucratic structure in the security measure on the land border of West Kalimantan. It turns out, it indicates that the hindering factors are higher than the supporting factors, in the aspects of SOP, Roles and Synergy.

Third, the discussion about the strategy used in the security measure on the land border of West Kalimantan, it is explained in the following: (a) in relation to the dimension of Goal, based in the general concept of “strategy” that is mentioned by Arthur F. Lykke Jr. (1989) with the formula of “Strategy is the accumulation of Ends/Objective (E) plus Method (W) and facility (M).” If it is applied for the military strategy, then the Ends can be stated as the “military objectives”. In term of the security measure on the land border of West Kalimantan as mentioned by (Y. Wahyu Saronto, 2018) that the security measure is aimed to guarantee that there should not be any disadvantages in any aspect of life of one’s party that is done continuously by preventing as well as solving openly and closed upon every efforts of opponent’s intelligence, fragility of one’s party and natural disaster. In relation to this, the result of the data collecting about the “objective” mentioned that the stakeholders generally understand and are clear on that is the objective from the security measure on the land border of West Kalimantan, including by having the strong attitude and commitment. However, if referring to the comparison between the supporting and hindering factors in the

dimension of “objective”, then the result is balance, in other word is neutral. Thus, from the aspect of “objective”, it does not have any influence with the implementation of strategy.

Then, (b) related to the dimension of method/way, still based on the general concept of Arthur F. Lykke Jr. (1989) about the “strategy” in term of “method/way” mentions that, basically, “method/way” here becomes the evaluation upon the course of action that is made in achieving the security target. In term of the security target in the land border of West Kalimantan as mentioned by (Y.Wahyu Saronto, 2018) that the target of the security measure in every aspects of the life of one’s life that has a strategic value is an object of security, the fragility of one’s party as well as natural disaster and also the attack from wild animals are the subjects of security or the opponent’s intelligence. (Y.Wahyu Saronto, 2018). In term of method/way here, the result of data collecting from the stakeholders based on the supporting and the hindering factors in conducting the strategy for the security measure on the land border of West Kalimantan seen from the aspects of method/way. It turns out, the hindering factors are more prominent especially in term of the “standard operation procedure/SOP” in conducting the security measure as well as in cooperation. With that, the method used in the strategy of the security measure on the land border of West Kalimantan is lack in giving influence on supporting the achieving of security target.

In relation with the dimension of facility. In the same thing, also quoting the general concept of Arthur F. Lykke Jr. (1989) about the “strategy” in term of “facility” mentions that “facility” refers to the resources owned by the stakeholders involved in the security measure on the land border of West Kalimantan (manpower, material, financial, military force, logistics, etc.) that needs to fulfill the main duty of security. In relation with the “facility” here, the result of the data collection from the stakeholders based on the supporting and hindering factors in conducting the strategy of the security measure on the land border of West Kalimantan seen from the aspect of the “facility”. It turns out that it indicates a prominent gap with the hindering factors if compared to it. The size of the gap existing between the hindering and the supporting factors whether in term of human needs, budgeting, facility and infrastructure as well as the tools and equipment, of course it affects the conduct the security measures. With that, from the condition of the dimension of the “facility” that is very limited here, of course it is also lacking in supporting the strategy of the security measure on the land border of West Kalimantan.

Conclusion and Suggestion:-

Conclusion:-

1. The essence and the potential threat of the land border in West Kalimantan is still pretty high. That is caused by the presence of the activity of law violation, there are still 4 (four) issues on the borderland that have not been finished until recently, as well as the presence of the blank spot area for 366 Km that have not been monitored, where there is a protected forest within. The condition mentioned above is worsen by the understanding of the society about the borderland that still low as well as the lacking of information that is owned by the people, especially related to the knowledge about the rules of constitution.
2. The implementation of the security measure on the land border of West Kalimantan in the dimension of “communication” are still experiencing the obstacles, but is not really significant. Then, in the dimension of “resources” on the implementation of the security measure on the land border of West Kalimantan really experiences the lacking significantly. Then, in the dimension of “disposition” on the implementation of the security measure on the land border of West Kalimantan does not create the influence upon the activity. Meanwhile, the dimension of “bureaucratic structure” on the implementation of the security measure on the land border of West Kalimantan is also still experiencing the obstacles, but it is not too significant. Referring to the explanation about the such mentioned above, then the implementation of the security measure on the land border of West Kalimantan does not go well.
3. The strategy in the implementation of the security measure on the land border of West Kalimantan in the dimension of “ends” does not cause the influence significantly upon the security measure. Then, the strategy on the implementation of the security measure on the land border of West Kalimantan in the dimension “ways” does not give much influence upon the conduct of the strategy although it is not significant. In the same case, the strategy on the implementation of the security measure on the land border of West Kalimantan in the support of the dimension of “means” really experience the significant lacking. Therefore, the strategy of implementation the security measure on the land border of West Kalimantan does not going well.

Suggestion:-

1. In facing and mitigating the essence and the potential threat, we suggest:

2. Optimizing the resolution on several segments borderline that are still being disputed with the strong diplomacy.
3. Developing the method socialization of the awareness of fighting for the nation to the society in the borderland in order to improve the society-based strength of the defense and security.
4. Empowering the society along the borderland, especially on the position as the frontier by facilitating the necessity of the frontier society on the borderland, so that it is able to develop the capacity, if there is a need of an implementation of the empowerment of transmigration program based on the concept of Independent Integrated City (KTM).
5. Maintaining and monitoring the completeness of the border stakes between the countries, and observing the map and the national area
6. planning based on the detailed coordinate of the borderland with the neighboring country.
7. In term of improving the implementation of the security measure, we suggest:
8. Improving the amount and the quality of monitoring in the posts of borderland upon the traffic of goods and people.
9. Improving the capability of the Human Resources of the personnel in the posts of the borderland to monitor and prevent the possibility for illegal trade to occur.
10. Improving the service of immigration for the Indonesian Citizen (WNI) who live in the borderland with the neighboring country.
11. Completing the capability and the power as well as the facility and infrastructure, as well as the existing IT service to improve the monitoring of the borderland.
12. In term of the strategy in improving the security:
13. Adding the power of the personnel proportionally and professionally along with the addition of budgeting and the power of the Alpalhankam according to the needs with the skill required, considering the size of the monitoring area.
14. Building the system and the networking of communication that is interoperability, through the technology of satellite as the main system of the interoperability as the main media of integrator upon the system of communication infrastructure, so that all the stakeholders can be connected in one unified communication.
15. Building the availability of the defense satellite that is absolutely needed as a part of the long term plan to support the interoperability. Besides, the defense satellite is also needed to conduct the real-time remote sensing in order to monitor the borderland that is still a blank spot in the Kapuas Hulu Regency, West Kalimantan.
16. Improving the establishment of facility and infrastructure of the integrated borderland security that is supported with the advance technology.
17. Improving the establishment of public facility to solve the isolation in the borderland that is able to push the economic growth.
18. Improving the law supremacy that is strict and consistent.
19. Optimizing the coordination and synchronization of the stakeholders in managing the borderland.

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