



administration, particularly the vision to build the country from the frontiers, the borderlands (Sudagung & SD, 2020; Humaidah et al., 2021).

However, despite the increased attention from the Indonesian government to imposing a border development policy – specifically in Entikong Subdistrict – the economic growth and welfare of the border community remain stagnant. In Sanggau Regency, the percentage of the poor population has increased in the last three years, from 4,46% to 4,51% (BPS Kabupaten Sanggau, 2023). Moreover, previous studies in the last three years found several challenges, which include indications of maladministration and discriminatory treatment in the compensation process of Entikong’s national strategic road project (Abin, 2021; Borneo TV, 2023; Rahmad, 2022). In addition, Entikong’s community was negatively impacted by delays in the modern market and dry port operations (Humaidah et al., 2021). The development only emphasises top-down policy-making without considering the community’s needs. Another obstacle that has undoubtedly impacted the process of border area development in the last three years is the COVID-19 pandemic (Wahyudi, 2023; Reportase News, 2022). COVID-19 significantly impacted the social and economic aspects as there was no traffic of goods and people crossing the border gate during the pandemic. Meanwhile, the Entikong area economically depended on cross-border activities (Djuyandi et al., 2023).

Those problems indicate that the Border Management National Agency did not play a significant role in fostering better coordination among stakeholders at the border (Adriana, 2016, p. 107; Rusdiono & Rochmawati, 2020, p. 190). Their means to create a new integrated international border post was merely seen as the infrastructure development aspect (Wuryandari, 2018, pp. 67–68), but still neglected the integration process among actors. To understand further the issues of integrated

border management, the present study expands the perspective of actors involved in the daily practices of border management in the Entikong borderlands: the Border Management National Agency as a coordinating actor, Indonesia’s government in general, the local government in West Kalimantan and the local people. Incorporating the local perspective, including local officials, is an innovative way to study border management, as implemented by Alper and Hammond (2011) and Feyissa (2010). In addition to the local perspective, examining border management from multiple perspectives is necessary to align with the previous research of Zapata-Barrero et al. (2017) and Jesuit and Sych (2012).

### **Literature Review**

This paper refers to the border management concept by Wolff (2008, p. 254) with its two main features. First, the border management concept is the response towards internal regional security concerning the neighbouring states or geographic areas. For example, the European Union imposed border checks and surveillance for migrants crossing their borders. Wolff addressed the issue of spatial turn as the primary source of this kind of border management. Apart from this, the idea of incorporating security within border management has been introduced previously in the case of the Indonesia-Malaysia borderlands. The security sectors in that particular borderlands have become the most dominant topic to be discussed. The border represents sovereignty and thus leads to the importance of the national security issue. Besides incorporating sovereignty and security issues, the second feature of border management is combining the principle of joint solidarity and burden sharing (Wolff, 2008, p. 259). An example is the practice of such principles by the European Union at the Mediterranean borders through inter-state cooperation. By incorporating Wolff’s

(2008) conceptualisation of two features of border management, this paper highlights the essential factors of different regimes in border management. Thus, the analysis will further expand the notions of the state actor's possible challenges in border management.

In addition to what Wolff (2008) introduces and explains in the context of European Union border management, this paper resonates with the border management experienced by India-Bangladesh. Jamwal (2004) argues that border management must pay attention to the inhabitants' historical, economic, and social aspects alongside the border, besides the security and cooperation issues. His conceptualisation of giving context to the border area helps to identify and distinguish different outcomes of border management practices in various regimes. Jamwal (2004, p. 32) further highlights the importance of national and local agencies' role in the border area. Following these two conceptualisations of border management by Wolff (2008) and Jamwal (2004), this paper intends to analyse the practice of border management in the Entikong Subdistrict. The four criteria of security, cooperation, history, and socio-economic relations help to understand the border management practices in the research site.

However, as the focus on the local setting relates to a different government regime and how it governs the border, this article introduces the concept of locality in good governance. Before discussing the locality in good governance, this paper refers to Blunt's (1995, p. 5) definition of good governance, which comprises three crucial factors: the type of political regime, the means of authority exercised in terms of managing their economic and social resources, and the government's role in designing, formulating, and implementing their policy in the most effective, efficient, and equitable way possible. Blunt's (1995, p. 5) conceptualisation of the essential role of the states is that failure to set norms, laws,

principles, and systems while ensuring the basic infrastructure for the people may lead to public management failure.

Blunt (1995, p. 4) also argues that the relations between government and private sectors vary according to each country's experiences in practising good governance. Therefore, he rejects the idea of universalism in the context of good governance and supports examining a different locality setting that impacts the implementation of good governance (Blunt, 1995, p. 4). In line with the previous argumentation, Grindle (2007, pp. 6–7) analyses good governance and locality in the case of municipalities in Mexico, revealing the importance of decentralisation revolutionary and daily interaction between citizens and local authorities. The essence of the decentralisation process leads to efficient public management by prioritising the local people's demands (Grindle, 2007, p. 6). Blunt (1995) and Grindle (2007) support each other in the primary goal of practising good governance: establishing effective public management. Their arguments will help to explain the practical knowledge from the locality in the practice of good governance in Indonesia's border management policy.

In the context of the Indonesia-Malaysia borderlands, more research needs to be done to combine the study of border management and good governance, primarily focusing on the locality. For example, the previous work of Anuar and Raharjo (2022) only focuses on good governance practices during the COVID-19 pandemic at the Indonesia-Malaysia border gates. Their work was limited to the time set during the COVID-19 pandemic and focused more on the security and cooperation issue between Indonesia and Malaysia at a particular border crossing gate, with less discussion on the domestic practices of border management and the influence on the local context in West Kalimantan, as well as towards the local community's demands as the primary goal of

good governance.

Thus, the novelty of this study is to explain and understand the practice of good governance in combination with the border management practices in Indonesia at the Entikong Subdistrict by exploring the social context of the population, cultural and historical aspects, and political relations among the people and with the government. This paper seeks to fill the gap in the previous research, which overlooks the intertwined relationship between the people and government at the borderlands as the impact of the border management practices. Therefore, this paper aims to discuss locality in good governance and border management at Entikong borderland by answering the following research question: To what extent is the good governance principle implemented within the border management process at Entikong Subdistrict?

The paper is organised into two parts. First, it provides several problems related to border management and good governance practices in the Indonesia-Malaysia borderlands. Two significant problems were revealed during the field research: the government's inconsistency on the road widening project and the complexity of governance and bureaucracy. The need for the government to expand the area to develop a better border area intersects with the need to relocate the local community from their homes. The relocation programs' compensation issue became the primary demand of the local community.

Second, to follow up on the problems the local community faces, this paper then examines the practice of good governance, which focuses on negotiating the local demands and the government's authoritative nature within the context of the border management case in Entikong Subdistrict. This section will focus on locality by showing that the dominance of the national government in operating good governance is misplaced because decentralisation necessitates the local

government to meet the demands of their local community. The local government and the border gate manager at Entikong tried to advocate the local community's aspirations by conducting regular discussions to address problems in the border area.

However, due to the centralistic bureaucracy of decision-making, the local authorities depend on the central government's decision. While coordination and communication between the national and local governments are sometimes problematic, the same practice also happens when the government must communicate and coordinate with the local community to adjust their common interests. Based on the field research, this paper argues that effective public management, as the goal of good governance practice, has not been met in the case of border management at Entikong Subdistrict, Indonesia.

## **Methods**

The current study applies descriptive qualitative research in Entikong Subdistrict for four months, from June to September 2022. Entikong Subdistrict is a border area in West Kalimantan, which became one of the main focuses of development in the Joko Widodo administration and has become the most active national borderland post in West Kalimantan since 1989. The data was collected through fifteen semi-structured interviews, focus group discussions, observation, and literature studies. The informants were selected based on the purposive sampling method by determining the role and knowledge of each in the development topic in the Entikong Subdistrict border area. To comply with research ethics, the informants' names are anonymised. Informants were divided into two groups: those who managed border area development in Entikong Subdistrict and those affected by the border area development policies. The name codes represent four groups: A represents the national government officials,



B represents the provincial government officials, C represents the village government officials, and D represents the local people and NGOs. Table 1 shows the list of informants with their anonymised names, attributes/position, and gender. To clarify our list of informants, A1 is the national official civil servant of the National Agency of Border Management appointed to take charge at Entikong National Cross-Border Post as the chief. The authors ensured a balanced gender distribution in the process; however, most of the informants were male since almost all of the chief positions were held by men.

**Table 1.**  
**Informant's code name,**  
**attributes/position and gender**

Name	Informant's attributes/position	Gender
A1	Chief of the Entikong National Cross-Border Post	Male
B1	Chief of the National Road Center of the West Kalimantan Province Ministry of Public Works	Male
B2	Head of West Kalimantan Provincial Government Border Management	Male
C1	Chief of the Community Empowerment and Village Administration Service for Sanggau Regency	Male
C2	Chief of Entikong Village	Male
D1	NGO's representative	Male
D2	Local community representative	Male
D3	Local community representative	Male
D4	Local trader	Male
D5	Local trader	Female

Source: Authors (2023)

The interviews and focus group discussions lasted approximately 30-60 minutes and were recorded with the informants' consent. The questions in the interview relate to the current border development policies at Entikong, their role and challenges in dealing with those policies, and the expectations towards other actors involved in the border area. The questions developed according to the answers from informants and expanded with spontaneous questions responding to their answers. Further processes of transcription

and analysis of these data were conducted separately after the interviews and discussions. In addition to the interviews and focus group discussions, the data was collected by observing the roles of the government, the private sector, and the community in developing the Entikong Subdistrict border area. In addition, the observation included the physical conditions of the Entikong National Cross-Border Post area, Entikong Modern Market, and the Malindo Road in Entikong District. More data was collected through desk study on secondary data from printed and online literature on border management and development policies in Entikong. Temporarily, data analysis and interpretation were performed simultaneously when data collection occurred in the field by writing memos. Accordingly, the research process returned to the informants and the site to collect more data. The data analysis process, using Microsoft Word, included thematic coding for data, organising it, looking for patterns, and finding the essential categories and themes leading to the interpretation process (Charmaz, 2014).

## Results

### Problems in Fostering the Area Development of Entikong Integrated National Cross-Border Post

Changes in the direction of border area development policies in Indonesia since the issuance of Presidential Regulation Number 12 of 2010 and Presidential Regulation Number 44 of 2017 concerning the National Border Management Agency (BNPP). BNPP has four major tasks in managing borders, which are establishing border development program policies, establishing plans for budget requirements, coordinating implementation and carrying out evaluations, and supervising the management of National Boundaries and Border Areas (Badan Nasional Pengelola Perbatasan Republik Indonesia, n.d.). The development of border areas has also

received special attention in the Joko Widodo administration by redirecting them into the 'front yard' of Indonesia and incorporating them into the *Nawa Cita* (Sudagung & SD, 2020). Since 2015, the President has issued Presidential Instruction No. 6 of 2015 on accelerating the construction of seven National Cross-border Posts and supporting infrastructure in the border areas.

One of the posts affected by this policy was the Entikong Cross Border Checkpoint Post<sup>1</sup>, which the government upgraded to become an Integrated National Cross Border Post<sup>2</sup>. The government designed posts to be more advanced and better supported by more complete supporting facilities, such as modern markets which are supported by modern market facilities, a small bus station, plazas, multipurpose buildings, *wisma*<sup>3</sup>, employee apartments, and mosques to encourage local community economic growth, goods international terminal (land port or dry port), as well as integrated office facilities such as Immigration, Custom, Quarantine, and Security (ICQS) (Edi, 2019). The government built the Malindo National Road about six lanes wider to make the area even more attractive. Renovating the Entikong PLBN facility aims to help prevent the rampant smuggling of narcotics and illegal drugs from neighbouring countries.

However, in practice, the authors still found several problems in the border area development process in Entikong—first, the government's inconsistency in the road widening plan and second, the complexity of governance and bureaucracy.

### Inconsistency in Planning for Road Widening

<sup>1</sup> In Indonesian term it is called *Pos Pemeriksaan Lintas Batas* (PPLB).

<sup>2</sup> In Indonesian term it is called *Pos Lintas Batas Negara* (PLBN). PLBN is having a higher status compared to PPLB, in the context of cross border activities and the requirement to do those activities.

<sup>3</sup> Equivalent to a hotel but managed by the governmental official.

Inconsistency started when there were differences in land use policies along the Malindo road between the central government in the Soeharto era and the local government after the 1998 reform. During the period of President Soeharto, the state ruled over land along the Malindo road. Starting from the bridge, the community could occupy exactly 25 meters before the Entikong sub-district office to the road towards the Entikong border post because it was used as a neutral area for border security.

However, after the fall of Suharto in 1998, with the emergence of the reform era, border communities took advantage of the national road, especially immigrant communities, for various activities, especially trade and service business activities. B2 explained:

“Long ago, the land near the border was used to help people develop their economic capacity as long as it was not traded or transferred”

In recent developments, the land used or occupied by the community was traded and even transferred. Then, the status of state land became land with a land certificate<sup>4</sup> and certificated in the name of the responsible person or on behalf of another owner. The central and regional governments were not consistent with their policies. The real impact was that state land shifted to community land, especially for migrant communities. Central and regional authorities contradicted each other in this context.

Apart from these historical phenomena, this study reveals that the road widening planners for Malindo needed to be more consistent with the original plan. The implementation of the widening of the Malindo Entikong road differs from the previous plan. B1 clarified the plan by stating:

“We planned to build the national

<sup>4</sup> In Indonesian term it is called *Surat Keterangan Tanah* (SKT).

road with a length of 21 km, consisting of two lanes and four lanes of the Entikong-Sekayam route. So far, the work has only reached Entikong and has yet to reach Sekayam, as did the previous plan to widen it by 25 meters on the right and left. However, the fact is that the left side underwent a change in planning and was reduced to 15 meters“

There were two impacts of the inconsistent road widening policy. First, some residents agreed to compensation and received compensation for their land and houses for 2 billion Rupiah. When the government completed the payment, they dismantled and cleared the land immediately. Second, another group added buildings or houses to the land that previously needed to be relocated. They think that their land and homes are safe and not affected by the project because there has been a change in the initial road widening plan. As mentioned by D4 in one of the interview sessions:

“We think our land was safe because the government built the Entikong Subdistrict Prosecutor’s Office next to our property, which is 15 meters beyond the left side of the planned Malindo road“

The different plan caused the first group to protest the second group and complain to the local government regarding this relocation program. D5 also added the statement regarding the lack of transparency in the process of land compensation:

“The compensation for the national road project was inconsistent between one affected land to another. The officers had no clear criteria and tended to randomise the process“

Another oddity is the location of the land of residents who live in Dusun Benuan, but the payment for the land compensation is

recorded in Dusun Sontas (Borneo TV, 2022; Rahmad, 2022). D3 supported the argument on the inconsistency and transparency by stating:

The officers of *Satker Balai Jalan Nasional*<sup>5</sup> were unprofessional. They moved the location of the disputed land from Dusun Benuan to Dusun Sontas. It doesn’t make sense. We didn’t get any notification on this process.

Moreover, this action hampered the land compensation in Dusun Benuan because the road project had yet to be completed. The report assumed the contractor did the project in Dusun Sontas, so they prioritised the payment there. At the same time, the unfinished status of some land in Dusun Benuan was postponed.

Besides the inconsistent planning, this research discovered that the development project implementation might need to revisit the compensation rules, which must be according to a fair price, taking into account the various specifications of land and buildings. This effort ensures fairness in the payment of compensation, with no significant differences between one another. D4 expressed:

“However, there was social jealousy among the people because they felt an injustice between the funds received and the specifications of the affected houses. Moreover, when I asked my friends, some got a higher amount than mine despite their affected property being smaller than mine“

D5 narrated her story as follows:

“I heard some people with non-permanent houses made of wood received 1.5 billion Rupiah in compensation, even though if the owner offered the house for 500 million Rupiah, no one would probably buy it. It was a blessing to them. Who would give you that amount of money for your house?“

<sup>5</sup> Government organising party to renovate the road

Ironically, other groups of people received more than they were supposed to receive based on the value of land ownership. For example, D4 exposed that his neighbour received almost 2.8 billion Rupiah, higher than the average amount, although he possessed less land than the others. Another example was the compensation for a man who owned five shophouses, who accepted 5 billion Rupiah, while residents who owned 11 shophouses received 6 billion Rupiah. However, at the time of disbursement, the names of the owners of the 11 shophouses “disappeared” from the list. Besides the first and second examples, some residents were recorded as owning four shophouses in the second settlement phase on 10 November 2022. Still, during the second payment, they were only recorded as having two shophouses (Rahmad, 2022). Two shophouses disappeared from the database, so the owners were not entitled to the rest of the compensation. The local media agency could not report the proceedings inside the assembly hall (Borneo TV, 2022).

Another finding was that public land has been impacted. The community services by the Semangit and Entikong Village offices exemplify this case. C1 supported this fact by stating:

“Even the Semangit Village office has been demolished and cannot be used for operations, but they have not received full compensation. They have had to provide public services from the village hall and sometimes at the village chief’s house”

The same condition was experienced by the Entikong Village officers whose office was affected and located on the side of Malindo Road. D3 argued:

“We had to move to another area to set up a new village office, with only half the compensation paid. We have been unable to set up a new

office because of a lack of funds. We are lucky that we could still use the previous office, with half of the front building becoming a road”

Some of our informants revealed problems with how officials determined the calculation and benchmark for land or land boundaries included in the compensation calculation category. D3 and D4 stated that:

“The system, originally set only to replace damaged parts of the house, was rejected because it needed to follow the wishes and needs of the community. We want the replacement calculated for one house as a whole. Because partial renovations would be difficult and the same as demolishing the house as a whole”

### **The Complexity of Governance and Bureaucracy**

Two main issues were identified in describing the complexity of governance and bureaucracy: the local people’s difficulties reaching out to national policymakers and the bureaucratic practice of relocation compensation payment. For the first issue, this study found that, in principle, the community demanded to exercise mutual control between the community and the government to avoid government domination and exploitation of the community, as well as an effort by the community to maintain an equal position between the community and the government in implementing development.

In response to the demand, the sub-district government and the National Agency of Border Management have tried to discuss and advocate for the complaints and aspirations of the local people. Efforts made by the officials at the research site refer to the community’s aspirations for the change in the plan. Accommodation of this proposal indicated that there is still an application of democratic values



in efforts to replace residents' land. D1 said:

"We used to meet with the National Agency at the Border Post or the village government. They appreciated our aspirations. However, they keep highlighting that the decision comes from the central government"

A1 agreed with this fact by stating:

"During the meeting with the people or local NGOs, we accommodated their suggestions and sent them to the central authority, such as their complaints about the modern market facilities or the broken X-ray equipment. However, the decision was based on the availability of the central authority's budget"

B1 added on this statement:

"We have tried to negotiate with the Provincial Public Works Service and Officials, making commitments which were carried out in 2019. At least we tried"

The subdistrict officials and the Border Management National Agency also tried to provide the public with an understanding of the government's bureaucratic process. However, the local community, which was disoriented about the levels of authority and the distribution of the government, perceived all the government officials as one unit of actors. During the field research, the locals only knew that all of the authorities were part of the government, neglecting bureaucracy and power distribution within the government.

Unfortunately, until the field research finished in August 2022, there was no solution to this problem because the policy maker on the border management policy was the national government, not the Border Management National Agency or the local government. Our finding showed that although A1 and the Border Management National Agency are part of the national government that operates locally

at the Entikong Cross-Border gate, they do not have the authority to create policy in response to the demands of the local community. Both A1 and the agency serve as the representatives of national governments to organise the national assets in the area of Entikong Cross-Border Gate. The decision-making process operates beyond their level of bureaucracy. Even to upgrade or renovate the broken facilities at the Entikong Cross-Border Gate, A1 acknowledged this bureaucratic process and disclosed:

"Despite being part of the national government's officials, we had to wait for approval from the Ministry of Home Affairs as the leading sector of cross-ministerial agency within the Border Management National Agency"

The bureaucracy and authority problems align with the criticism from Syafei et al. (2023b, pp. 127–128) on the hierarchical structure of the national border gate management. The national government claimed some parts of the borderland as the national government's responsibility only. The national government appointed the Border Management National Agency officials as the representatives to manage and supervise all the activities and coordinate with other institutions at the border gate, such as the police, customs, immigration, quarantine, and the National Agency of Indonesian Migrant Workers Protection. However, as this paper has explained, the agency does not have a role in decision-making.

Our finding shows that this authority division practice at the national border gate area has created some confusion about to what extent the local government (provincial, district, subdistrict, and village level) could contribute to the development program of the border area, cross-border activities, and actors who cross the borders. Syafei et al. (2023b, p. 127) further describe the problem as the lack of coordination among the Indonesian

government's officials in the border area.

Moreover, the payment phase of land compensation becomes the second issue arising from the complexity of governance and bureaucracy. The phase was divided into two instalment processes. Even though the payment method has been mutually agreed upon, the residents considered the half-payment system difficult because finding new land, renting locations or building a new house was more expensive (Rahmad, 2022). Furthermore, the first repayment phase in 2017-2018 was problematic, resulting in some residents sending letters to the President in 2021 because compensation had not been paid for four years (Abin, 2021). The government did not fulfil their initial promises to the people. The action caused unrest within the society who are affected by the project. D2 stated:

"We are part of the land compensation team. They promised to pay half of the compensation for the first instalment. I have been promoting this promise to the people, hoping the project will succeed. Some people received full payment; others received only half. I convinced the rest that the government would pay them next year. The people were calming down, but until now (2022), there has been no payment. In total, 149 people have asked me for the payment. We are sure the intention of Mr. President is generous and must be better than that of the other side (Malaysia). However, the process is not well managed and controlled. The people agreed and were supportive of letting go of their land"

## Discussion

The previous section revealed the existing problems of the border area development project in the Entikong Sub-district. First, the road widening project was inconsistent, consisting of a changing plan and the compensation calculation procedure. Second, governance

and bureaucracy were complex due to the local people's difficulties contacting national policymakers and the compensation payment method.

The first problem of road widening project inconsistency is rooted in the government's neglect of the border inhabitants' historical, economic, and social aspects. Meanwhile, Jamwal (2004) argued that the inhabitant's historical, economic, and social elements alongside the border do matter. This paper argues that the shortcoming of the border area development approach in West Kalimantan was that the government paid less attention to the local community's demands. Grindle (2007, p. 6) highlights that efficient public management is achieved when the government accommodates those demands.

Historically, the land used by the locals near the border was for their daily economic activities. For decades, they made their living by staying in the border area, and some people successfully improved their houses. In contrast, some people depend on their house's location to sell goods and services. The compensation value did not match the land area and building criteria; there were good buildings, but the deal was lower than the standard building's market value. Ideally, the government should determine the compensation process according to the land area size, building criteria and taxable sales value.

The compensation process seems closed and not shown openly. Likewise, the calculation of nominal compensation must be carried out openly so that no affected community feels that the government officials have discriminated against them. Not only was there maladministration and discrimination along the process, but the irony was that there were also people who committed fraud and harmed others (Borneo TV, 2023; Niko, 2019; Rahmad, 2022). As mentioned by some informants, some officers who communicate directly with the people in the land compensation phase tend to violate the regulations by hiding

the money for each landowner.

The good governance practices in the land acquisition and repayment process, which were inconsistent and lacked transparency, caused poverty and decreased the quality of life of affected communities (Rahmad, 2022). People's livelihoods have been lost because, as a large community living on the roadside, they used to be traders but have had to stop their business. Some people had no choice but to set up tents to live in the forest because their houses had been cut down and then hit by landslides and were unfit for habitation (Abin, 2021). In other cases, the conditions worsened because half of the compensation money that the government paid had been used up for daily needs before they finished the promised repayment.

The problem of governance and bureaucracy practices was caused by the dominant role of the central government in exercising border area management and governance in Indonesia. According to Blunt (1995, p. 5), the government's exercising its authoritative means and leading the whole policy process in managing the border implied two factors of good governance practice. These processes were conducted because the project was within the national and provincial authorities, and the central government played a vital role in designing, formulating, and implementing their policy (Blunt, 1995, p. 5).

For example, centralised policy practices that need to be clarified in distributing the authority and roles of each layer—central, province, and regency—of government also happened in Nusa Tenggara Timur (Shoosmith et al., 2020, p. 363). In our research site, the central government made all decisions regarding the policy to upgrade the Malindo road and deal with land compensation. Another example in the Entikong Subdistrict was the case of repairing infrastructure at the modern market and national border post, depending on the instructions of the National Agency of Border Management located in Java.

Historical factors of the image of Java Island as the central authority impacted the central government's bureaucratic attitudes and the society's social and economic reality (Tamma & Duile, 2020, p. 273).

Their action opposed Jamwal's (2004, p. 32) suggestion to balance them with the national agencies' role in managing border areas. Although in Indonesia's State Territories Law Number 43/2008, the government of Indonesia had divided the authority to manage the border areas into three layers, which are the central government (Article 10), provincial governments (Article 11), and district/city governments (Article 12) (Syafei et al., 2023a). However, in practice, there was confusion about implementing the distribution of authority at each level in the context of decentralisation (Tamma & Duile, 2020) or border management (Syafei et al., 2023b). More action was taken by the central government, for example, on the project of Malindo Road due to its position as a national asset. Thus, the central government dominated the authority in formulating and implementing the policy.

Nevertheless, while upgrading Malindo Road to Entikong border post, the local government had ideally tried to accommodate the people's aspirations at the subdistrict level. A democratic value of good governance has been implemented, at least in this way. This study found that the daily interaction between citizens and local authorities in governance existed and maintained (Grindle, 2007, p. 7). The process was only to hear the aspiration but not the decision-making. Implementing the good governance principles was halted at the working unit level, such as at the subdistrict. The chief of the Entikong Subdistrict has limited authority to provide solutions to the problems arising from the development carried out by the central government. Even though the Entikong Border Post manager, as part of the National Agency of Border Management, acknowledged that they relied on the decision

from the central government. As such, they could only listen to the people's protests while simultaneously trying their best to make them heard by the higher authority.

Following up on the second argument that the central government played an essential role in the policy process, what is problematic is that the government needed to have set an effective, efficient, and equitable way. This paper argues that there was indeed miscoordination and discrimination from the authoritative agencies in developing the norms, principles, and system, which led to a public management failure (Blunt, 1995, p. 5). The problem of miscoordination in Indonesia's good governance likely happened in a disadvantaged region (Shoesmith et al., 2020). One of the reasons was the gap between human development and the capacity of those regional governments, as mentioned by Shoesmith, Franklin, and Hidayat (2020). Ministry officials have had different expectations regarding how the local government operates in a decentralisation era (Shoesmith et al., 2020).

All the problems arose in the land compensation aspect at Entikong as this study found several unresolved issues on the widening of the Malindo National Road, which are the compensation process and the criteria for determining the price of land, buildings, and land area. This study discovered that the people and the contractor sometimes violated the agreement by agreeing to a certain amount of money they thought was acceptable for themselves without checking whether it was justifiable based on the current land value. This study suspects that there had been an omission by certain parties or that action needed to be taken.

This paper strongly argues the importance of combining the principles of effective good governance with the idea of decentralising the policy process in implementing the border development program in Entikong. The government needs to open up more space for

parties and the community to be involved in planning and implementing development (Grindle, 2007). The low involvement of the community means that the government does not plan and implement development based on the wishes and needs of the community. Even emphasising it is only a one-way policy from the central government that impacts the planning decisions and development implementation. It also gave rise to objections from some groups whose rights to justice and welfare are violated. The maladministration and possible corruption caused the local people's resistance (Mlambo et al., 2023, p. 37). In this case, the government's decentralising the policy design and formulation could have helped the local community and agencies' voices.

This is different from what Blunt (1995), Grindle (2007), and Jamwal (2004) argued about incorporating efficient and effective public management by balancing national and local agency's roles in the border area. The problems showed that improving the overall system in the planning process for implementing policies in developing border areas in Entikong is necessary. Of course, more attention should be paid to better public communication patterns to avoid misunderstandings in the community and increase the participation of local citizens, government, and civil society in the development process of the border area. The ideal practices resonate with the concept of relational perspective, where the processes and dynamics at the macro (societal), meso (institutions), and micro (individuals) levels are interrelated to one another (Linando, 2023).

In addition to increasing the local people's participation in border area development, we found one particularly interesting case during our field research. Based on the observations while staying several days at the *wisma* near the Entikong Modern Market, the authors experienced that the latest market was not yet operational and was very quiet. The market was only busy on Saturday nights and Sundays





inconsistency of the road widening project and the complexity of governance and bureaucracy. This paper also concluded that there are several public management failures, according to Blunt (1995, p. 5), in the implementation of good governance in managing the border area in Entikong, such as less attention to the local demands and lack of coordination between stakeholders in the implementation of border area development. This study also found that the practice of accommodating the local community's aspirations was at least shown by the local government and the National Agency of Border Management at Entikong Subdistrict, which regularly invited the community to discuss the problems they face. However, the policy is dependent on the central government's decision.

This study recommends altering the method of implementing good governance by focusing on cross-sectoral collaboration and increasing public engagement in development. This model will be beneficial in reducing sectoral ego within government bodies and the boundaries of authority among actors, nonadaptive policies, inconsistencies in planning, low collaboration and establishing the involvement of other actors in the issue of border development and management.

### Acknowledgement

The authors sincerely appreciate the Faculty of Social and Political Science at Universitas Tanjungpura for supporting our research project under DIPA UNTAN 2022, Number: SP-DIPA-023.17.2.677517/2022 on 17 November 2021 and to all the interview partners who participated in this research. Furthermore, we extend our gratitude to the editorial team at *Jurnal Ilmu Sosial dan Ilmu Politik* (JSP) and the anonymous reviewer for their valuable feedback on this article.

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