

PKSN STRATEGY (NATIONAL STRATEGIC ACTIVITIES CENTER) BASED ON GRAND DESIGN OF STATE BORDERS MANAGEMENT

Posma Sariguna Johnson Kennedy*,
Suzanna Josephine L.Tobing, Adolf Bastian Heatubun, and Rutman L.Toruan

*posmahutasoit@gmail.com,
yosephine.tobing@uki.ac.id, adolf_bas@yahoo.com, rutman.toruan@uki.ac.id

Faculty of Economics and Business, UKI Jakarta 13630, Indonesia

Abstract

Central and local governments face various obstacles in realizing National Strategic Activities Center (PKSN) development. This paper aims to review it, by conducting normative studies. We study various literature and regulations issued by the government. Many of the problems in the field that must be considered. They are the absence of concrete minimum requirements related to border services within the city PKSN, the absence of incentives / disincentives to development programs "to-border" in PKSN, not yet the strict regulation on land management and spatial layout of PKSN, and the lack of Government support in terms of preparation of border city infrastructure, causing low attractiveness.

Keywords: National Strategic Activities Center (PKSN), State Border Area, Spatial Plan (RTRW)

1. Introduction

According to the National Spatial Plan, the border area of the State is a geographical and demographic area of the districts / municipalities directly adjacent to neighboring countries and / or open seas. State border areas include land border areas and marine border areas including the outer islands. Currently there are various central level policies related to border area management, including:

- a. PP No. 26 of 2007 on the National Spatial Plan, which sets the border area as one of the National Strategic Activities Center (PKSN).
- b. Establishment of National Agency for Border Management (BNPP) through Presidential Regulation 12 Year 2010 which is intended for border management to be more focused, synchronized and coordinated within one management gate.
- c. Grand Design Management of Boundaries of Countries and Border Areas in Indonesia Year 2011 - 2025, which states that the management of border areas need to refer to the direction of border area policy.
- d. Master Plan for the Management of Boundaries of Countries and Border Areas of 2011-2014 and 2015-2019, which have established PKSN which is the location of the border areas prioritized on its handling.
- e. Master Plan for the Management of Boundaries of Countries and Border Areas 2015 - 2019

Nevertheless, in reality these policies have not been able to be realized at the micro level of the region so as not to be able to answer the various needs of the development of border areas that have been very urgent to be implemented in order to answer various strategic problems in the border area. (Badan Nasional Pengelola Perbatasan, 2013, Master Plan of Lokpri Wetar)

One of the national development targets in the RPJMN 2015-2019 is the development of 10 PKSN as the center of economic growth, the main node of regional transportation, international gate / checkpoint across border areas of the state border, with 16 other PKSN as preparation stage of development. The border area development policy is in line with Government Regulation No. 26/2008 on the National Spatial Plan (RTRWN) which establishes 26 National Strategic Activities Centers at Border (PKSN) spread over 10 provinces, namely Jagoi Babang, Nanga Badau, Paloh-Aruk, Entikong, and Services in West Kalimantan; Long Pahangai, Long Nawan, Nunukan, Simangaris, and Long Midang in East Kalimantan; Atambua, Kefamenanu, and Kalabahi in NTT; Tanah Merah, Jayapura, and Merauke in Papua; Batam and Ranai in Riau Islands; Sabang in Aceh; Dumai in Riau; Dobo, Saumlaki, Ilwaki, and Daruba in Maluku and North Maluku; and Tahuna and Melonguane in North Sulawesi. (Badan Nasional Pengelola Perbatasan, 2015, Master Plan 2015-2019)

When reviewed the development of border cities abroad, such as in the Continent of Europe and America, the management of border areas is more open, leading to the cooperation of management and integration of urban planning. Even in Metropolitan Basel, management has involved three countries. This is very contrast in Indonesia, of the 26 established PKSN, only 5 regions or about 19.2% which is already a city. This small percentage has been going on since the 2000s until now. The above issues indicate the low attractiveness of PKSN in Indonesia and the lack of strong government role to improve the competitiveness of PKSN with other cities. Therefore, this problem is the entry point for the government to immediately accelerate and strengthen the role of PKSN city.

In addition, the issue of not yet building the character of a border city that excels in the regional context of ASEAN becomes an issue that should be anticipated as soon as possible considering in 2015, AFTA will be implemented soon. The 26 PKSNs require more detailed and more specific interventions on its urban development aspect. This urban aspect is very important to make baseline of border city development, especially in the effort to synergize the function of border service with city function in general and integration of city infrastructure management.

In the regional context of ASEAN, the need for border towns to be one of the competitive cities is also urgent to meet, especially to address the issue of free-trade labor agreement of 2015 agreed upon by the ASEAN economic community. So as to make PKSN cities more competitive, PKSN city development plan should be able to lead to increase the competitiveness of its territory by considering its potential, location, and characteristic of each region.

Therefore, PKSN city development in the future should be based on comprehensive and multi-dimensional criteria, such as the provision of various border service facilities, the level of welfare of the people living in PKSN area, basic infrastructure development plans, impact on the regional economy, employment, volume of border trade, district / city government support, regional security and comfort, and various other indicators. PKSN cities are expected to play a role in accordance with the criteria that have been established, both as a city center, the entrance of the country, the main node of transportation, as well as the center of economic growth. Therefore, in the next 5 years (2015-2019) period, PKSN development facilitation steps are needed, both in regulation and technical assistance. (Badan Nasional Pengelola Perbatasan, 2015, Master Plan 2015-2019)

Currently, the central and local governments are facing various obstacles in realizing PKSN development, such as the lack of concrete minimum requirements related to border services within PKSN, the absence of incentives / disincentives against "border" development programs " in PKSN, the lack of strict guidelines on municipal land management and spatial layout of PKSN, and the lack of Government support in the preparation of border city infrastructure, causing low attractiveness. This paper aims to review it by conducting normative studies.

2. Research Methods

The methodology undertaken is by conducting normative studies, where the strategic issues and the development of the National Strategic Activities Center at the Border (PKSN) are obtained through literature studies. Subsequent research will continue with field observation, community interviews and focus group discussions with citizens, community leaders and local authorities. The formulation of strategic issues is done by analyzing the existing condition from the potential side and problems in the context of linkage to the border with neighboring countries

3. Discussion

3.1 Great Design¹

The basic concept of managing the boundaries of the state and border areas, in addition to observing the various things as described above, is further developed with reference to the main points of mind:

a) Border Management is done by Comprehensive Approach Three Dimensions: Welfare, Security, and Environment

¹ Badan Nasional Pengelola Perbatasan. 2015. *Peraturan Badan Nasional Pengelola Perbatasan Nomor 1 Tahun 2015 tentang Rencana Induk Pengelolaan Perbatasan Negara Tahun 2015-2019.*

The management of border areas and border areas is done using a welfare-oriented approach, which is compatible with two other security-oriented and environmental-oriented approaches. The prosperity approach is basically an effort based on the development of economic and trade activities to improve the welfare of the people in the border area. Development of economic activities and trade, directed based on the superior commodities of each border region and surrounding areas, which differ according to characteristics and potential superior. The welfare approach is a logical consequence of the new paradigm of border area development that is changing the direction of development policies that tend to be "inward looking" oriented, to be "outward looking" so that border areas can be used as a gateway to economic and trade activities with neighboring countries.

Spatial welfare approach is reflected through the development of major cities in border areas or PKSN that will function as a growth motor for the areas around the state border. The concept of developing growth centers in the border region refers to the commitment to make borders the center of regional and national economic development. The development of strategic activity centers in the border areas requires multisectoral support and government policies that are conducive to the business world, including incentives that can truly be an attraction to the business world. Various other efforts are also needed, especially the acceleration of the development of basic facilities and infrastructure supporting the development of regional economic potential and trade and adequate public services in the border region.

Security approach views border areas as adjacent areas directly with other countries. In addition, the territorial waters of the border have a vital role for the economy of many nations as it becomes the world trade trajectory as well as in it saves enormous natural resources. Efforts to secure and protect means to realize the conditions of the national jurisdiction's controlled waters and can be utilized as much as possible for the national interest. Thus, the approach of security in addition to viewing border areas as areas that have strategic value for the territorial integrity but also for the interests to protect the interests of national marine development. In the land border area, the concept of defense and defense space structure developed is to form a "belt of command" of state borders. This state border command belt is a buffer area or security zone as far as ± 4 km from the border line as a surveillance area. These considerations also take into account physical boundaries, including topographic heights, land batters, and the presence of rivers. One form of supervision is the provision of monitoring posts along the command belt that serves to monitor the assets of state resources as well as the leading stronghold. Whereas in the maritime boundary area, security efforts are made to selective areas around the outer islands, the Indonesian archipelagic sea lanes, to the outer limits of the jurisdictional waters.

The environmental approach, viewing and paying attention to environmental aspects as an important factor in border management is an important perspective in maintaining environmental sustainability and minimizing the impact that development activities will have on the border area which is the gateway to economic and trade activities with neighboring countries. This environmental approach is operationalized with the necessary development steps, among others, by maintaining environmental balance in the development process, especially in controlling the utilization of space in the land border area, the realization of this strategy is reflected by, for example, action to control illegal logging and controls related to the prohibition of cultivation activity in protected areas and other conservation areas. In addition, it is also manifested in how to maintain environmental balance in the exploitation of natural resources, especially for the potential of coal mining, gold and petroleum. While in the marine border area, this strategy is reflected for example through controlling sand mining activities in outer islands, preventing the exploitation of fishery resources that are not environmentally friendly, as well as the development of the outermost small island by considering its carrying capacity, namely the vulnerability and the threshold of the island to ensure sustainability life.

b) Development of National Strategic Activities Center (PKSN) as entry point of integrated border area development

In Government Regulation No. 26/2008 concerning National RTRW, there are 26 PKSNs established to encourage the development of state territories, which are located in the administrative regions of provincial and district autonomous autonomous governments spread over 11 provinces (Figure 5). Given its existence, the management of border areas and PKSN in it, can not be released with various government affairs that become the authority of autonomous regions, both provincial and district / city. A border area requires a management model capable of synergizing between authority (central, provincial, and district / city) reflected in certain norms, standards, procedures and criteria related to the management of border areas and border areas.

For the development of a region in an integrated manner, it requires entry point how such alignment should begin. In the meantime, priority sites in the concentration areas of development are needed as the focus on which integrated border management is to be realized. In one unity of regional development system, there is relationship between sub-system from micro scale up to macro. In this context, the determination of priority locations that are notes is a sub-district, not merely a new development seen from the sub-district, but as an analytical unit can be expanded in a regional development system based on the development of growth centers and development nodes. Different because each region has its own characteristics and characteristics. Different problems are influenced by geographical factors, the availability of natural resources and human resources, social conditions, economic, cultural, political, and the level of people's welfare.

c) Border Management Management Base focused on Problem and Area (Area and Problem Focus)

The management of border areas and border areas is done with the principle of area-based management (problem and area focus), which essentially is to develop the potential of the region and solve the strategic problems of the border in certain concentration areas of integrated development.

Border area management by implementing area-based management (problem and area focus) in border areas, will be facilitated by pre-determined priority locations where development inputs from related sectors (K / L) and Regions will be driven into priority locations in an integrated manner to the needs of the region, including the private sector that is possible. The sectoral inputs referred to herein include the program and its supporting tools which include activities, budgets, personnel, equipment and other necessary facilities.

The priority location is the main target, which the development inputs are expected to drive into this location as needed. Given the nature and characteristics of the need, some program activities will only be driven in only to the Development Concentration Areas (WKP), as intermediate targets, but are accounted for as having systemic effects and significant support for other activities required in the priority sites of border area development. In the context of developing border areas, between priority sites, WKP, and border area coverage are sub-systems interconnected with each other. Regional-based coordination, sees the linkage of this location to more direct and indirect linkages in a development system whose main target is the priority location of existing development in WKP.

3.2 National Strategic Activities Center (PKSN)²

PKSN is an urban area that is established to encourage the development of defined border areas with several criteria, including: (1) an urban center with potential cross border checkpoints with neighboring countries; (2) an urban center that serves as an international gateway connecting with neighboring countries; (3) the urban center which is the main transport node connecting the surrounding area; and (4) urban centers that are centers of economic growth that can drive the development of the surrounding area. (Badan Nasional Pengelola Perbatasan, 2015, Master Plan 2015-2019)

In the development of border areas, the National Strategic Activities Center (PKSN) is defined as an urban area that is established to encourage the development of border areas of Negara. PKSN development is intended to provide services needed to develop community activities in border areas, including service activities cross border between countries.

One of the national development targets in the RPJMN 2015-2019 is the development of 10 PKSN as the center of economic growth, the main node of regional transportation, international gate / checkpoint across border areas of the state border, with 16 other PKSN as preparation stage of development.

The border area development policy is in line with Government Regulation No. 26/2008 on the National Spatial Plan (RTRWN) which establishes 26 National Strategic Activities Centers at Border (PKSN) spread over 10 provinces, namely Jagoi Babang, Nanga Badau, Paloh-Aruk, Entikong, and Services in West Kalimantan; Long Pahangai, Long Nawan, Nunukan, Simangaris, and Long Midang in East Kalimantan; Atambua, Kefamenanu, and Kalabahi in NTT; Tanah Merah, Jayapura, and Merauke in Papua; Batam and Ranai in Riau Islands; Sabang in Aceh; Dumai in Riau; Dobo, Saumlaki, Ilwaki, and Daruba in Maluku and North Maluku; and Tahuna and Melonguane in North Sulawesi.

² *Ibid*

Currently, the central and local governments face various obstacles in realizing PKS N development, such as:

- The absence of concrete minimum requirements related to border services within the city PKS N,
- The absence of incentives/disincentives for "borderline" development programs within the PKS N,
- Not yet strictly regulation on land procurement and spatial arrangement PKS N, and
- Lack of Government support in terms of preparation of border city infrastructure so as to cause low attractiveness.

When reviewed the development of border cities abroad, such as in the Continent of Europe and America, the management of border areas is more open, leading to the cooperation of management and integration of urban planning. For example in Metropolitan Basel, management has involved three countries.

This is very contrast in Indonesia, of the 26 established PKS N, only 5 regions or about 19.2% which is already a city. This small percentage has been going on since the 2000s until now. The above issues indicate the low attractiveness of PKS N in Indonesia and the lack of strong government role to improve the competitiveness of PKS N with other cities. Therefore, this problem is the entry point for the government to immediately accelerate and strengthen the role of PKS N city.

In addition, the issue of not yet building the character of a border city that excels in the regional context of ASEAN becomes a problem issue that must be anticipated. In the regional context of ASEAN, the need for border towns to become one of the competitive cities is also urgent to be met, especially in response to issues of free-trade labor agreements agreed upon by the ASEAN economic community.

So as to make PKS N cities more competitive, PKS N city development plan should be able to lead to increase the competitiveness of its territory by considering its potential, location, and characteristic of each region.

Therefore, PKS N city development in the future should be based on comprehensive and multi-dimensional criteria, such as:

- Provision of various border service facilities,
- The level of welfare of the people living in the PKS N area,
- Basic infrastructure development plan,
- The impact on the region's economy,
- Employment,
- Amount of border trade volume,
- District / city government support,
- Regional security and comfort, and
- Various other indicators.

PKS N cities are expected to play a role in accordance with the criteria that have been established, both as a city center, the entrance of the country, the main node of transportation, as well as the center of economic growth. Therefore, in the next 5 years (2015-2019) period, PKS N development facilitation steps are needed, both in regulation and technical assistance.

3.3 Development of National Strategic Activities Center (PKS N)³

I. State Border Management Based on PKS N Typology

The 26 PKS N set forth in PP 26/2008 on RTRWN requires more detailed and more specific interventions on its urban development aspect. This urban aspect is very important to make baseline of border city development, especially in the effort to synergize the function of border service with city function in general and integration of city infrastructure management.

The intervention and management of PKS N can not be separated from the consideration of the functional linkage character of PKS N (with neighboring countries and with surrounding area), so that the intervention given is right on target and in accordance with the issues and problems faced.

Each PKS N has different functional link characteristics, which will have different management approaches. Therefore, in managing PKS N, it is necessary first to understand the character and typology

³ *Ibid*

If it refers to the concept of border spatial management in the State Border Land Line RTR which divides the border service center into 3 hierarchies, namely the Main Service Center, the Buffer Service Center, and the Gate Service Center, the management approach of each PKS N typology can be synchronized with management approaches The RTR.

1. Main Service Center is an activity center with CIQS function, export / inter island trade, promotion, transportation node, military headquarters and processing industry.
2. The Buffer Service Center is an activity center with the function of local transport nodes, trade, military markers and processing industries supporting the gateway service center, the linkage between the main service center and the gateway service center, and community independence.
3. The gateway service center is the center of forefront activities in the State Border Area which has the functions of CIWS services, interstate, defense, and / or settlement trade.

So based on the 3 service center hierarchy as described in the RTR KSN, there will be PKS N that serves as

- Main Service Centers (specifically PKS N away from the border gate), and
- PKS N which serves as the Main Service Center as well as the Gate Service Center (PKS N specifically located at the border gate, and special PKS N sea border).

As illustrated in the following table.

Table 2
Illustration Linkage Between Type PKS N with Center Hierarchy Border Services
in Raperpres RTR KSN Border Country

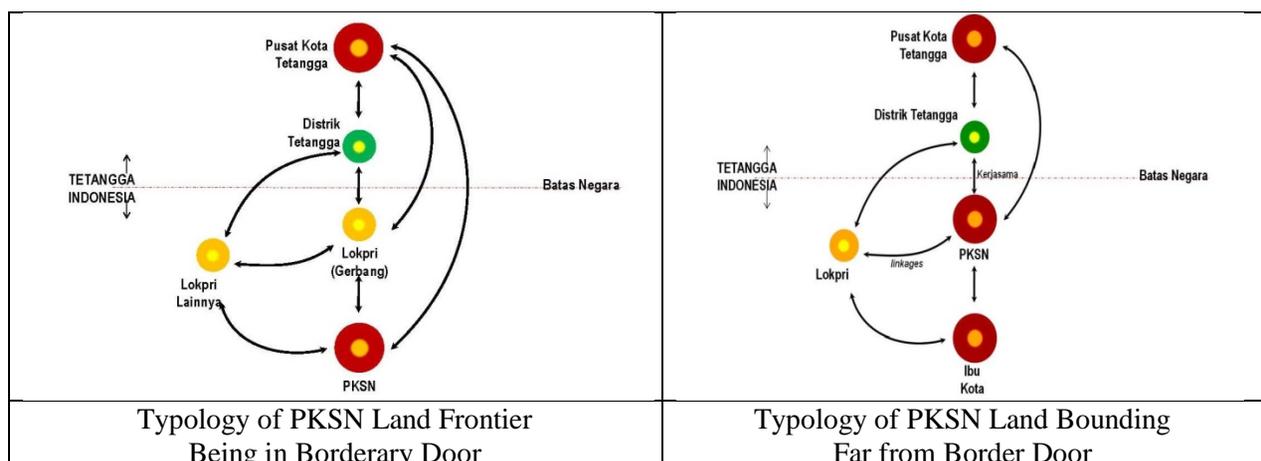
Type PKS N RTR KSN	PKS N Land Frontier		PKS N Sea Border	
	Located in Border Door	Located Away of the Frontier Border Door	Borders with Straits	Borders With Ocean
Border Main Service Center	V	V	V	V
Border Buffer Service Center	-	-	-	-
Border Gateway Service Center	V	- (Gate located at Lokpri)	V (port as gate)	V (port as gate, except Daruba)

Source: BNPP Study Results, 2013 in the Boundary Management Master Plan 2015-2019

PKS N management patterns can be done as follows:

- 1) For PKS N Land Frontier located at border gate, can be managed with development approach as main service center as well as service center of gate.
- 2) For PKS N land borders located far from the border gate, can be managed with the development approach as the main service center.
- 3) For PKS N maritime border adjacent to strait and ocean, can be managed with development approach as main service center as well as service center of gate, because port at PKS N serve as gate.

Illustration 4 typology of PKS N can be seen in the following diagrams:



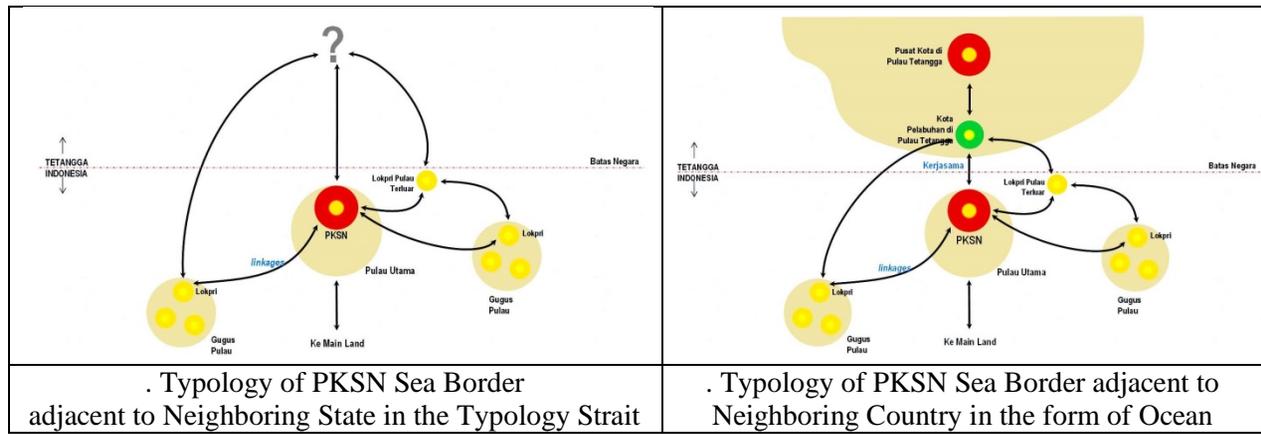


Figure 2. Illustration 4 typology of PKS N

II. Strategic Issue of National Strategic Activities Center Management (PKSN) Year 2015-2019

The issue of PKS N management within the next 5 years can be grouped according to PKS N criteria, namely:

- 1) PKS N as a cross border checkpoint;
- 2) PKS N as an international gateway;
- 3) PKS N as the main transport node;
- 4) PKS N as the center of economic growth.

Table 3
PKSN Strategic Issues

PKSN as cross border checkpoint	<ul style="list-style-type: none"> - Inadequate facilities of PPLB / CIQS at most points PKS N - Low quality of road network infrastructure to and from PKS N PPLB (connectivity aspect) - Still lack of quality basic infrastructure supporting facilities PPLB / CIQS in PKS N - Still lack of human resources support PPLB / CIQS facility manager in PKS N - Low quality of supervision, defense and gakkum in PKS N PPLB
PKSN as an international gateway	<ul style="list-style-type: none"> - Lack of availability and quality of economic facilities and infrastructure of international standard as an inter-state trade facility - The not yet optimal function of industry-based economic area in PKS N due to lack of supporting facilities and infrastructure supporting the economy - There is no realization of the production-processing-marketing economic chain between PKS N and lokpri within the framework of efforts to increase the competitiveness of international trade - Not yet optimal regulatory support related to economic cooperation with neighboring countries - Low international investment interest
PKSN as the main transport node	<ul style="list-style-type: none"> - Low accessibility between PKS N and hinterland due to poor quality of basic transportation infrastructure - Low support of public transport and multimodal transportation - The absence of inter-state cooperation mechanisms in the management of multimodal transport between countries
PKSN as the center of economic growth	<ul style="list-style-type: none"> - Not optimal the role of PKS N as a center of growth in managing superior commodities lokpri - Not optimal agglomeration of business in PKS N as service center lokpri-lokpri - Low effort to increase the added value of commodity superior economy lokpri - Not optimal process of processing and distribution of SDP resources lokpri-lokpri - Not yet optimal the realization of industrial area in PKS N - Low support of human resources

III. Target and Strategic Management PKS N Year 2015-2019

Based on the formulation of the issue, the concept of PKS N management in the next 5 years should consider the aspects of compliance PKS N criteria as follows:

1. PKS N as an urban center with potential as a cross border checkpoint with neighboring countries. Criteria and standards in order to fulfill PKS N as an urban center that has the potential to become a cross border checkpoint is as described in the following table.

Table 4
Criteria and Indicator PKS N as Cross Border Inspection Center

SUB CRITERIA	INDICATORS
The presence of PLB facilities	The existence of PLB/CIQS facilities
Supporting facilities and infrastructure of PLB/CIQS	Condition of road network to PLB
	Availability of power grid
	Availability of clean water infrastructure
	Availability of drainage channels
	Availability of telecommunication facilities

	Availability of a money changer
	Market availability
Supporting equipment of PLB/CIQS	Equipment CIQS
Human resources of PLB/CIQS	The existence of CIQS managers
	Inspection of patrolo defense and security

2. PKS N as an urban center that serves as an international gateway that connects with neighboring countries. Criteria and standards in order to fulfill PKS N as an international gateway are as described in the following table.

Table 5
Criteria and Indicator PKS N as International Gateway

SUB CRITERIA	INDICATORS
Provision of international economic facilities and infrastructure	Availability of facilities
Industry-based economic area	Activity and availability of infrastructure facilities upstream-downstream industries
Supply chain	Production, processing, and marketing activities
Regulatory support	Regulatory availability
	Implementation of regulations
Investment Scale	International / inter-country investment scale

3. PKS N as an urban center which is the main node of transportation that connects the surrounding area. The criteria and standards in order to fulfill PKS N as the main transport node are as described in the following table.

Table 6
Criteria and Indicator PKS N as Main Transportation Node

SUB CRITERIA	INDICATORS
Integration between modes of transportation of passengers and freight	Multi-modal transportation of passengers and freight
	Multi modal mode of passenger and freight transport

4. PKS N as an urban center which is the center of economic growth that can encourage the development of surrounding areas. Criteria and standards in order to fulfill PKS N as the center of economic growth is as described in the following table.

Table 7
Criteria and Indicator PKS N as Center of Economic Growth

SUB CRITERIA	INDICATORS
Regional Delineation and Population Capacity	The presence of embryonic core zones and embryonic buffer zones
Development of superior commodities	The existence of superior commodities
	Trade service center
Social facilities	Education Pendidikan
	Health Kesehatan
	Hotel
	Banking
	Street
	Garbage
	Drinking water
	Drainage
	Electric network Jaringan Listrik
	Telecommunication

From the criteria and indicators formulated, the initial mapping of 26 PKS N shows that currently PKS N has not been able to meet the criteria and standards, so it is still far from ideal conditions of a border city of the State.

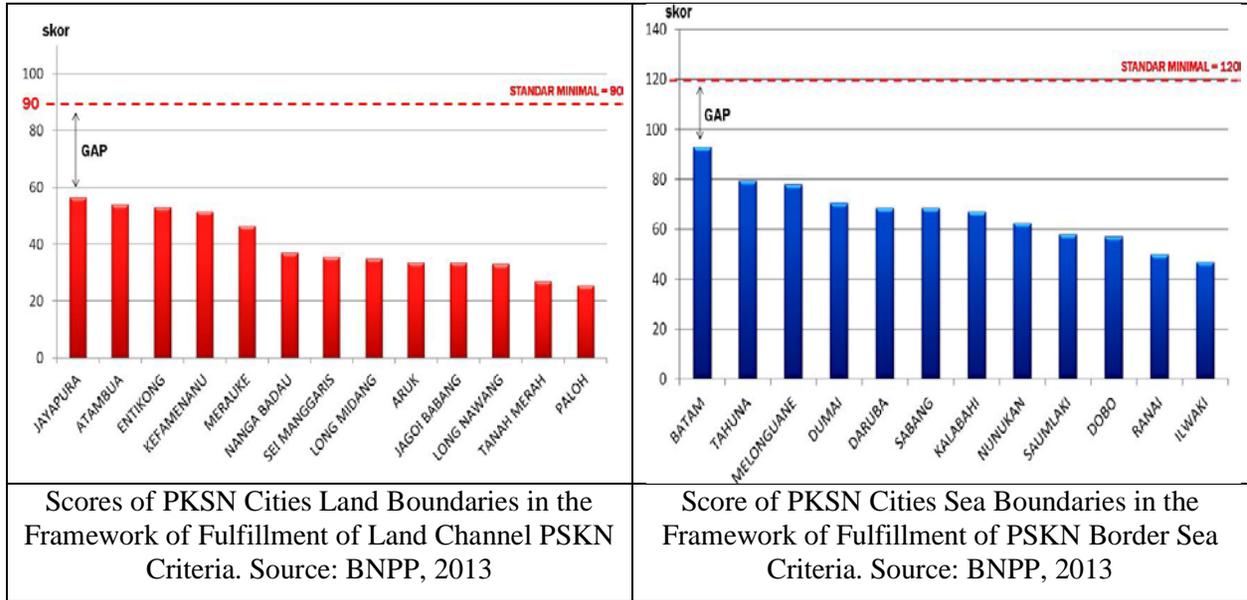


Figure 3. Scores of PKS Based on Criteria and Standards

In the period 2015-2019, selected 10 PKS which became the priority handling, which is determined by criteria:

- It is the priority of government PLBN development in 2015-2019
- Has a strong border city embryo (marked by high SPM PKS score)
- Accommodate the equitable distribution of PKS development across islands and provinces in Indonesia

Based on these criteria, it is determined that the 10 PKS prioritized handling in 2015-2019:

- PKS Land: Paloh-Aruk, Entikong, Nanga badau, Jayapura, Atambue.
- PKS Laut: Nunukan, Tahuna, Sabang, Ranai, Saumlaki.

Table 8
PKSN Distribution Handling Year of 2015-2019

No.	Province	Regency / City	PKSN Type	Priority PKSN Development (Concentration Handling)	PKSN Preparation Development
1	Aceh	Kota Sabang	L	PKSN Sabang	
2	Riau	Kota Dumai	L		PKSN Dumai
3	Kepulauan Riau	Kota Batam	L		PKSN Batam
		Kabupaten Natuna	L	PKSN Ranai	
4	Kalimantan Barat	Sambas	D/L	PKSN Paloh- Aruk	
		Bengkayang	D		PKSN Jagoi Babang
		Sanggau	D	PKSN Entikong	
		Sintang	D		PKSN Jasa
		Kapuas Hulu	D	PKSN Nanga Badau	
5	Kalimantan Timur	Mahakam Ulu	D		PKSN Long Pahangai
6	Kalimantan Utara	Nunukan	L	PKSN Nunukan	
			D		PKSN Long Midang
			D		PKSN Simanggaris
		Malinau	D		PKSN Long Nawang
7	Nusa Tenggara Timur	TTU	D		PKSN Kefamenanu
		Belu	D	PKSN Atambue	
		Alor	L		PKSN Kalabahi
8	Sulawesi Utara	Kepulauan Sangihe	L	PKSN Tahuna	
		Kepulauan Talaud	L		PKSN Melonguane
9	Maluku	MBD	L		PKSN Ilwaki
		MTB	L	PKSN Saumlaki	
		Kep. Aru	L		PKSN Dobo
10	Maluku Utara	Morotai	L		PKSN Daruba
11	Papua	Kota Jayapura	D	PKSN Jayapura	
		Boven Digoel	D		PKSN Tanah Merah
		Merauke	D		PKSN Merauke
Jumlah				10 PKSN	16 PKSN

Table 9
Target and Development Agenda of National Strategic Activities Center (PKSN) 2015-2019

GROUP CRITERIA	STRATEGIC ISSUES	TARGET	DEVELOPMENT AGENDA OF PKSN
PKSN as Cross Boundary Check Point	<ul style="list-style-type: none"> -Inadequate facilities of PPLB / CIQS at most points PKSN -Low quality of transportation network infrastructure from and towards PKSN PPLB (connectivity aspect) -The lack of basic infrastructure support for PPLB / CIQS facilities at PKSN -The lack of human resources support PPLB / CIQS facility manager in PKSN -The low quality of supervision, defense and gakkum in PKSN PPLB -The low level of defense and security cooperation efforts with neighboring countries 	<ul style="list-style-type: none"> -Increased quality -PPLB / CIQS facility service at PKSN -Increased quality of PKSN liaison network and surrounding areas and neighboring countries -Increasing the quality of facilities and basic infrastructure supporting facilities PPLB / CIQS in PKSN -Increasing the quality and quantity of human resources managers of PPLB / CIQS facilities -Increased quality of supervision, hanan and gakkum -Realization of defense and gakkum cooperation with neighboring countries 	<ul style="list-style-type: none"> -Development and improvement of cross border international checkpoint quality equipped with integrated CIQS office -Procurement of modern CIQS equipment (X-ray, metal detector, scanner document, etc.) -Development and upgrading of basic facilities and basic infrastructure supporting PPLB / CIQS - Establishment of defense and security patrol cooperation between state borders and neighboring countries - Increase the number of supporting personnel of PPLB / CIQS facility in PKSN -Increased cooperation and bargaining efforts between security and gakkum with neighboring countries
PKSN as International Gateway	<ul style="list-style-type: none"> -Lack of availability and quality of international economic facilities and infrastructure as an inter-state trade facility -Not optimal economic function based on industrial area in PKSN due to lack of supporting facilities and infrastructure supporting the economy -There is no realization of the production-processing-marketing economic chain between PKSN and lokpri in the framework of efforts to increase the competitiveness of interstate commerce -Not optimal regulatory support related to economic cooperation with neighboring countries -The low interest of international investment 	<ul style="list-style-type: none"> -Increasing the quality of economic facilities and infrastructure supporting economic activities between countries -Realization of regional industrial-based agglomeration in PKSN -Establishment of production-processing-marketing economic chain between PKSN and lokpri within the framework of interstate commerce -Establishment of regulations related to international economic cooperation with neighboring countries 	<ul style="list-style-type: none"> -Development of upstream-downstream industries to support economic activities lokpri within the framework of international trade -Development of economic facilities supporting international trade activities between countries -Development of basic facilities and infrastructure to support interstate commerce activities -Negotiations on trade cooperation between countries and neighboring countries
PKSN as the Main Node of Transport	<ul style="list-style-type: none"> - Low accessibility between PKSN and hinterland due to poor quality of basic transportation infrastructure - Low support of public transport and multimodal transport - The absence of inter-state cooperation mechanisms in the management of multimodal transport between countries 	<ul style="list-style-type: none"> - Increased accessibility between PKSN and hinterland and neighboring countries - Increased quality of public transportation and multimodal transport services between PKSN and neighboring countries and hinterland - Establishment of interstate cooperation in the management of multimodal transport between countries 	<ul style="list-style-type: none"> - Construction and improvement of terminal quality / dock / port / airport - Construction of terminal / dock / passenger port or goods - Cooperation of public transport services and multimodal inter-country - Improving the quality of transport infrastructure (land / sea / air) connecting PKSN with hinterland and neighboring regions - Integrated transport node with PPLB / CIQS facility
PKSN as Center of Economic Growth	<ul style="list-style-type: none"> - Not optimal role of PKSN as growth center in managing superior commodities lokpri (priority location) - Not optimal agglomeration of 	<ul style="list-style-type: none"> - Realization of PKSN as the center of growth of superior commodity management lokpri - Realization of agglomeration of business 	<ul style="list-style-type: none"> - Provision of regional and international economic facilities - Development and improvement of leading

	<p>business in PKS as service center of lokpri (priority location)</p> <ul style="list-style-type: none"> - There is still low effort to increase the added value of superior commodity economy of lokpri (priority location) - Not optimal in processing and distribution of natural resources result of lokpri (priority location) - Not optimal industry in PKS area - Low support 	<ul style="list-style-type: none"> - in PKS as the economic center - Increased value-added commodity superior economy lokpri through the provision of processing facilities and marketing in PKS - Realization of PKS as a regional economic center - Increased quality of human resources 	<p>commodity-based processing industries</p> <ul style="list-style-type: none"> - Development and improvement of marketing facilities for commodities - Improving the quality of industrial output through packaging and certification of production - Development and upgrading of basic facilities and basic infrastructure - Construction of banking facilities and other supporting economic facilities - Promotion of investment opportunities
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4. Conclusions

In the development of the border area determined the National Strategic Activities Center. The National Strategic Activities Center (PKSN) is an urban area that is established to encourage the development of the border areas. PKS development intended to provide services needed to develop community activities in the border area, including services cross border activities between countries.

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