

## **POST CISQ REGIME IN BORDER GOVERNANCE: A Study of the MSME Model in the Aruk Tourism Market**

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### **ABSTRACT**

This paper's focus on border governance is motivated by three main points. First, the study of border governance is predominantly dominated by institution-based and policy-based studies. Second, empirically, no research addresses the management of border communities within the Cross Border Post area. Third, theoretically, border governance studies need to revisit the phenomenon of the Custom, Immigration, Quarantine, and Security (CIQS) regime in border governance. This paper raises the question of how the dynamics and survival of border communities reflect border governance, using the MSME model in the Aruk Tourism Market as a case study. This paper argues that border governance in the Aruk region demonstrates practices influenced by the Immigration and Quarantine Security phenomenon following the CIQS regime.

**Keywords:** MSME Model; Aruk Tourism Market; PLBN Aruk; Post-Regime CISQ; Border Governance.

### **ABSTRAK**

Fokus tata kelola perbatasan dalam tulisan ini dilatarbelakangi oleh, pertama, kajian tata kelola perbatasan didominasi oleh kajian berbasis kelembagaan dan kajian berbasis kebijakan. Kedua, secara empiris, belum ada kajian yang menyentuh pengelolaan masyarakat perbatasan di kawasan Pos Lintas Batas Negara. Ketiga, secara teoritis, kajian tata kelola perbatasan perlu merefleksikan kembali fenomena rezim Custom Immigration Quarantine Security dalam tata kelola perbatasan. Pertanyaan yang diangkat dalam tulisan ini adalah bagaimana dinamika dan keberlangsungan hidup masyarakat perbatasan sebagai cerminan tata kelola perbatasan, dengan menggunakan studi model UMKM di Pasar Wisata Aruk sebagai studi kasus. Secara keseluruhan tulisan ini menyatakan bahwa pengelolaan perbatasan di wilayah Aruk mengandung praktik-praktik dalam fenomena Keamanan Karantina Imigrasi pasca rezim Custom Immigration Quarantine Security.

**Kata kunci:** Model UMKM, Pasar Wisata Aruk, PLBN Aruk, CISQ Pasca Rezim, Tata Kelola Perbatasan

### **BACKGROUND**

This paper explores the topic of border communities as a phenomenon often overlooked in border governance studies. The focus on border communities distinguishes this paper from the mainstream concepts of border governance, namely institutional and policy-based governance. Institutional-based border governance studies can be found in writings on organizing and values on the border (Ilkodar, 2012; Rachmawati & Fauzan,

2012; Sanak, 2012). Meanwhile, policy-based border governance can be found in writings on the topic of border policy formulation, implementation, and evaluation (Fitriasari, 2022; Hasyim & Subagiyo, 2017; Muta'ali et al., 2018; Permatasari, 2014).

This paper aims to comprehensively analyze border governance by exploring its dynamics beyond conventional frameworks. Specifically, it focuses on the role of society in shaping and influencing border governance practices. By examining societal interactions and their impact on border policies, this study seeks to uncover alternative perspectives and contribute to a more nuanced understanding of border governance. However, the processes within the community will undoubtedly be related to institutions and policies in border governance as variables that influence or are influenced. The relationship between these two things can be formulated as community-based border governance, meaning that there are processes, inputs, and outputs in institutions and policies regarding border communities (Prasojo, 2013).

Community studies are important in border governance for several empirical and theoretical reasons. First, empirically, people worldwide, including Indonesia, are facing a contemporary issue, namely triple disruption, which consists of digital transformation, the COVID-19 pandemic, and climate change (Winanti et al., 2021). These issues create changes that present challenges or opportunities in the social and economic fields for society. Specifically, in border communities, there is also a phenomenon of class inequality. This has occurred because border communities have had vulnerabilities in several recent aspects. These aspects include disparities in terms of space, sector, and technology access and literacy (Mas'udi & Winanti, 2020)

For theoretical reasons, border studies generally have not touched on community-based governance. So far, researchers have developed border studies from geographic lines related to power and territory to economic and political mobility, such as globalization (Pickering & Weber, 2006). This phenomenon in the development of border studies misses the substance of state sovereignty, namely the resilience of its people. For example, in popular studies such as democracy, the focus of current democratic studies is more concerned with substantive democracy, namely democracy for the welfare of the demos or the people (Santoso, 2017). This is the underlying motive why this paper on border communities needs to be done: to address the critical issues of security, economic stagnation, and governance inefficiencies in Indonesia's border areas, ensuring better coordination among stakeholders, enhancing local participation in development processes, and ultimately improving the welfare and stability of border communities.

To execute the purpose and background of the paper on border communities above, this paper uses the community of Micro and Small and Medium Enterprises (MSMEs) traders at the Aruk Cross Border Post (PLBN) located in Aruk Hamlet, Sebunga Village, Sajingan Besar Subdistrict, Sambas Regency, West Kalimantan Province as a study case. In addition to MSME actors as the leading actor or object of the paper, other related actors in border governance that will be highlighted are the National Border Management Agency

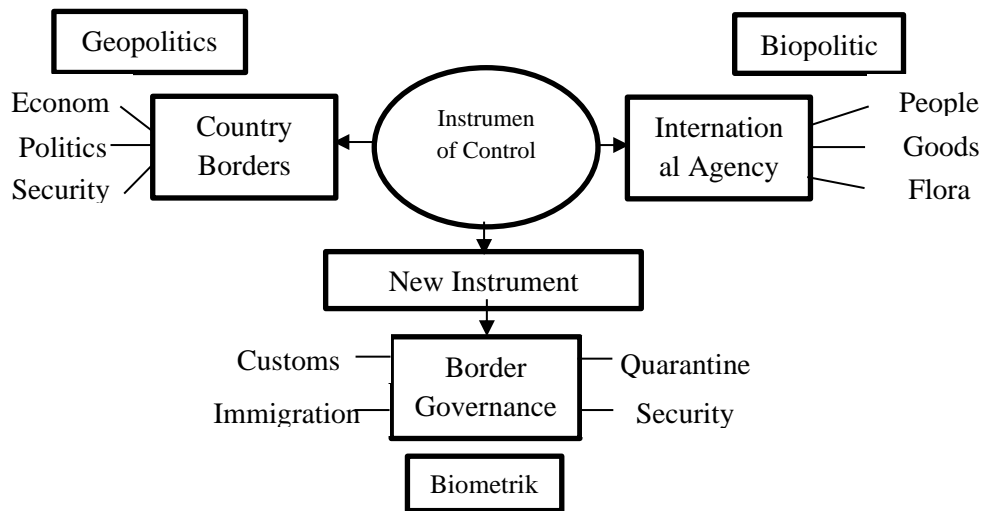
(BNPP) and Regional Governments as a form of state presence at the border, as well as related third parties such as industry/private and community groups.

Writing about the Aruk border community has undoubtedly been done, for example, regarding community participation and model development in education, cooperation and quality of public services, formulation, implementation, and evaluation of policies, as well as issues of infrastructure, environment, and microeconomic potential (Deri et al., 2022; Firdaus, 2019; Fridayani & Sadewo, 2018; Itasari, 2022; Purnamasari, 2014). All of these papers remain concerned with the data and information, while the difference with this paper is that it examines power relations in a multi-actor manner. This means that although the main object is MSME actors, it still negates the assumption that the sustainability of MSMEs is in the hands of the MSMEs themselves. The assumption in this paper is that there are formal and informal influences on the survival of the UMKM community on the Aruk border.

Empirically, the selection of MSME actors as representatives of border communities is also relevant to the issue of triple disruption. MSME actors are the parties directly affected by the opportunities and challenges of technological transformation and the COVID-19 pandemic. Particularly for MSME actors in the Aruk border, there are also issues regarding climate change related to the weather situation and potential disasters on Kalimantan Island geographically, geologically, hydrologically, and demographically. Later, this reflection on the survival of the people at the Aruk border can become a form of modeling how MSMEs or communities at the border can be constructed, managed, and contextualized.

Conceptually, the case election of the MSME community at PLBN Aruk also contributed to the discussion on the Custom Immigration Quarantine Security (CIQS) regime in border governance. The CIQS regime can be found in the management of airports and ports through cross-agency coordination by the authority of PT. Angkasa Pura and PT. Pelindo (Lay, 2017). At the PLBN management locus, the study to identify the new CIQS function was only conducted at the Entikong PLBN, which is located in Jalan Malindo, Entikong District, Sanggau Regency, West Kalimantan Province (Alunaza et al., 2023). The study locus at PLBN Aruk will add a comparative-reflective empirical perspective on how the CIQS regime in border governance is portrayed at the PLBN management locus as a form of direct state presence at the border.

In the big map of the border studies, the study of the CIQS regime is part of biometric studies, meaning that governance practices are carried out formally through the system. The biometric border is the latest control instrument regarding border governance after the border control instrument between geopolitics and biopolitics. Geopolitical borders are about physical borders with economic, political, and security contexts as ideas and actors, while biopolitical borders concern international bodies that focus on people, goods, and other living things as ideas and actors in border governance (Lay, 2017).

**Figure 1.** Concept Map of Border Governance

Source: Lay, 2017

In the dynamics of border communities, the findings in this study will be interesting for the map of border study considering the tendency that empirically community practices are non-formal and non-systemic as the review of the concept of border governance above. In addition, the specific perspective in understanding the survival of border communities at the border will also present how the other side or consensual alternative to the CIQS regime in particular and border governance in general. The output of the case study of the MSME model at the Aruk border will attempt to achieve a summary, review, and reflection on these matters.

## METHOD

This paper examines the survival of border communities as a reflection of border governance practices, focusing on the MSME model at PLBN Aruk. The research was conducted in 2023 and contextualized within significant events: a decade after technological transformation, four years post-COVID-19 pandemic, and during ongoing climate change processes. The MSME community operates within the Aruk Tourism Market, managed by the Border Kharisma Sejahtera Cooperative in collaboration with PT. Bank Mandiri. Key actors include PLBN Aruk (public/state actor), the Border Kharisma Sejahtera Cooperative/PT Bank Mandiri (semi-private actors), and MSME actors striving for economic survival. The research employs a qualitative methodology, precisely a case study approach, which is well-suited for an in-depth, detailed exploration of a specific case within a defined time frame. This method utilizes diverse data sources, including observations, interviews, audio-visual materials, and existing research reports, to produce comprehensive insights on the chosen topic (Cresswell, 2017).

The study adopts a single instrumental case study design, focusing intensively on community survival and border governance. The MSME model at PLBN Aruk is the focal

point for summarizing, reviewing, and reflecting on border governance practices. The research posits that there are formal and informal influences between the survival of the MSME community and the institutional processes and policies governing border management. This study aims to contribute to the broader discourse on border governance by highlighting the socio-economic resilience of border communities and the interplay between governance practices and community survival.

## **RESULT AND DISCUSSION**

Geographically, Indonesia shares land borders with Malaysia, Papua New Guinea, and Timor Leste, as well as maritime borders with several countries, including Malaysia, Thailand, and Australia. Border areas often face issues such as limited public service infrastructure, low quality of human resources, uneven population distribution, dependence on neighboring countries' facilities and economic activities, and border disputes. These issues can be categorized into territorial, security, environmental, poverty, policy coordination, social change, and national resilience. Research on border communities in Indonesia requires a multidisciplinary approach to understand their dynamics, challenges, and development potential. Practical strategies for border area development include welfare improvement, international cooperation, security enhancement, and boosting regional competitiveness. This research is essential for formulating sustainable and inclusive policies to address these complex issues. (Hasyim & Subagiyo, 2017).

One of the initial efforts of border governance from the Indonesian government in a concrete manner is the issuance of Law Number 43 of 2008 concerning State Territory and Presidential Regulation Number 12 of 2010 concerning the National Border Management Agency and its amendments through Presidential Regulation Number 44 of 2017. Specifically, the scope of border management in Indonesia includes management of state boundaries (land, sea, and airspace, as well as cross-border), management of border area potential (land border area potential, border area spatial planning, marine border area potential) and management of border area infrastructure (physical infrastructure, economic infrastructure, and people's welfare, and government infrastructure). The coordinating ministries direct the implementation of this management, carried out by the Minister of Home Affairs as the Head, and 20 related Ministers, the TNI Commander, the Head of BIN, the Head of BNN, the Head of BIG, the Head of BNPT, the Head of BNPT, the Head of Bakamla, and Governors who have state borders as members of the National Border Management Agency.

The practice of organizing values in the CIQS regime is concretely identified with the presence of the Cross Border Posts (PLBN). Previously, only cross-border checkpoints (PPLB) served in immigration, customs, quarantine, security, and administrative management. Currently, PLBN is the central system that serves the activities of border communities, especially related to cross-border activities, with the main activity of checking and serving the entry and exit of people and goods from and out of Indonesian territory using passports and/or cross-border passes. In Indonesia, 18 PLBNs were built in 2015 with 7

PLBNs, and in 2020, a total of 11 PLBNs. In the State Border Management Master Plan, the development of PLBN is not only a crossing place but also encouraged as a new economic growth center, which can improve the welfare of people in the border area.

The manager of the PLBN areas in all border areas is the National Border Management Agency. Regarding spatial or regional planning, the PLBN area is designed in an integrated manner, with core zones and supporting zones. The core zone consists of the PLBN main building, PLBN core zone gates, checkpoint buildings, pedestrian corridors, immigration and customs inspection buildings and substations, cargo car immigration and customs, and private and passenger car inspection buildings. While in the support zone, there is an employee mess and an Indonesian guesthouse. As supporting infrastructure, the government built 315 kilometers of roads on the border with Timor Leste and 1922 kilometers of border roads on the island of Kalimantan. One PLBN completed in the early stages is the Aruk PLBN located in Sambas, West Kalimantan. This paper discusses one of the main implications of the presence of the PLBN Aruk.

### **CIQS Regime in PLBN Aruk**

PLBN Aruk is located in Aruk Hamlet, Sebunga Village, Sajingan Besar District, Sambas Regency, West Kalimantan Province. PLBN Aruk is 320 Kilometers from the capital city of Pontianak Province and 90 Kilometers from the city center of Sambas Regency. PLBN Aruk, which has an area of 9.1 Ha and is connected to the Biawak Border Gate in Sarawak Malaysia, was inaugurated on March 17, 2016, after the inauguration of PLBN Entikong, Sanggau West Kalimantan and PLBN Nanga Badau, Kapuas Hulu West Kalimantan. Along with six other PLBNs, PLBN Aruk was built based on Presidential Instruction Number 6 of 2015 on Accelerating the Development of 7 Integrated PLBNs and Supporting Infrastructure Facilities in Border Areas, with the design of the core building adopting traditional traditional house architecture and ornaments adopting traditional carving patterns of the local community, with the concept of transformation of the typical Dayak Long House and Shield shapes. This is designed as a representation, symbol, and performance of state border management or concretely as a state presence.

Analyzing the transcript of the President's speech during the inauguration of PLBN Aruk, I found that the government has a border governance mission based on the community's interests. This is explicit from the statement:

*"I want to entrust the Cross-Border Post in Aruk to be used by the community for a new economic growth center. Do not just limit it to an Immigration Office, Quarantine Office, Customs Office, not like that. The community should be able to utilize this Cross Border Post to grow the economy in Sambas Regency."*

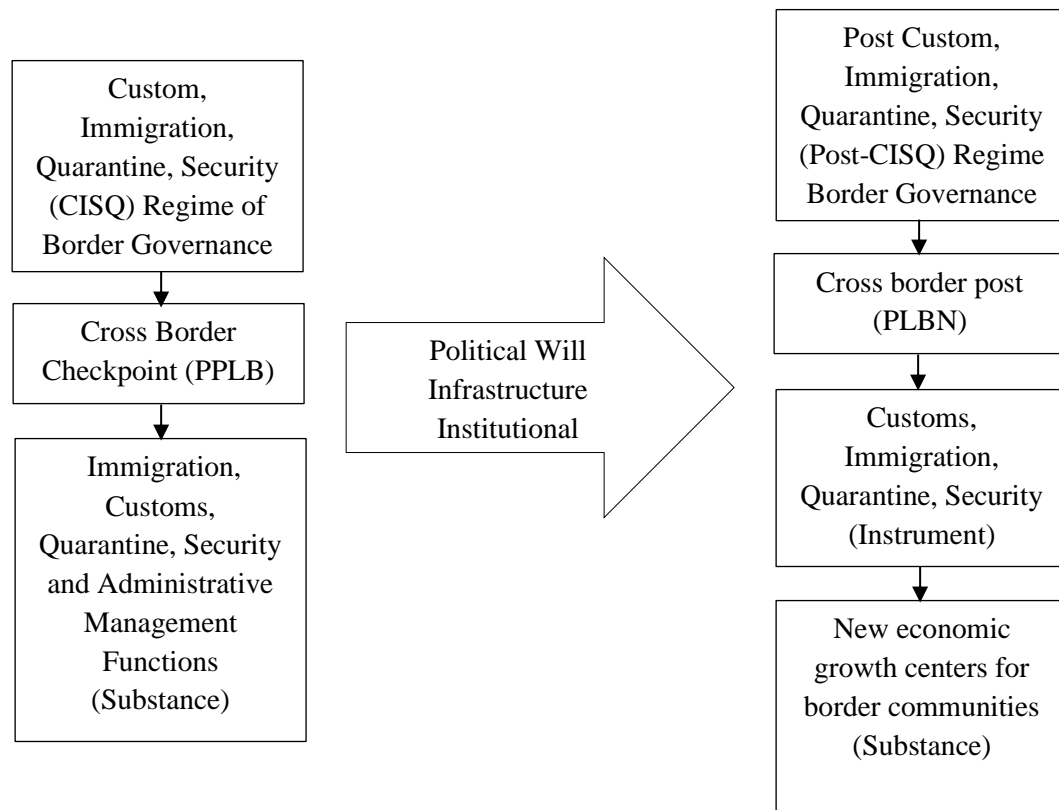
In the statement above, PLBN Aruk or PLBNs throughout Indonesia are positioned beyond the CIQS regime in border governance. The focus on the post-CIQS regime does not necessarily exclude the issue of the implementation of Customs, Immigration, Quarantine, and Security functions. In the statement of one community representative, for example, there are differences between before and after the existence of PLBN Aruk. These improvements

include road-supporting infrastructure that cuts travel time from Sambas to PLBN Aruk from 4 hours to 2 hours, as well as the infrastructure of the PLBN Aruk area, which, from board buildings and wooden poles, is now a modern building with complete support. Empirically, adequate infrastructure will undoubtedly be related to the optimization of the system; in this case, the implementation of CIQS functions concretely at PLBN Aruk (Setkab RI, 2017).

Although the role of the Ministry of Public Works and Public Housing plays a dominant role in changing the physical face of PLBNs throughout Indonesia, including PLBN Aruk, in the

implementation of the system, BNPP formally plays a role as a facilitator of border governance. Regarding organization and work procedures, the regulation of the Head of BNPP Number 2 of 2021 states that the management of PLBN Aruk is under the Assistant Deputy for Management of Cross-Border Posts, Deputy for Management of State Boundaries. PLBN Aruk is led by the Head of the PLBN Management Division, the Head of PLBN in the position of PLBN Administrator. PLBN Aruk has the task of facilitating supervision and services for crossing state borders in an orderly and smooth manner and managing the PLBN Aruk area. PLBN Aruk consists of Subdivisions of General Administration, Facilitation of Cross-Border Services, Cleanliness and Security, and PLBN Area Development. Of course, the management of PLBN Aruk does not stand alone because there is system and operational support from across Ministries / Institutions as members of BNPP, especially in the implementation of the CIQS function; it is necessary to pay attention to the role of the Ministry of Finance or Directorate General of Customs, Ministry of Law and Human Rights or Directorate General of Immigration, and other parties related to quarantine and security. Then, when analyzing periodic crossing data, PLBN Aruk has an average trend of crowded goods/logistics crossing on Monday-Friday and crowded people/tourists crossing on Saturday-Sunday.

With the data findings above, the discussion on the post-CIQS regime in border governance through reading the phenomenon of PLBN development throughout Indonesia is as follows:

**Figure 2.** Transformation of Cross Border Checkpoints into Cross Border Posts

Source: Author Analysis, 2023

With the goal of the PLBN area as a new economic growth center with welfare impacts for border communities, this paper seeks to explore this potential through a focus on the journey of MSME actors in the Aruk PLBN area, specifically on traders located in the Aruk Tourism Market. The things that are dissected are how MSMEs are formed, how MSMEs are managed, and the survival of MSMEs at PLBN Aruk. By choosing the discussion of MSMEs at PLBN Aruk as a representation of the phenomenon of the post-CISQ regime, this paper can contribute to theoretical matters such as operational discussions of CISQ in border governance, as well as empirical matters such as modeling and survival of MSMEs as a projection of new economic growth centers as part of the welfare instrument for border communities (Nainggolan, 2020).

### Profiling of MSMEs in the Aruk Tourism Market

The PLBN Aruk area has a main building, arrival cargo inspection and confiscation warehouse, car wash/disinfectant, utilities, check-points, momunem tasbara, arrival and departure gates, weighbridges, road infrastructure, pedestrian, landscape, employee mess, Indonesian guesthouse, multipurpose building, mosque, church, market, rest area, Bung Karno statue, X-Ray building, and automatic gates. The total development budget is Rp. 131 billion in phase 1, Rp. 210 billion in phase 2, Rp. 4.3 billion in phase 3, and Rp. 26 billion for



constructing a drinking water treatment system. The presence of this infrastructure can create a multiplier effect on the economic growth of border communities. Specific to providing infrastructure for MSME activities, the arrangement of the PLBN Aruk area has been designed by constructing the Aruk tourist market (KemenPUPR, 2022).

Pasar Wisata Aruk is a modern market in the PLBN Aruk area. During the soft launching, which was attended by the Regent of Sambas, the Deputy Regent of Sambas, the Head of PLBN Aruk, and the Head of Sajingan District, the report of the Head of PLBN stated that there were around 30 traders who were ready to sell at the Aruk Tourism Market. Two types of markets are provided: dry markets to sell souvenirs and souvenirs and wet markets to sell vegetables and fruit. In addition, the Aruk Tourism Market is also designed as a rest area and integrated terminal so that vehicles can be crowded into the area. In terms of local governance, the Regional Government, through the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Sambas Regency, has initiated a belampar market program or camper market, where traders only place their merchandise in a designated place with operations on Saturdays and Sundays. With the Aruk Tourism Market, the Pasar Belampar event can increase the economic activity of the local community, the surrounding community, and the border communities of the two countries. Of course, the event organizers can communicate with the Aruk Customs, PLBN, Immigration, and Police to coordinate with the Malaysian side so that Malaysians can be facilitated to enter Indonesia on Saturdays and Sundays. Furthermore, it is also necessary to take care of road tax licensing and export and import activities (Jawapost.com, 2019).

In 2023, or 5 years after the inauguration of the Aruk PLBN area, the field research in this paper seeks to trace the comparison and contrast between the design of the economic growth of border communities and the situation that occurs in the field. In general, the economic activities identified are the presence of several merchant kiosks along Jalan Merdeka or access after going through the North Cross Kalimantan Axis Road to get to the Aruk PLBN area. In addition, there are grocery stores, clothing stores, bookstores, cellphone stores, farm shops, food stalls, building material stores, home equipment stores, cafes and entertainment venues, local tourism, educational institutions, social institutions, health institutions, places of worship, residential housing, workshops, local tourism, gas stations, and local inns. More generally, there are mining activities in Sambas Regency and natural and culinary tourism activities in Singkawang City, West Kalimantan. This is a sign of the multiplier effect of the presence of PLBN Aruk, which accelerates the mobility of people and economic mobility at the border of Indonesia and Malaysia.

In the specific situation at the Aruk Tourism Market, the findings in the field research show that the series of plans designed are not implemented in such a way, as evidenced by the following things:

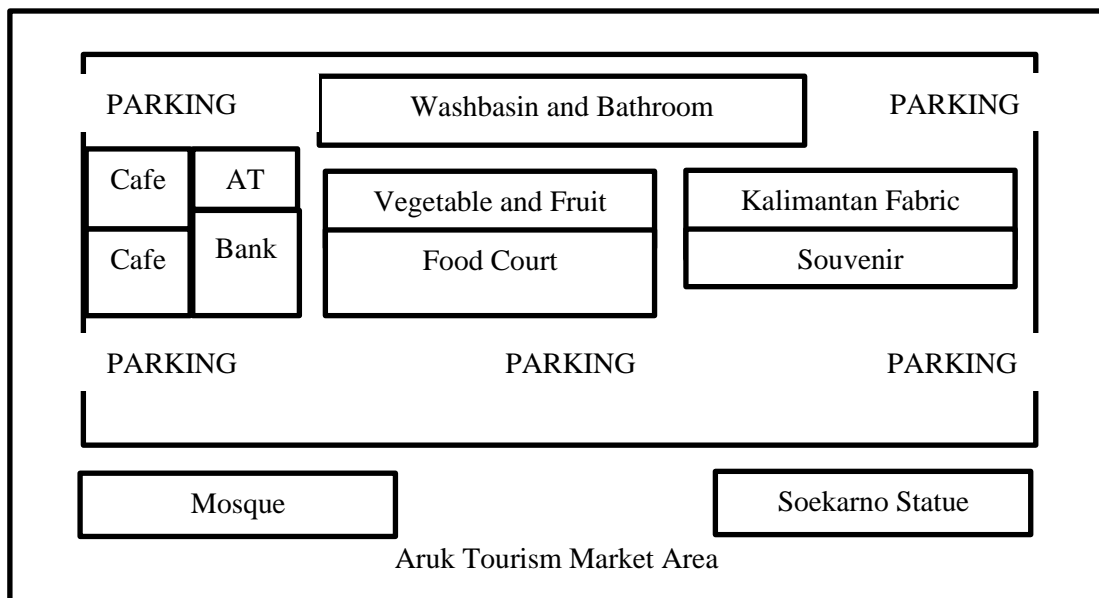
1. Aruk Tourism Market Building Condition

In the Aruk Tourism Market building, there is the Bank Mandiri Aruk Sub-Branch Office (KCP), which is highlighted directly when entering the Aruk Tourism Market area. The Bank Mandiri sector has a sector of Automated Teller Machines and cafes. In the core

area of the market, there are 30 stalls consisting of 8 stalls with a theme titled Food Court, eight stalls with a theme titled Vegetable and Fruit, seven stalls with a theme titled Kalimantan Fabric, and seven stalls with a theme titled Souvenir. There is a Bank Mandiri logo on the display of these kiosks, along with the words Border Cooperative Kharisma Sejahtera PLBN Aruk Sambas. The core and supporting areas of the Aruk Tourism Market are supported by a washbasin and bathroom facilities, a large parking lot, a mosque, and a Soekarno statue building with the words I Love Aruk. On the matter of the functional addition of the Aruk Tourism Market as a rest area and integrated terminal, as well as the claim that the Aruk Tourism Market is the cleanest in Indonesia, the field research validated these matters by testing the services and using the facilities directly.

In general, the condition of the Aruk Tourism Market building can be illustrated through the following figure:

**Figure 3.** Aruk Tourism Market Location Plan



Source: Author Analysis, 2023

## 2. Profile of MSMEs in the Aruk Tourism Market

Based on direct observation and use of goods or services of several MSME actors in the Aruk Tourism Market, it was found that the suitability of the sector design is only found at the Food Court kiosk point, where there are MSME actors selling food and soft drinks, such as Fried Rice, Meatballs, Instant Noodles, Tea, Coffee, and others. At other kiosk points, such as Vegetable and Fruit, the kiosks are also filled with food and beverage vendors of the same type as those at the Food Court kiosk point. Many stalls were found empty at the Souvenir stalls and Kain Kalimantan stalls, with only a few stalls selling clothing and sports equipment, toys, t-shirts and shirts, children's toys, and glasses and hats. This means that the

profile of MSMEs that can be concluded in the Aruk Tourism Market is homogeneous, and products are not unique.

MSME trading patterns with homogeneous products and no uniqueness can be found in general tourist locations, rest areas, or transit areas. One of the highlights is the cafe close to Bank Mandiri KCP Aruk, Tasbara CoffeShop. This cafe is designed to be modern, with a menu of coffee and contemporary snacks. In addition, the arrangement of benches and tables for visitors also prioritizes comfort for chatting, both in air-conditioned indoor rooms and outdoor rooms for visitors who smoke. The arrangement of benches and tables can also be customized for specific events such as welcoming important guests, dialogue forums, or press conferences. Tasbara, an acronym for State Border, is the only MSME player providing payment through debit/credit mechanisms or scanning QRIS.

### 3. Frequency of Transactions at the Aruk Tourism Market

When tracing the transactions and frequency of economic activities of the MSME community in the Aruk Tourism Market, based on the results of interviews with stall keepers, it was found that the pattern and trend of income of MSME actors were sloping or stagnant. MSME actors are saved by consumers who first visit the border of Indonesia and Malaysia or the PLBN Aruk area, consumers, who regularly transit through the PLBN Aruk area and consumers who are the result of holidays and weekends, both from Indonesia and Malaysia. In addition, it was found that the kiosk guards are not necessarily the kiosk owners. From information obtained from field research, the Kharisma Sejahtera Border Cooperative coordinates the stalls in collaboration with PLBN Aruk and Bank Mandiri. Management includes financing and maintaining the market.

### **MSME Challenges in the Aruk Tourism Market**

In general, the findings in the field research at the Aruk Tourism Market can reflect the dynamics of MSME actors in facing global challenges of social and economic changes due to the technological revolution, the COVID-19 pandemic, and climate change. Based on the results of the summary and review of the formation, management, and survival of Aruk Tourism Market MSME actors at PLBN Aruk, some points need attention in discussing several theoretical and empirical matters in border governance. Theoretically, the governance and dynamics of MSME actors in the Aruk Tourism Market discuss the implications of the development of the CISQ regime with the advancement of infrastructure, institutions, and political economy motivation in general and with the presence of PLBN in particular. The discussion on the development of CISQ was elaborated on at the beginning of the discussion. What needs to be explored further is the role of the government and local elites in the dynamics of MSME actors, as well as the behavior and participation of the community towards MSME actors.

The role of local government can be identified through the symbolic opening of the Aruk Tourism Market as well as the activities of several local government organizations at the Aruk Tourism Market, such as the activities of the Belampar Market and Facilitation of Pandan Seke Wickerworkers from the Office of Cooperatives, MSMEs, Industry and Trade,

as well as Paklompok activities or Mobile Services in the Village from the Population and Civil Registry Office. In addition, institutionally, the Head of the Region at the Border is a Member of BNPP, allowing Local Government Employees to work at BNPP or PLBN Aruk, not only as implementing employees but also as structural officials. In the field research in May 2023, the Head of PLBN Aruk Purwoto, S.E had retired, so the acting officer was Yul Ruminda, ST, Head of the Border Area Development Subdivision of PLBN Aruk an employee of the Sambas Regency Agriculture Office was previously. Most recently, starting June 2023, the Acting Head of PLBN Aruk is Wendelinus Fanu, S.IP, previously the Head of the General Administration Subdivision of PLBN Badau.

In the role of local elites, such as community leaders and driving figures at the border, it was identified that entrepreneurs influence and determine the bargaining power of economic transactions at the border. Some figures empower communities at the border, such as in product diversification efforts, digitizing business services, and promotion and marketing efforts. However, because the findings on the role of local elites in the dynamics of MSMEs at the border are still abstract, this needs to be further explored in future studies, such as how the ownership map of MSME stalls, as well as how the relationship between local elites and local government. Likewise, the behavior and participation of the community towards MSME actors will be interesting if it can be reviewed with relevant perspectives and approaches. In empirical discussions specific to socio-economic changes due to the technological revolution, the COVID-19 pandemic, and climate change, this can potentially become a design for MSME models in border areas with more contextualized circumstances. Some findings that can briefly explain the above are as follows:

1. MSMEs and Access to Technology

In the PLBN Aruk area, technological devices such as electricity and internet networks are practically available and easily accessible. However, the specific use of technology for MSME activities, such as ordering, payment, and promotion, has not been optimized by the majority of MSME players in the Aruk Tourism Market. After being traced, MSME players stated that the lack of activities in using technology was due to the lack of creativity of MSME players and to adjusting the consumer market in the border area. Externally, people at the border are not yet accustomed to cashless payments, although there have been efforts to familiarize themselves with technology from the Government and community empowerment figures. In addition, there is no promotion and marketing of MSMEs on social media. Promotional efforts of MSMEs in the Aruk Tourism Market were found in the visiting community, such as vlogs, media crews, and social media activists. However, one example of an MSME in the Aruk Tourism Market that has used technology in ordering, payment, and promotion is the Tasbara ChoffeShop cafe. This technology is supported by the creativity of the MSME manager or cafe owner and sufficient capital for purchasing and maintaining devices.

2. Implications of the Pandemic on MSMEs

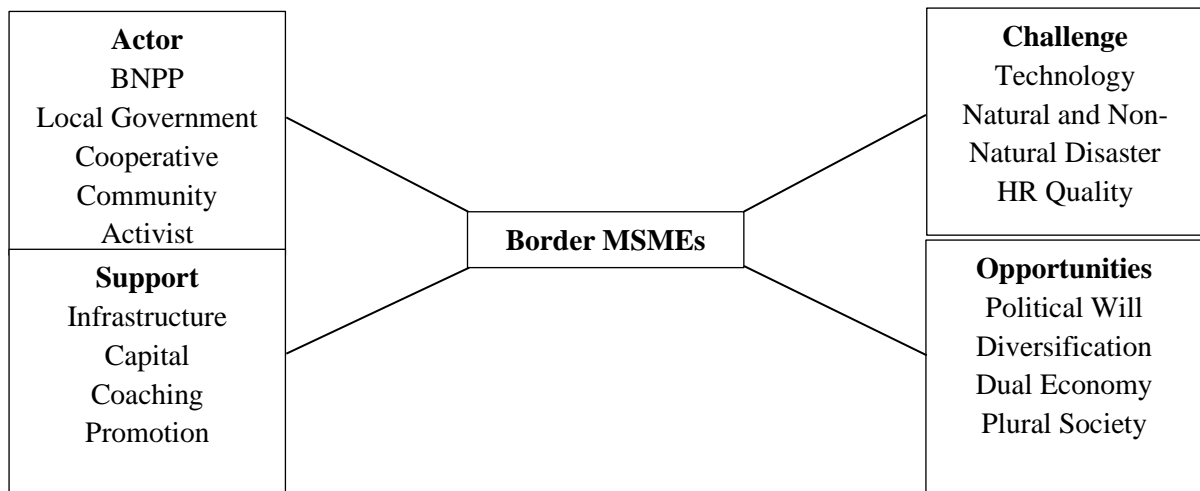
The COVID-19 pandemic impacts people's logistical and physical mobility globally, including in border areas. In general, the findings in the field research state that MSME

players in the Aruk Tourism Market are affected in terms of decreased sales due to changes in consumer behavior, limited supply of raw materials due to mobility restrictions, difficulty paying loans due to disruption of business cash flow, and employee layoffs to reduce the pressure of losses. Some of the efforts made by MSME actors and their support systems to survive are internalizing health protocols, adopting digital transformation, utilizing social networks, reorienting businesses, and changing business models. As in the discussion on access to technology, the challenges faced by MSME players during the COVID-19 pandemic have the opportunity to strengthen the digital ecosystem on the one hand, as well as challenges regarding connectivity, competition, responsiveness, digital literacy, and MSME financial management literacy on the other.

### 3. Climate Change and MSMEs

When linking the management of MSMEs in the Aruk Tourism Market with the context of climate change, the field findings show that in terms of weather, the Aruk PLBN area tends to have hot weather due to the geographical and geological conditions of Kalimantan Island in general. Specifically, at the Aruk Tourism Market location, the impact is felt on visitor comfort. On the front side of the Aruk Tourism Market, the weather is very hot from morning to afternoon, while on the back side, it is very hot from afternoon to evening. Of course, this impacts the decline in sales for MSME players. Regarding water availability, the PLBN Aruk area has sufficient water due to hydrological potential and infrastructure engineering in regional development. Water availability is vital for MSME players in the Aruk Tourism Market to run their businesses. In terms of potential natural disasters, the Aruk PLBN area so far has not been identified in terms of the history of natural disasters, such as earthquakes or other natural disasters that have the potential to affect the continuity of MSME businesses. On the issue of MSMEs in climate change, what needs to be aware of is human behavior towards nature, both from entrepreneurs related to the environment, the government in matters of business licensing and infrastructure development, as well as the awareness of MSME actors in maintaining the immediate environment daily with small concrete steps.

From the findings above, as well as with the analysis that has been discussed systematically, the model of MSMEs at the border or empowerment of border communities can be illustrated as follows:

**Figure 4.** Border MSME Model Design

Source: Author Analysis, 2023

## CONCLUSION

This paper investigates border management at PLBN Aruk, emphasizing the CISQ post-regime phenomenon in border governance. The study reveals that governance at PLBN Aruk encompasses traditional border issues such as the mobility of goods and people, security, and quarantine but also focuses on economic development, cultural integration, and the welfare of border communities. The key findings are summarized as follows:

Initially, the border area, now known as PLBN Aruk, was a naturally formed boundary managed by the Sambas Regency Government. Following its transformation into a PLBN, governance became more institutionalized under the National Border Management Agency (BNPP), supported by various ministries and institutions. Despite this, certain aspects of governance, such as security management and quarantine procedures, continue to be influenced by humanitarian considerations and product quality perceptions, particularly in agricultural quarantine.

The PLBN Aruk area has not achieved significant economic diversification despite its natural resources, such as forests and water bodies. Unlike other PLBNs, such as Entikong, which has a long history of official trade, or those in Timor Leste, where there is economic interdependence between border communities, PLBN Aruk has not developed substantial economic activities. The high cost of mobility, with closer air travel options available in Malaysia, further complicates economic development.

PLBN Aruk faces several challenges in developing the economy, culture, and welfare. The products and services in the area remain traditional, with the fisheries sector being a primary advantage. However, MSMEs in the Aruk Tourism Market struggle with competitiveness due to the lack of halal certification, BPOM permits, and nutritional labeling. Additionally, Indonesian and Malaysian border markets lack diversity in logistics and consumer needs. Government efforts in guidance, licensing, and promotion have been

insufficient, partly due to the community's lack of education and resistance to change, making them vulnerable to social friction from open competition.

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