



## Border management policy implementation and cross-border trade: The case of Sota, Indonesia–Papua New Guinea

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### Abstract

Border management is not only related to the supervision of state sovereignty, but also to the institutional capacity to provide services and support cross-border economic activities. The Sota Cross-Border Post (PLBN) is one of the official gateways between Indonesia and Papua New Guinea, serving a strategic role in cross-border services and trade. This study aims to analyze the implementation of the Sota PLBN management policy based on Regulation of the Head of the National Border Management Agency Number 7 of 2017 and to identify supporting and inhibiting factors. The study used a descriptive qualitative approach with a case study design. Data were obtained through in-depth interviews, observation, and documentation, then analyzed using the Edwards III policy implementation model, which encompasses communication, resources, disposition, and bureaucratic structure. The results show that the management of the Sota PLBN has been running administratively and operationally through the support of an organizational structure, SOPs, resources, inter-agency coordination, and apparatus commitment. The PLBN has also supported cross-border trade through formal channels. However, its implementation has not been fully optimal due to technical obstacles, limited capacity, inter-agency coordination, geographical conditions, and informal trade practices. This study shows that the functioning of border institutions does not automatically result in full trade formalization. The effectiveness of PLBN management is also influenced by the institution's ability to adapt services and policies to the socio-economic conditions of border communities.

**Keywords:** Policy implementation, Sota PLBN, border governance, cross-border trade, Edwards III

### Introduction

Border areas are strategic spaces that align state sovereignty interests with population mobility, social relations, and cross-border economic activity. Therefore, border management is not only concerned with territorial oversight but also with the capacity of public institutions to provide services and build effective cross-border governance. The border governance perspective emphasizes the importance of intersectoral coordination, institutional capacity, and interaction between state institutions and communities in managing border areas (Wong Villanueva *et al.*, 2023) <sup>[28]</sup>. In the context of Indonesia–Papua New Guinea (PNG), border areas serve important economic and social functions as spaces for the exchange of goods, community mobility, and cross-community relations (Ohoiwutun, 2023; Ottow Geissler *et al.*, 2022) <sup>[18, 19]</sup>. Recent developments also indicate that daily border practices remain influenced by kinship ties, local economies, and community mobility despite continued strengthening of state capacity and infrastructure (Korwa, 2026) <sup>[10]</sup>.

The National Border Post (PLBN) is one of the state's primary instruments in managing these interactions. The Sota PLBN in Merauke Regency serves as the official gateway between Indonesia and PNG and involves various institutions in cross-border services and supervision. Its management is guided by Regulation of the Head of the National Border Management Agency Number 7 of 2017, which covers organization and work procedures, administration, cross-border service facilitation, security, and regional development. In practice, the Sota PLBN has an organizational structure, standard operating procedures (SOPs), personnel, inspection facilities, and cross-agency

coordination mechanisms. However, the existence of this formal system has not yet fully established official channels as the dominant mechanism in cross-border trade. Research data shows that informal trade activities continue and are part of the economic dynamics of border communities. This condition indicates that the existence of formal infrastructure and regulations does not automatically guarantee the achievement of cross-border trade policy objectives.

Previous research has examined border governance and cross-border trade from various perspectives. Wong Villanueva *et al.* (2023) <sup>[28]</sup> emphasize the importance of coordination and institutional relationships in cross-border governance, while Crossey and Weber (2024) <sup>[6]</sup> demonstrate the role of multilevel governance in shaping cross-border relationships. In the Indonesian context, Arifin *et al.* (2024) <sup>[1]</sup> identify various challenges to border governance, including coordination and institutional capacity. On the trade side, research shows that informal trade can persist when formal mechanisms are deemed inadequate to meet the needs and conditions of economic actors (Moyo, 2023a; Park *et al.*, 2024) <sup>[15, 21]</sup>. Charles (2024) <sup>[4]</sup> also found that cross-border trade facilitation faces various institutional and operational constraints. Meanwhile, Larsen *et al.* (2026) <sup>[11]</sup> assert that the sustainability of informal trade is influenced by the interaction between actors, formal and informal institutions, and acceptance of the formal system. This literature provides an important foundation, but does not fully explain the relationship between policy implementation at the border post level and the ability of these institutions to support trade formalization.

This gap is crucial in the context of the Sota Border Crossing (PLBN) because policy implementation takes place amidst the socio-economic conditions of communities with historically cross-border relationships. Therefore, the success of border management is not solely measured by the availability of facilities, standard operating procedures (SOPs), or service mechanisms, but also by the institution's ability to adapt policy implementation to community needs. Studies on informal trade indicate that formalization is influenced by institutional factors, incentives, accessibility, and the behavior of economic actors (Moyo, 2023a; Nakayama, 2022; Larsen *et al.*, 2026) <sup>[11, 15, 17]</sup>. In the Indonesia-PNG context, social and economic relations are also a crucial part of everyday border practices (Korwa, 2026; Pakasi *et al.*, 2024) <sup>[10, 20]</sup>. Therefore, an analysis is needed that connects the implementation of PLBN management policies, institutional capacity, and the dynamics of formal-informal trade within a single research framework.

This study uses the Edwards III policy implementation model, which encompasses four dimensions: communication, resources, disposition, and bureaucratic structure (Edwards III, 1980) <sup>[7]</sup>. This framework is used to analyze how PLBN management policies are translated into service practices and inter-agency coordination. A street-level bureaucracy perspective is also used to understand the role of frontline officials in translating policies into daily service situations (Lipsky, 2010) <sup>[12]</sup>, while a cross-border governance perspective helps explain inter-agency relationships and coordination in border area management (Wong Villanueva *et al.*, 2023) <sup>[28]</sup>. This approach allows the study to observe that policy implementation can proceed administratively and operationally, but outcomes are still influenced by socio-economic conditions and community trade practices. The research findings show that the organizational structure, SOPs, facilities, and commitment of officials have supported the operation of the Sota PLBN, while fragmentation of authority, limited competence and technology, geographic conditions, and informal trade remain challenges.

Based on the above description, this study aims to analyze the implementation of the Sota PLBN management policy in supporting cross-border trade in Sota District, Merauke Regency, based on the Regulation of the Head of the National Border Management Agency Number 7 of 2017. Specifically, this study analyzes the implementation of the policy based on the dimensions of communication, resources, disposition, and bureaucratic structure, and identifies factors that support and hinder its implementation. This study is expected to contribute to the study of border governance and policy implementation by showing that the administrative functioning of border institutions does not always result in full formalization of trade. In the context of Sota, the effectiveness of the policy also depends on the institution's ability to integrate institutional capacity and formal services with the socio-economic realities of the border community.

## Literature Review

### 1. Policy Implementation

Policy implementation is the process of translating policy decisions and provisions into operational actions. Successful implementation is determined not only by policy content but also by organizational conditions, resources, implementer

behavior, and procedures governing policy implementation (Mazmanian & Sabatier, 1983; Hill & Hupe, 2021) <sup>[8, 13]</sup>. In this study, the Edwards III model is used as the primary framework because it explains implementation through four dimensions: communication, resources, disposition, and bureaucratic structure (Edwards III, 1980) <sup>[7]</sup>. These four dimensions are relevant to PLBN management, which involves various institutions with different functions and authorities.

Communication relates to the delivery and understanding of policies, while resources include personnel, information, authority, and facilities necessary for implementation. Disposition refers to the commitment and responsiveness of implementers, while bureaucratic structure relates to the division of tasks and work procedures. At the public service level, implementation is also influenced by officials who interact directly with service users. The concept of street-level bureaucracy suggests that frontline officials play a crucial role in translating policies into practice, particularly when faced with diverse community conditions and needs (Lipsky, 2010) <sup>[12]</sup>. Thus, policy implementation needs to be understood as an operational process that occurs through interactions between rules, organizations, and implementing actors.

### 2. Border Governance and Cross-Border Trade

Border governance views border areas as a space for interaction between state institutions, local communities, population mobility, and economic activity. In the Indonesia-Papua New Guinea (PNG) context, border development is not only concerned with strengthening state presence but also with developing community economic activities and managing social relations across national borders (Ohoiwutun, 2023; Ottow Geissler *et al.*, 2022) <sup>[18, 19]</sup>. Numerous studies also demonstrate that border governance requires inter-agency coordination and attention to communities and cross-border relations that develop at the local level (Pakasi *et al.*, 2024; Crossey & Weber, 2024; Korwa, 2026) <sup>[6, 10, 20]</sup>.

Cross-border trade in this context can occur through both formal and informal channels. Previous studies have shown that informal trade persists due to the influence of access to formal channels, administrative procedures, economic interests, and social practices within border communities (Nakayama, 2022; Charles, 2024; Park *et al.*, 2024; Larsen *et al.*, 2026) <sup>[4, 11, 17, 21]</sup>. This situation suggests that strengthening formal institutions and procedures at the border does not automatically result in comprehensive trade formalization. Therefore, the effectiveness of border management depends not only on institutional arrangements but also on the ability of policies and services to respond to the socio-economic conditions of border communities.

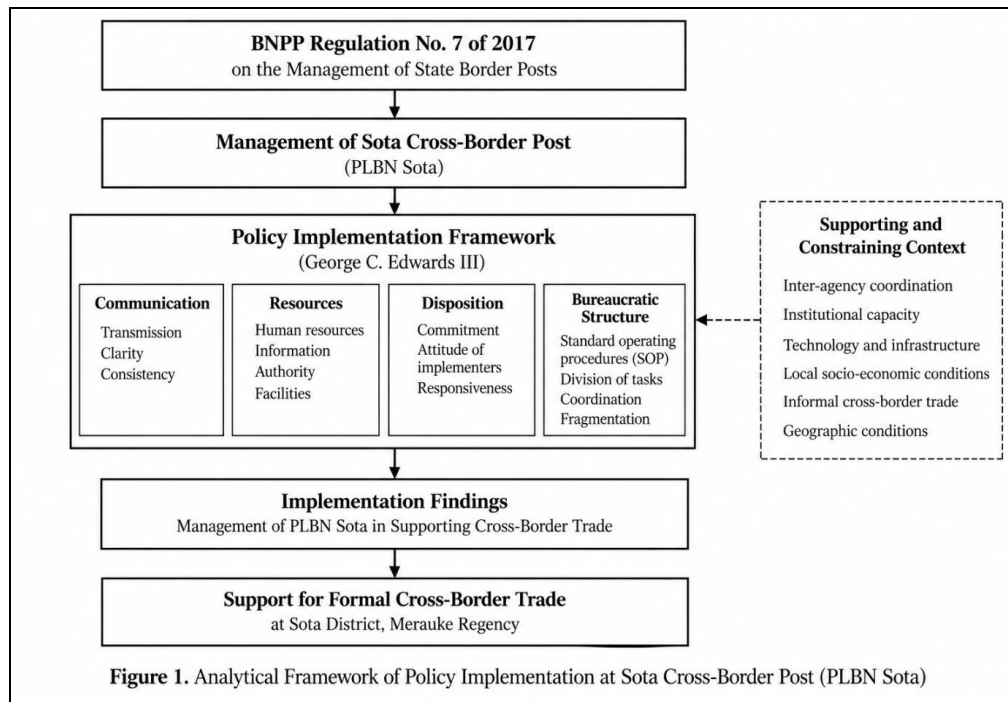
### 3. Analysis Framework

This study uses the Edwards III policy implementation model to analyze the management of the Sota PLBN through four dimensions: communication, resources, disposition, and bureaucratic structure (Edwards III, 1980) <sup>[7]</sup>. These four dimensions are analyzed within the context of border governance, which involves various institutions and interactions between the government, the community, and cross-border economic actors.

The analytical framework begins with Regulation of the Head of the National Border Management Agency Number

7 of 2017 as the normative basis for PLBN management. Its implementation is analyzed through the four dimensions of Edwards III, while supporting and inhibiting factors such as inter-agency coordination, institutional capacity, infrastructure and technology, socio-economic conditions,

informal trade, and geographic conditions are positioned as contextual factors influencing implementation. Subsequent analysis aims to understand the extent to which the management of the Sota PLBN supports formal cross-border trade.



**Source:** Author's elaboration based on Edwards III (1980)<sup>[7]</sup>, BNPP Regulation No. 7 of 2017, and the contextual factors identified in this study.

**Fig 1:** Analytical Framework of Policy Implementation at Sota Cross-Border Post (PLBN Sota)

## Research methods

### 1. Research Design and Location

This research uses a descriptive qualitative approach with a case study design to analyze the implementation of the management of the Sota Cross-Border Post (PLBN) in supporting cross-border trade between Indonesia and Papua New Guinea. This approach is used to understand the process of policy implementation, inter-agency coordination, cross-border services, as well as supporting and inhibiting factors based on empirical conditions in the field (Creswell & Poth, 2018)<sup>[5]</sup>. The analysis uses the Edwards III model, which includes communication, resources, disposition, and bureaucratic structure.

The research was conducted at the Sota PLBN in Sota District, Merauke Regency, South Papua Province. The location was chosen purposively because it is the official Indonesia-Papua New Guinea border crossing point, as well as a hub for cross-border services and economic activity within the border community.

### 2. Informants and Data Sources

Informants were selected using purposive sampling based on their knowledge, experience, and direct involvement in the management of the Sota PLBN, cross-border services, and cross-border trade activities. Informants included PLBN managers, cross-sectoral agencies, economic actors, community/traditional leaders, and local government officials.

**Table 1:** Research Informants

| Code | Informant Category            | Role                                          |
|------|-------------------------------|-----------------------------------------------|
| I1   | PLBN Manager                  | Representative of the Head of Sota PLBN       |
| I2   | Cross-sector agencies         | Customs                                       |
| I3   | Cross-sector agencies         | Indonesian National Police                    |
| I4   | Economic actors               | Cross-border traders                          |
| I5   | Community/traditional figures | Public figure                                 |
| I8   | Local government              | Head of the Regional Border Management Agency |

**Source:** Processed by the author based on research data.

The data consists of primary and secondary data. Primary data was obtained through interviews and observations, while secondary data came from regulations, institutional documents, reports, archives, and relevant literature.

### Data Collection and Analysis

Data collection was conducted through in-depth interviews, non-participatory observation, and documentation studies. Interviews focused on the four dimensions of Edwards III and factors supporting and inhibiting implementation. Observations were used to assess cross-border services, inspection of people and goods, facilities, trade activities, and inter-agency coordination. Documentation was used to supplement and compare empirical data with formal regulations.

Data were analyzed through the stages of organizing, reading, coding, categorizing, theme formation, presentation, and interpretation (Creswell & Poth, 2018)<sup>[5]</sup>. The data were then grouped based on Edwards III's four

dimensions and supporting and inhibiting factors for implementation.

### Data Validity

Data validity was maintained through source and technique triangulation. Source triangulation was conducted by comparing information from various categories of informants, while technique triangulation was conducted by comparing interview results, observations, and documentation. This process was used to ensure consistency of information and strengthen the empirical basis of research findings.

## Results

### Implementation of Sota PLBN Management

The research results indicate that the implementation of the Sota PLBN management has been running administratively and operationally, referring to the Head of BNPP Regulation Number 7 of 2017. This implementation is demonstrated by the existence of an organizational structure, cross-sectoral agency involvement, service SOPs, and support for facilities and infrastructure. However, this implementation has not been fully optimal in encouraging cross-border trade through formal channels.

### Communication

Communication in the management of the Sota PLBN takes place through information dissemination, outreach, and inter-agency coordination. The PLBN manager explained that officers understand the provisions of the Head of BNPP Regulation No. 7 of 2017, and that directions regarding duties, functions, and procedures are provided periodically, including when staff changes occur (I1, interview).

Inter-agency communication also occurs through coordination and cooperation. Customs and Excise stated that communication with Quarantine, Immigration, and PLBN managers continues to be intensive (I2, interview). The police also explained that communication with PLBN, other service agencies, and the Indonesian National Armed Forces (TNI) is established through field coordination (I3, interview).

At the community level, traders obtain information about cross-border trade rules and procedures from PLBN officers (I4, interview). Community leaders stated that outreach is also provided to the community and that the public generally understands the PLBN's function as an official cross-border route (I5, interview). The local government also stated that outreach on cross-border regulations is conducted routinely and that coordination with PLBN and relevant agencies is ongoing (I8, interview).

### Resource

The Sota PLBN has the human resources and facilities to support cross-border services. These include a main building, inspection counters, X-ray machines, CCTV, internet access, a security post, and other supporting facilities. Additionally, personnel from the National Disaster Management Agency (BNPP), Customs, Immigration, Quarantine, the Indonesian National Armed Forces (TNI), and the Indonesian National Police (Polri) are on hand. However, interviews revealed that the available resources still face certain constraints. Customs highlighted the suboptimal condition of the X-ray machines. When the equipment is not operational, goods must be inspected

manually, making the inspection process slower and more complicated (I2, interview). The police also cited the vast surveillance area as a constraint in implementing border security (I3, interview). Thus, the Sota PLBN's resources are generally available, but still require strengthening, particularly in terms of technical support and the ability to deal with operational conditions in the border region.

### Disposition

The disposition of implementers demonstrated a relatively positive attitude and commitment. The PLBN manager explained that officers remain committed to implementing management guidelines and strive to facilitate crossers according to procedures (I1, interview). Customs stated that cross-border trade services are still facilitated by maintaining supervision of prohibited goods. Inspections are conducted with a humanistic and moderate approach (I2, interview). The police also emphasize a humanistic and persuasive approach in carrying out security functions (I3, interview). From the perspective of service users, traders assessed that the attitude of PLBN officers and related agencies was good and officers helped traders when they experienced difficulties (I4, interview).

### Bureaucratic Structure

The bureaucratic structure of the Sota PLBN is characterized by a relatively clear division of duties and authority between agencies. The PLBN manager explained that routine coordination is carried out through weekly joint roll calls to maintain synergy between implementers (I1, interview). Customs stated that the authority and division of duties between agencies are clear, and coordination is maintained during the goods inspection process (I2, interview). The police also assessed that standard operating procedures (SOPs) and the division of duties between agencies are integrated (I3, interview).

From the regional government perspective, the division of authority between the central government, the PLBN manager, and the regional government is considered quite clear. The BNPP plays a policy-making role, the PLBN carries out technical functions, and the regional government provides support for human resource development and cross-border trade activities (I8, interview). Based on research findings on communication, resources, disposition, and bureaucratic structure, a summary of findings on the implementation of the Sota PLBN management is presented in Table 2.

**Table 2:** Summary of Findings of the Implementation of Sota PLBN Management Based on the Edwards III Model

| Variables              | Key Findings                                                                                                          | Condition       |
|------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------|
| Communication          | Socialization and coordination between agencies is underway, but public understanding still needs to be strengthened. | Relatively good |
| Resource               | Personnel and facilities are available, but there are still technical obstacles in implementation.                    | Not optimal     |
| Disposition            | The commitment and service attitude of the apparatus tends to be positive.                                            | Good            |
| Bureaucratic structure | The division of tasks and SOPs are quite clear, but coordination between agencies is still necessary.                 | Relatively good |

**Source:** Processed by researchers based on research results.

Overall, the four variables indicate that the implementation of the Sota PLBN management has been running, but still faces several obstacles that affect the optimization of formal trade.

### Management of the Sota PLBN in Supporting Cross-Border Trade

The management of the Sota PLBN can be seen from the traffic and trade activities recorded through official channels. Data from 2025 shows that the Sota PLBN not only serves cross-border mobility but also serves as a route for export and import activities. This data is presented in Table 3.

**Table 3:** Crossing and Trade Activities at the Sota PLBN in 2025

| Indicator                 | 2025            |
|---------------------------|-----------------|
| Arrival of passers-by     | 6,259 people    |
| Departure of the passerby | 6,319 people    |
| Export value              | Rp1,132,663,000 |
| Import value              | Rp103,829,000   |

**Source:** Processed from data on Sota PLBN crossings and trade in 2025.

The management of the Sota PLBN demonstrates that this post has functioned as an official route for cross-border mobility and trade. In 2025, 6,259 arrivals and 6,319 departures were recorded, with exports valued at Rp1,132,663,000 and imports at Rp103,829,000. The commodities traded included various basic necessities from Indonesia and natural resources from Papua New Guinea. However, research results indicate that informal trade continues to occur in the border area. Limited service times can encourage travelers to choose informal routes when approaching the service deadline (I4, interview). The use of informal routes can also occur due to urgent needs and limited service time (I5, interview). Meanwhile, some travelers' understanding of the regulations still needs to be strengthened (I8, interview). Thus, the management of the Sota PLBN has supported cross-border trade through formal channels, but has not yet fully shifted informal trade activities to official channels.

### Supporting and Inhibiting Factors

Supporting factors for implementation include clear regulations, the availability of basic resources and facilities, standard operating procedures (SOPs), inter-agency coordination, and social and economic relations between the Sota and Papua New Guinean communities. The PLBN manager explained that the high demand for goods from Sota among Papua New Guineans, along with long-standing family ties, are factors supporting cross-border trade activities (I1, interview). Community leaders also stated that the social and economic relations between the Sota and Papua New Guinean communities are good and supported by close family ties and customary ties (I5, interview). Meanwhile, inhibiting factors include limited competence and training, X-ray machine constraints, the vastness of the monitoring area, limited service time, uneven understanding of regulations, and the existence of informal trade. Overall, the research results indicate that the implementation of the Sota PLBN management has been running smoothly in administrative and operational aspects, but has not been fully optimal in directing community trade activities to formal channels. This condition is influenced by the

interaction between the PLBN's institutional capacity and the socio-economic conditions of the border community.

### Discussion

#### Policy Implementation in the Context of Border Governance

Research findings indicate that the primary problem in managing the Sota PLBN lies not in the lack of policy instruments, but in how those instruments operate when confronted with the social and economic conditions of border communities. Institutionally, implementation mechanisms are in place, but achieving the policy's goal of promoting formal trade is still influenced by pre-existing trade practices.

From Edwards III's (1980) perspective, this situation demonstrates that implementation cannot be understood solely from the existence of regulations, but rather from the interaction between communication, resources, disposition, and bureaucratic structures. Hill and Hupe (2021)<sup>[8]</sup> also view implementation as an operational process involving multiple actors and institutional levels. This perspective is relevant to border governance because borders are spaces that bring together the interests of the state, implementing institutions, and local communities. Wong Villanueva *et al.* (2023)<sup>[28]</sup> emphasize that governance of cross-border areas requires relationships and coordination processes among various actors and levels of government.

In the Indonesian context, Arifin *et al.* (2024)<sup>[1]</sup> demonstrated that border governance faces the complexity of mobility and the need to balance oversight with facilitation. The findings in Sota reinforce this perspective by demonstrating that policy implementation can proceed institutionally without substantively achieving all policy objectives. This research contributes to demonstrating that the effectiveness of border policy implementation needs to be assessed not only based on institutional functioning but also on the policy's ability to adapt to real-world conditions in border areas.

#### Institutional Capacity and the Role of the Apparatus

The combination of relatively available resources and persistent technical constraints suggests that implementation capacity is not solely determined by the number of personnel or the availability of facilities. Capacity also relates to the institution's ability to maintain service functions in the face of regional characteristics and the complexity of border tasks. Thus, the quality of resources is more important than mere quantity.

This understanding aligns with Edwards III (1980)<sup>[7]</sup>, who places resources as a crucial element of implementation, and Lipsky (2010)<sup>[12]</sup>, who emphasizes the role of frontline officials in translating policy into practice. In the context of PLBN, officials must balance their oversight function with the needs of public services. The humanistic approach of implementers suggests that policy implementation is not entirely mechanical but involves adjustments to field conditions.

These findings can be compared with Ohoiwutun (2023)<sup>[18]</sup>, who positioned the development of the Indonesia–Papua New Guinea border in relation to the need for capacity building and sustainable development. Pakasi *et al.* (2024)<sup>[20]</sup> also demonstrated the importance of capacity building and community empowerment in the governance of the Indonesia–Papua New Guinea border. Therefore,

strengthening the Sota PLBN is not solely focused on physical development but needs to encompass personnel competence, technical support, and the institution's ability to respond to community conditions. This research's contribution is to clarify that institutional capacity at the border is a combination of material resources and the apparatus' ability to operate them contextually.

### Inter-Agency Coordination in PLBN Governance

Research findings show that a clear division of tasks does not necessarily mean the implementation process is free from coordination issues. This is understandable, as PLBN management involves various organizations with different mandates, procedures, and authorities. Therefore, coordination is an inherent requirement of the implementation structure itself.

Within Edwards III's (1980) framework, bureaucratic structures can support implementation through clear division of responsibilities and procedures. However, Hill and Hupe (2021)<sup>[8]</sup> explain that implementation occurs through inter-institutional relationships, making coordination a crucial part of the policy operational process. The cross-border governance perspective of Wong Villanueva *et al.* (2023)<sup>[28]</sup> further emphasizes that effective governance requires collaborative processes that connect diverse actors and institutions.

These findings suggest that the challenges at the Sota PLBN are more accurately viewed as inter-organizational integration issues, rather than simply structural ambiguity. In the border context, coordination mechanisms are crucial because serving a single traveler or commodity can involve multiple institutions simultaneously. This research's contribution is to demonstrate that the effectiveness of bureaucratic structures in border areas depends heavily on the institutions' ability to transform sectoral divisions of authority into integrated service processes.

### Trade Formalization and the Persistence of Informal Practices

The most important finding of this study is the continued existence of informal trade despite the existence of formal trade mechanisms. This situation suggests that people's choice of a particular trade route is not solely determined by the existence of regulations, but also by convenience, time, economic needs, and the social patterns that have developed in border areas.

These findings align with Park *et al.* (2024)<sup>[21]</sup>, who demonstrated that efforts to integrate informal trade into the formal economy are influenced by the attractiveness and relative advantages of formal channels. Moyo (2023)<sup>[15]</sup> also demonstrated that top-down trade facilitation strategies can be limited when they do not align with regionalization processes and everyday economic practices. Larsen *et al.* (2026)<sup>[11]</sup> further positioned trade actors as actors with their own considerations and strategies for maintaining informal trade practices.

This condition becomes increasingly relevant in the Indonesia–Papua New Guinea context because cross-border social, kinship, and economic activities have been established in community life. Korwa (2026)<sup>[10]</sup> shows that the daily practices of communities on the Indonesia–Papua New Guinea border remain influenced by mobility, kinship, local economics, and trade, even under conditions of unequal governance.

Therefore, the existence of informal trade in Sota should not be understood merely as a failure of oversight or a lack of public compliance. Rather, this phenomenon is best viewed as the outcome of the interaction between formal state mechanisms and the socio-economic practices of border communities. This study demonstrates that the formalization of trade is both an implementation issue and a socio-economic one. In other words, the construction of facilities and the introduction of formal procedures do not automatically lead to behavioral changes if formal channels do not fully align with the community's needs and practices.

### Conclusion

The management of the Sota Cross-Border Post (PLBN), implemented in accordance with BNPP Head Regulation No. 7 of 2017, has proceeded both administratively and operationally to support cross-border services and formal trade. Applying the Edwards III model, factors such as communication, resources, disposition, and bureaucratic structure have facilitated policy implementation, although effectiveness remains influenced by various operational and institutional constraints. While the management of the Sota PLBN has supported formal cross-border trade, it has not yet fully eliminated informal trade practices. This situation demonstrates that the implementation of border policy is shaped not only by institutional frameworks but also by socio-economic conditions, community activity patterns, and the specific characteristics of the border region.

Therefore, efforts to strengthen the management of the Sota Cross-Border Post (PLBN) should focus on enhancing technical capacity, maintaining support facilities, bolstering inter-agency coordination, and establishing formal trade mechanisms that better align with the needs of border communities. These findings underscore that the effectiveness of border management cannot be measured solely by the functioning of formal institutions and procedures, but also by the ability to adapt policies to the social and economic realities of the border region.

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