

Making An Integrated Border: Challenges for Immigration Institutions in North Sulawesi

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Abstract.

Border areas are the country's frontline in the face of outside security threats. Thus, strengthening capacity in managing borders must be taken seriously. This research uses a qualitative method, which is a study that aims to explain the challenges faced by immigration institutions in the Province of North Sulawesi related to the integration of border management and what strategies can be offered to overcome various obstacles or challenges that arise in efforts to integrate border management in North Sulawesi. The analysis of the problems in this study will be based on eight parameters of an integrated border management system, namely: (1) Legal and Regulatory Framework, (2) Organization and Management, (3) Procedures, (4) Human resources and training, (5) Communication, (6) Information Technology (7) Infrastructure and (8) Budget. This study took a locus in the Province of North Sulawesi, which has a maritime border with the Philippines, using qualitative methods to explain the integration of border management involving immigration institutions in North Sulawesi.

Keywords: Immigration, Integration, Management and Borders.

I. INTRODUCTION

The vastness of the Territory and the length of the border on land and ocean make the border area a complicated thing to manage. State apparatus at the border must be complicated to carry out regular surveillance and anticipate the complexity of problems that exist at the border, including border disputes, terrorism, illegal *immigrants*, illegal logging, illegal fishing, smuggling of goods and illegal drugs, penetration of foreign ideologies and various other forms of violations that threaten state sovereignty (Bennett, 2018; Rusmiyati et al., 2022; Wilcox et al., 2021). Besides that, most border areas in Indonesia are underdeveloped areas with minimal facilities in social and economic aspects (Cecilia, 2021; Sunarya & Sudaryono, 2016). Realizing that, since the beginning of President Joko Widodo's administration, he has raised the border issue as one of the main issues in the direction of national development policy where one of the points is "Building Indonesia from the Periphery." This point has been implemented in several policies to address complex problems at the border. Concretely at the national level, the National Agency of Border Management (BNPP) was formed on January 28, 2010, through Presidential Regulation of the Republic of Indonesia Number 12 of 2010 with all its duties and authorities. However, the effectiveness this Agency's existence still needs to be determined because of its position and authority, which is felt to be only as a coordinator and policy maker. Meanwhile, the authority in the execution of border policies is still fragmented in other National Agencies, especially in the *Customs, Immigration, Quarantine, and Security (CIQS)* institution.

The exercise of authority in the border control field is carried out separately by these agencies and tends to be uncoordinated, especially at the lower level. On the one hand, it is necessary to appreciate that at the policy level, the direction of Indonesia's border management continues to develop comprehensively to respond to opportunities, challenges, and strategic border issues. Border management, which was initially militaristic and classical based on a *security approach*, began to shift with the alignment of the prosperity *approach*. A prospect that is in line with the recent development of border studies. The Master Plan for the

Management of State Boundaries and Border Areas for 2020-2024, for example, regulates the four Strategic Directions of State Border Management (VAT): (1) realizing the affirmation and determination of state territorial boundaries, strengthening defense and security systems, as well as law enforcement and political awareness of sovereignty between countries; (2) Realizing the improvement of cross-border services, as well as increasing cross-border cooperation at the border as a medium to maintain harmony in relations between countries; (3) Realizing the improvement of economic activities, the construction of facilities and infrastructure, as well as the improvement of the quality of human resources; and (4) Realizing holistic, integrative, thematic and oriented towards sustainable inter-space connectivity border management.

From the explanation above, we can see that the need for internalization of authority between institutions is also accommodated. In other words, the government agrees that integrated border management, or the *Integrated Border Management (IBM)* concept, is the most effective strategy for increasingly dynamic border control. Integrated border management is run in 2 categories. First, it is domestic if integration is between state institutions. Second, it is international when integration exists between neighboring or adjoining countries (ICMPD, 2015). Integrated border management is vital considering the government's work plan, which focuses on good marine management to achieve a sustainable development agenda through the *blue economy*. Furthermore, to integrate various aspects of problems at the border, according to Priangani (2014), it is necessary to involve or integrate actors such as "*border guards, customs and immigration services*." In Indonesia, the existence of these actors is manifested in the position of the TNI / Polri / BAKAMLA / BNN / BIN (*border guards*), the Directorate General of Customs and Excise (*customs*), which is under the Ministry of Finance and the Directorate General of Immigration (*immigration services*) which is under the Ministry of Law and Human Rights. Until now, the implementation of the functions and authorities of each of these actors is still carried out sectorally and partially. Indeed, border officials at official entrances (international airports, international ports, and cross-border posts) have become accustomed to collaborating informally.

However, currently, there is no integrated integration between law enforcement agencies other than limited to system cooperation, which is not necessarily understood correctly, primarily if it is operated in areas with limited human resource competence. The lack of joint patrols involving all actors resulted in several neglected violations. The Directorate General of Immigration has initiated an *ad-hoc* task force, namely the Foreigners Supervision Team (Timpora), but again has not been able to initiate a complete collaboration of authority between agencies/ Institutions. The meetings and joint operations that are intensified are still formalistic and tend to be less than optimal. In addition, the involvement of the Directorate General of Immigration in the integration of BNPP seems to be less optimized. It can be seen, for example, in the 2021 State and Border Area Management Action Plan document, the Ministry of Law and Human Rights, which oversees the Directorate General of Immigration, has programs/activities for "immigration checks at Immigration Checkpoint" and "(procurement/maintenance) systematic" only. The immigration function, as stipulated in Law of the Republic of Indonesia Number 6 of 2011 on Immigration, has a broad scope and reach, which includes immigration services, law enforcement, state security, and facilitators of community welfare development. Suboptimal domestic integration forces Immigration to run on internal capacity. So, several classic problems arise, such as limited personnel, budget, facilities, and infrastructure, seem to hinder the implementation of immigration functions. The term "State Gatekeeper" for immigration people has in fact become less relevant.

This research tries to illustrate the most practical needs of the Directorate General of Immigration in integrating to build borders. Then what strategies can be offered by the Directorate General of Immigration so that cooperation between domestic/international institutions at the border becomes more holistic and on target (Republic of Indonesia, 2011). The study took a locus in the Province of North Sulawesi, which has a maritime border with the Philippines. North Sulawesi, as one of Indonesia's border areas, is fascinating to study, considering the uniqueness of its sea border characteristics. Even long before in 1937, Sam Ratulangi (1890-1949) had written in his great work entitled Indonesian den Pacific *Kernproblemen van den Aziatischen Pacific*, with the meaning of Indonesia through the North Sulawesi region is very prospective in the Asia Pacific Region (Sarundajang, 2011). Therefore, this research is also helpful for actualizing the

potential of North Sulawesi as Indonesia's gateway in the Asia-Pacific and unraveling and describing the opportunities and challenges of Immigration as one of the *leading sectors* for integrating border management.

Border Area Management

The border area is a strategic and vital area for a country because, geographically, it generally has the potential for natural resources and market opportunities due to its proximity to neighboring countries (Thontowi in Priangani, 2014). The definition of the border, in general, is a line of demarcation between two sovereign states. At first, the border of a country or *state's border* was formed with the birth of the state. Previously residents living in a particular region did not feel that difference; it is not uncommon for them to be of the same ethnicity. However, with the emergence of the state, they were separated, and with the country's demands, they had different nationalities (Darmaputra, 2009, p. 3). The determination of the *border zone* can be carried out in accordance with the provisions of international law to provide legal certainty, legal expediency, and justice for the people who inhabit the border area. According to international jurists such as Green NA Maryan (1978), Shaw Malcolm (2013), J.G. Starke (1989), and Burhan Tsani (1990), cited in Priangani (2014), a territorial border is the outermost boundary of a country's Territory in the form of an imaginary line that separates the Territory of a country from the Territory of another country on land, sea or air that can be qualified in border zone terminology or *Customs Free Zone*. The border areas in the two terminologies above can be limitedly regulated in various international agreements. These are *Treaty Contracts* to resolve problems at the border incidentally or law-making treaties for the permanent and sustainable arrangement of border issues. Border management collaboration adds efficiency to the management of goods and passengers within the framework of bilateral trade and investment actors by obtaining World Customs (McLinden et al., 2011). This collaborative border management, in Grainger's view (Priangani, 014), is in the form of regulations that are more transparent, friendly to industry, and have competitiveness.

This collaboration is done so that there is integration between agencies in border management. *Integrated Border Management* (IBM) has been confirmed as a priority area for cooperation with third countries where partner countries are encouraged to improve their border management systems (ICMPD, 2015). The IBM concept was first mentioned in *the European Commission's* external planning cooperation program 2002-2006 by pointing out that a more integrated and holistic approach to border management is the only way forward because the issues are so interrelated that they cannot be effectively addressed separately. Then in 2007, *by the International Centre for Migration Policy Development* (ICMPD) in collaboration with the *European Commission*, the concept of integrated border management was developed to include national and international coordination and cooperation among all relevant authorities and agencies involved in border management and trade facilitation to realize effective, efficient, and coordinated border management. IBM seeks to improve three levels of border coordination: intra-service cooperation, *inter-agency*, and *international cooperation*. This research focuses on integrating border management with immigration institutions in North Sulawesi. It formulates strategies that Immigration institutions can offer in realizing integrated border management in North Sulawesi. The analysis of the problems in this study will be based on eight parameters of an integrated border management system, namely: (1) Legal and Regulatory Framework, (2) Organization and Management, (3) Procedures, (4) Human resources and training, (5) Communication, (6) Information Technology (7) Infrastructure and (8) Budget.

Immigration

Based on the considering of Law of the Republic of Indonesia Number 6 of 2011, Immigration is an embodiment of upholding the sovereignty of Indonesian Territory in the interest of maintaining order of the nation and state towards a just and prosperous society based on Pancasila and the 1945 Constitution of the Republic of Indonesia. In Article 1, Immigration means the movement of people to enter or exit Indonesian Territory and its oversight in order to safeguard and uphold state sovereignty. Immigration Functions means part of the national government affairs providing Immigration services, law enforcement, national security, and facilitating the development of public welfare. In carrying out immigration functions, an immigration office was formed. The current trend of border management integrates various aspects of the problem by

involving actors such as *border guards*, who can be civilian or semi-military officers who have law enforcement functions to prevent the entry and exit of crimes or other illegal activities; detect national security disturbances or threats through spying activities both on land and sea borders; and. control the movement of people and vehicles crossing the border.

Two, Customs officers with fiscal service functions are responsible for ensuring that excise payments are correctly implemented, guaranteeing all goods coming in and out of the border are accurately identified and calculated, and imposing a restriction. Three, *Immigration services* have a role in implementing restrictions or prohibitions on the entry and exit of people based on a particular policy or security reason, ensuring those crossing the border have original and complete papers; receive income from the granting of entry and exit visas at the border; identifying and identifying crimes (*trafficking* or smuggling of both goods and people); identify and provide assistance to those who need urgent protection (trafficking victims, asylum seekers or refugees).

II. METHODS

This research uses a qualitative method, which is a study that aims to explain the challenges faced by immigration institutions in North Sulawesi related to the integration of border management and what strategies can be offered to overcome various obstacles or challenges that arise in efforts to integrate border management in North Sulawesi Province. This study took locus on immigration institutions in North Sulawesi, especially the Immigration Regional Division of the Ministry of Law and Human Rights Regional Office of North Sulawesi and Tahuna Class II Checkpoint Immigration Office, which has a few authorities and responsibilities for the management of Indonesia's border with the Philippines. The selection of informants in this study by *purposive sampling*, where the informant is selected subjectively with the intention that the selected informant has the necessary information for the research to be carried out (Bryman, 2016; Creswell, 2016).

The informants in this study were leaders and employees of the North Sulawesi Immigration Division and Tahuna Class II Checkpoint Immigration Office, as well as communities in the Indonesia-Philippines border area. The data used in this study includes primary data and secondary data. Primary data were obtained through in-depth observations and interviews to explore deeper information about efforts to integrate Indonesia-Philippines border management by immigration institutions in North Sulawesi. Meanwhile, secondary data were obtained from literature studies and documentation related to the integration of border management in North Sulawesi. The collected data will be analyzed descriptively and qualitatively, namely by describing and explaining the results of the study in the form of spoken and written words from several qualitative data where the data obtained in this study is stated in the form of questions, responses, and interpretations obtained from the results of observations, interviews, and literature studies, to clarify the picture of the research results.

III. DISCUSSION

In order to manage the border effectively, an integrated border management strategy is necessary to generate cooperation between organizations. Integrated border management requires strict and binding rules to implement the integration process. Immigration institutions located in the border areas of the country, especially in North Sulawesi, in carrying out their duties are guided by related regulations that focus on the implementation of immigration functions, namely all matters concerning the traffic of people entering or leaving Indonesian Territory and their supervision to maintain the establishment of state sovereignty. The Basic Law and regulatory frameworks that form the basis of the authority of immigration institutions and apply nationally to border management in Indonesia refer to Law of the Republic of Indonesia Number 6 of 2011 on Immigration and Government Regulation of the Republic of Indonesia Number 48 of 2021 concerning the Third Amendment to Government Regulation Number 31 of 2013 concerning Implementing Regulations of Law of the Republic of Indonesia Number 6 of 2011 on Immigration. Base on this rule, it is clear that Immigration focuses on matters concerning the traffic of people and their supervision, which is so far, immigration institutions in North Sulawesi, in carrying out their responsibilities, coordinate the National

Agency of Border Management (BNPP) as the authorized institution to determine border development program policies, determine budget needs plans, coordinate implementation, and carry out evaluation and supervision of regional boundary management.

Countries and border areas as stipulated in the Presidential Regulation of the Republic of Indonesia Number 12 of 2010 concerning the National Agency of Border Management. The interview results showed that Tahuna Immigration Office, for example, has synergized with the BNPP and followed the policies of the local governments of the Sangihe Islands Regency and the Talaud Islands Regency as districts in the Indonesia-Philippines border area related to border management. However, there has yet to be a routine coordination agenda between relevant agencies. BNPP is an institution authorized to coordinate the implementation of border evaluation and supervision with *customs, Immigration, quarantine, and security (CIQS)* institutions in North Sulawesi. All are still incidental. *Different from integrated border management* efforts that want to realize effective, efficient, and coordinated border management, especially at the level of *inter-agency* coordination. Regular coordination between stakeholders related to border management will certainly increase collaboration between institutions and can minimize the risks that loom over the border area.

The lack of coordination between institutions certainly affects the quality of public services (Umbach & Tkalec, 2022) In addition to carrying out *inter-agency* coordination, IBM seeks to improve three levels of border coordination: *intra-service cooperation* and *international cooperation*. At the *intra-service cooperation* stage, immigration institutions maximize their duties by conducting checks at Immigration Checkpoints (TPI) and Cross-Border Posts in North Sulawesi. Meanwhile, international cooperation refers to the binding rules of Indonesia and the Philippines as stated in the Document on the Border Guard Agreement and Cross-Border Agreement drafted on March 11, 1975. In this rule, it is agreed that Indonesia and the Philippines each have a Border Crossing Card Issuances Checkpoint and Border Crossing Entry and Exit Checkpoint, as shown in the table below.

Table.1 Border Crossing Card Issuances Checkpoint and Border Crossing Entry and Exit Checkpoint

Indonesian	Philippines
1. Marore (Kepulauan Sangihe District) 2. Miangas (Kepulauan Talaud District) 3. Tarakan	1. Mabila, Balut Island 2. Cape San Agustin 3. Bongao, Tawi-Tawi

Source: Document of the Border Guard Agreement and the Cross-Border Agreement between the Republic of the Philippines and the Republic of Indonesia (1975)

In this agreement, the Governments of Indonesia and the Philippines regulate the crossing of boundaries or the movement of residents within the Border Area to prevent law violations between the two countries. This rule was made to overcome the border *crossing* between Indonesia and the Philippines, which has occurred for a long time considering the geographical and social conditions where many people intermarry. In the aspect of internal organization and management, immigration institutions in North Sulawesi carry out the functions of service, law enforcement, state security, and community facilitators with the presence of Manado Class I Checkpoint Immigration Office, Bitung Class II Checkpoint immigration Office, Tahuna Class II Checkpoint Immigration Office, Kotamobagu Class II Non-Checkpoint Immigration Office, and Manado Immigration Detention Center. Immigration institutions are formed by adjusting regional and regional characteristics and aim to bring public services such as stay permits and passport arrangements closer. Bitung Immigration Office, for example, is here to provide services to the community and supervise crossings & law enforcement in the immigration sector, considering that Bitung City has the largest port in North Sulawesi, so it is possible to have a crossing of foreigners there.

The focus of other organizations is on monitoring the passage of people at the border between countries as well as the imager border or border that exists at each immigration checkpoint, such as the Immigration Checkpoint at Sam Ratulangi Manado International Airport by Manado Immigration Office or

on the Indonesia - Philippines border in the working area of Tahuna Immigration Office. On the other hand, immigration institutions also establish international cooperation with other organizations, such as INTERPOL, in countering international/transnational crimes facilitated by the Secretariat of the *National Central Bureau* (NCB) Jakarta under the auspices of the Indonesian National Police. In implementing *inter-agency* integration, the Immigration Office in the Indonesia-Philippines border area participated in a coordination forum organized by the BNPP. In its application at the Marore Cross-Border Post (Sangihe Islands Regency) and Miangas (Talaud Islands Regency) as the Indonesia-Philippines border area, the management of the border area is coordinated by the Sub-District Head as the coordinator of the *Border Crossing Area* team regarding the Regulation of the Minister of Home Affairs Number 140 of 2017 where each regency/city area bordering the interstate is formed a Regional Agency of Border Management (BPPD). The Regional Border of Management is a provincial, regional apparatus and a regency/city regional apparatus, which has duties in managing state boundaries and border areas. Referring to Law Number 23 of 2014 concerning Regional Government, local governments have the right to regulate all affairs in their territories, including border areas.

This regulation should be a strong foundation for local governments to maximize public services in the country's border areas by strengthening integration and collaboration. The reality of the social conditions of the border area in North Sulawesi, which is full of problems of illegal border crossers and *human trafficking*, certainly demands the extra work of every agency in charge of border management and local governments as authorities in the regions must respond quickly and play a more critical role in overcoming existing problems. Previous research has shown that in dealing with border problems, local governments need to improve coordination between relevant government agencies in securing border areas as well as the active involvement of local governments and local communities to facilitate the management of border security effectively and sustainably considering the existence of illegal border crossers, causing problems for undocumented settlers living in the Sangihe Regency area. (K. H. Bataha et al., 2021; Muradi, 2015; Bataha, K. ,2021). Besides the problem of illegal border crossers to *undocumented persons* as mentioned before, in 2022, there is people smuggling or human trafficking in Sangihe Island Regency, where 6 (six) Filipino citizen women become victims of human trafficking (Prasetyadi, 2022). This condition is a challenge for the North Sulawesi immigration institutions in carrying out traffic control of people in the border area and law enforcement. With some capacity limitations, immigration institutions cannot maximize surveillance of people's crossings at the border. In addition, the condition of the island area and the lack of joint patrols between agencies.

This problem requires local governments to act more with their capacity to manage the borders. Local governments and their devices should be active in maximizing the performance of Neighbourhood/Hamlet to pay attention to the surrounding environment; when there are foreigners in the environment, it is necessary to carry out inspections. Facilitating border surveillance governance, Tahuna Immigration Office, in 2019 began to initiate a service innovation called *Si Tuna Super Application* (Immigration Tahuna *Supervising Undocumented Person*) which was actively implemented in 2021 and was patented in Intellectual Property Rights to overcome the problem of *undocumented persons*. It is estimated that more than 1,000 people of Sangihe and Filipino descent live in North Sulawesi without citizenship status (Prasetyadi, 2022). Maximizing the innovation of *Si Tuna Super* services, the North Sulawesi Immigration Division expanded the reach of cooperation between agencies with Sangihe Islands Regency, Talaud Islands Regency, and Bitung City. Technically, the Sangihe Population and Civil Registration Service, Talaud Regency, and Bitung City were entrusted to be the *administrators* of the *Si Tuna Super* application. The Village and Village Governments are tasked with collecting data and *entering data on undocumented persons* related information on moving, dying, or being married. In other words, the Village Government becomes the *first layer* of immigration supervision by conducting preliminary checks on each foreigner related to language skills and how to arrive in the Sangihe Regency, Talaud Regency, and Bitung City areas and for what purpose.

So, the urgency of this innovation is to record and become a firm data reference for the North Sulawesi Immigration Division, Sangihe and Talaud Regency Governments, and representatives of the

Philippine government in Indonesia. Referring to the data of Si Tuna Super in handling undocumented persons, local governments need to consider the person's language skills, duration, and interests in staying in Indonesia by referring to the Regulation of the Minister of Law and Human Rights Number 35 of 2015 concerning Procedures for Affirming the Citizenship Status of the Republic of Indonesia for Indonesian Citizens of Foreign Descent Who Do Not Have Citizenship Documents then consider their human rights. Local governments can coordinate with the Ministry of Law and Human Rights to determine the status of a citizen or an undocumented person. Local governments are required to be active because there is already legality as stipulated in the Regulation of the Minister of Law and Human Rights Number 35 of 2015, considering that there are *undocumented persons* who have lived and mingled with the community for decades but do not have access to services due to limited documents so that several households are living in pairs without marriage ties (Bataha et al., 2021). The issue of undocumented citizens is exciting and essential to study because it is closely related to public services in the border area, which reflects the nation and how the state seeks to fulfill human rights.

Previously, many studies have shown that the issue of undocumented citizens can add to public problems such as rising homelessness and limited rights to social assistance (Nordling et al., 2017; J. A. Vargas, 2018). Research by Rodriguez (2019) shows how the status of undocumented parents creates problems in families and hinders children's access to education. Additionally, according to Bjorklund Jr (2018), undocumented students face significant educational and financial barriers, a unique psychological and social burden for legal status, and a lack of social capital to facilitate post-school success. Research by E.D. Vargas & Ybarra in 2017 found a gap in obtaining health care for families with mixed status compared to citizens of the United States. To deal with these problems, necessary to have a strong commitment from the Regional Government by continuing to build collaboration with other agencies. In the procedural aspect, based on the observations of researchers, there is indeed no integrated implementation system in the sense that it is still carried out by special scattered sections where the authority is more in the BNPP and local governments. Immigration officers follow the rules regarding the safety of the traffic of people at certain Immigration checkpoints. The process carried out by institutions into Immigration in the context of integration and coordination with other agencies is currently reflected in the implementation of the innovation of Si Tuna Super (Immigration Tahuna *Supervising Undocumented Person*) service, which in its realization requires the government's preparedness at the Neighbourhood / Hamlet level in supervising the presence of foreigners in the region or environment. It is necessary to coordinate with local government officials and other relevant agencies, such as Immigration and customs, considering that where there is a crossing of people, there is a crossing of goods.

The research of Niode et al. (2021) shows that the waters of the Sangihe Islands Regency and the Talaud Islands Regency are places for smuggling goods and people. Sangihe Islands Regency is recognized as an arms smuggling route for terrorist activities. From 2016 to 2019, four terrorists were arrested in North Sulawesi province and detained in Manado and Bitung before visiting the Philippines (Ponge, 2019). This disclosure proves that North Sulawesi Province and the water areas of Sangihe Islands Regency and Talaud Islands Regency are terrorist points and transit routes, respectively. From this condition, it is felt necessary to maximize the implementation of the Super Tuna and make rules or procedures that regulate the integration of all agencies to cut off the smuggling of goods and humans and other threats to the nation. In the aspect of human resources, so far, it has focused on training where employees attend training for at least 20 hours through the Human Resources Training Centre (BPSDM) of Law and Human Rights as the existing rules considering that human resources are one of the essential parts of the workforce for the organization by making the contributions needed in the organization to achieve organizational goals and to ensure human resources to work effectively for various interests and carrying out organizational functions (Alqudah et al., 2022) Awareness of the importance of integration in border management is already owned by immigration officers. Still, there is no integrated integration between law enforcement agencies other than limited to system cooperation, which is not necessarily understood correctly, mainly if it is operated in limited areas of infrastructure and competence of its human resources. The lack of joint patrols involving all actors resulted in several neglected violations.

Previously, the Directorate General of Immigration had initiated an *ad-hoc* task force, namely the Foreigners Supervision Team (Timpora), which involved human resources up to the sub-district level, but again has not been able to initiate a collaboration of authority between agencies/institutions. The meetings and joint operations that are intensified are still formalistic and tend to be less than optimal. Regarding communication patterns between relevant institutions in the Indonesia-Philippines border area, the relations between border managers in North Sulawesi Province are still partial and divided into separate units have yet to become a unified whole. Communication is carried out through cross-mail, Regional Leadership Coordination Forum, the Foreigners Supervision Team, and coordination meetings for foreigners. Internally, the Immigration integration process is focused on using information technology as an information and communication technology system used to collect, process, and present information to support operations, management, and decision-making in carrying out Immigration functions. A system that integrates all immigration functions both at home and abroad. Through the implementation of SIMKIM, immigration functions such as passport services for Indonesian citizens will be more effective, integrated, and professional. Apart from that, the most important thing to do is to improve and cooperate, which allows internet communication with internal and international institutions to exchange and verify information more quickly and smoothly. The reality in the border areas that needs to be considered is the quality of the internet and electricity networks. According to Priangani (2014), after better IT device arrangements, the next stage is registering all people and vehicles entering and leaving Indonesia. Indeed, in this context, the borders of Miangas or Marrone and the Philippines.

The system is connected to units that handle border issues and the Interpol database and allows the Border Management Agency to exercise control of people and take preventive measures against various problems at the border. It also provides the possibility of assistance in identifying potential trafficking victims and or the similar (Priangani, 2014). After a phased implementation, communication and reporting procedures should become standard and be available to authorized officers using information technology. Information technology significantly impacts every area of life, along with the development of various modes of communication (Abdussamad et al., 2021). Infrastructure and budget are also crucial points in border management integration. Based on the study's results, the central government allocated the order management budget each year through the State Budget (APBN) and the budget of the Directorate General and Regional Office. More specifically, in Presidential Regulation 44 of 2017 concerning Amendments to Presidential Regulation Number 12 of 2010, financing or funding for the technical implementation of the development of state boundaries and border areas is charged to the Budget Section of the related Non-Ministerial Government Ministries/Institutions, as well as the Regional Budget (APBD) after being coordinated by the BNPP. This budget must undoubtedly be used to build and supervise border areas. The important thing that needs to be done is that the management of the existing allocation of funds must be by the objectives and ensure there are no budget deviations. Infrastructure development and border management budgeting are the scopes of work of the National Border Management Agency (BNPP) as the authorized institution to determine border development program policies, determine budget needs plans, coordinate implementation, and carry out evaluation and supervision of the management of state boundaries and border areas.

IV. CONCLUSION

From the results of the discussion, it can be concluded that the challenges faced by immigration institutions in North Sulawesi related to the integration of border management are in the organizational and management aspects. Limited capacity and conditions of the archipelago area hinder Immigration in supervising the traffic of people. On the other hand, BNPP and Local Governments have a more significant share in the integration of border management as stipulated in the Presidential Regulation of the Republic of Indonesia Number 12 of 2010 and the Regulation of the Minister of Home Affairs 140 of 2017. The reality of the social conditions of the border area in North Sulawesi which is full of problems such as illegal border crossers that cause problems of *undocumented persons*, *human trafficking*, and become a route for smuggling weapons for terrorist activities, the North Sulawesi Immigration Division through Tahuna Class II

Checkpoint Immigration Office made service innovations as strategies to overcome various obstacles or challenges that arise in efforts to integrate border management in North Sulawesi, one of which is through the Si Tuna Super application (Immigration Tahuna *Supervising Undocumented Person*) where in its implementation, requires the integration or involvement of the government at the Neighbourhood/ Hamlet level becomes the basis for the government to handle problems and breaking the passage of smuggling of goods and people, *undocumented persons* and other threats to the nation.

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